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Merton Council

Healthier Communities and Older People Overview and Scrutiny Panel

Date: 11 January 2021

Time: 7.15 pm

Venue: This will be a virtual meeting and therefore will not take place in a physical location, in accordance with s78 of the Coronavirus Act 2020.

AGENDA

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MERTON COUNCIL

BUSINESS PLAN 2021-25

SAVINGS PROPOSALS INFORMATION PACK

Members are requested to bring this information pack to the following meetings:-

Healthier Communities and Older People O&S Panel	11 January 2021
Children and Young People Overview and Scrutiny Panel	13 January 2021
Sustainable Communities Overview and Scrutiny Panel	19 January 2021
Overview and Scrutiny Commission	20 January 2021
Cabinet	22 February 2021
Budget Council	3 March 2021

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All sections are grouped by Scrutiny Panel/Commission

NEW DEPARTMENTAL SAVINGS PROPOSALS (CABINET 9 November 2020) **To be discussed at budget scrutiny meetings in January & February**	**Page No.**	**Eq. Impact Page No.**
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2021-22 CS02 Corporately funded items	11	25
2021-22 CS03 Realignment of Pension Added years budget	11	25
2021-22 CS04 Information Governance - Establish income grant budget for transparency agenda	12	25
2021-22 CS05 Contract savings and IT procurement	12	25
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HEALTHIER COMMUNITIES & OLDER PEOPLE O&S PANEL		
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DEFERRED DEPARTMENTAL SAVING PROPOSALS (CABINET 7 December 2020) **For discussion at budget scrutiny meetings in January**	**Page No.**	**Eq. Impact Page No.**
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2019-20 CS13 Improved collection of HB overpayments and reduce Bad Debt Provision	21	n/a
2020-21 CS10 Further restructuring of the Transactional Services team	21	n/a
SUSTAINABLE COMMUNITIES O&S PANEL		
E1 Investigate potential commercial opportunities to generate income from provision of business advice	23	n/a

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SAVINGS TARGETS BY DEPARTMENT (Cabinet 7 September 2020)	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	3,028	854	269	(592)	3,559
Children, Schools and Families	2,142	604	190	(419)	2,517
Environment and Regeneration	5,008	1,412	444	(980)	5,884
Community and Housing	6,559	1,850	582	(1,283)	7,708
Total	16,737	4,720	1,485	(3,274)	19,668
Total (cumulative)	16,737	21,457	22,942	19,668	

"Non-Covid" Savings Proposals (Cabinet 9 November 2020)	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	374	0	0	0	374
Children, Schools and Families	450	200	0	0	650
Environment and Regeneration	930	750	(50)	(85)	1,545
Community and Housing	55	1,299	0	0	1,354
Total	1,809	2,249	(50)	(85)	4,493
Total (cumulative)	1,809	4,058	4,008	3,923	
Less:					
Contribution to Balancing the Budget Reserve *	(133)	133	0	0	0
Total (cumulative)	1,676	4,191	4,008	3,923	

* To be kept under review pending identification of the level of replacement and deferred savings caused by Covid-10

Deferred Savings (Cabinet 7 December 2020)	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	620	(520)	(100)	0	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	65	10	(75)	0	0
Community and Housing	0	0	0	0	0
Total	685	(510)	(175)	0	0
Total (cumulative)	685	175	0	0	

SUMMARY OF NEW SAVINGS PROPOSALS 2021-25 - CABINET 7 December 2020

Savings Proposals to Cabinet 9 November 2020	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	374	0	0	0	374
Children, Schools and Families	450	200	0	0	650
Environment and Regeneration	930	750	(50)	(85)	1,545
Community and Housing	55	1,299	0	0	1,354
Total	1,809	2,249	(50)	(85)	3,923
Total (cumulative)	**1,809**	**4,058**	**4,008**	**3,923**	

KEY

Savings Type

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

Panel

C&YP	Children & Young People
OS	Overview & Scrutiny
HC&OP	Healthier Communities & Older People
SC	Sustainable Communities

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2021-22 CS01	**Service/Section**	**Customer, Policy and Improvement**								
		Description	**Cash collection contract**	129	23				L	L	SNS1
		Service Implication	Planned reduction in number and frequency of collections								
		Staffing Implications	None								
		Business Plan implications	In line with our strategy of digitalising more services and offering a cashless solution								
		Impact on other departments	Led by Parking Services in reducing the number and frequency of collections								
		Equalities Implications	None								
	2021-22 CS02	**Service/Section**	**Corporate**								
		Description	**Corporately funded items (eg. Supplies and services)**	477	75				L	M	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	2021-22 CS03	**Service/Section**	**Corporate**								
		Description	**Realignment of Pension Added years budget**	874	63				L	H	SNS1
		Service Implication	If there are a high level of redundancies due to budget reductions the residual budget will be under strain.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2021-22 CS04	**Service/Section**	**Corporate Governance - Information Governance**								
		Description	**Establish income grant budget for transparency agenda**	**0**	**13**				**H**	**M**	**SG1**
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	2021-22 CS05	**Service/Section**	**Customer, Policy and Improvement**								
		Description	**Contract savings and IT procurement**	**379**	**200**				**L**	**L**	**SNS1**
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total Corporate Services Savings					**374**	**0**	**0**	**0**			

DEPARTMENT: CHILDREN, SCHOOLS & FAMILIES SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	2021-22 CSF01	**Service/Section**	**Education & Early Help**								
		Description	**Reduction made in provision for PFI Unitary Charges**		**£450**	**£0**	**0**	**0**	**High**	**Low**	**SI1**
		Service Implication	None. Generated from increased school contributions due to increased pupil numbers. Note MTFS still needs to allow for increasing 'affordibility gap' general fund contributions over the next 8 years.								
		Staffing Implications	None								
		Business Plan implications	The “underspend” on the unitary charge is the result of schools income being above the budget that is set and this level of income over budget is expected to continue for the next 2-3 years. The income is based upon pupil numbers, and as the “primary bulge” continues to work through this situation is expected to continue with a small rise in pupil numbers then a plateau for a period. The “saving” is therefore expected to be available in 2021/22, and then will progressively reduce.								
		Impact on other departments	None								
		Equalities Implications									

DEPARTMENT: CHILDREN, SCHOOLS & FAMILIES SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	2021-22 CSF02	**Service/Section**	**Education & Early Help**								
		Description	**Rationalisation of Children's Centres**		£0	£200					
		Service Implication	Review of the buildings and service offer. Likely to make some savings but will need to review and unpick the income-generating capacity of these buildings. Buildings currently occupied by partners who pay rental income. This is likely to reduce the number of Children's Centre sites and will require specific public consultation and anticipated communication with DFE								
		Staffing Implications									
		Business Plan implications									
		Impact on other departments	Would need discussion with Health partners as they currently provide a rental income stream.								
		Equalities Implications									
Total Children Schools and Families Savings					**£450**	**£200**	**£0**	**£0**			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2021-01	**Service/Section** **Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Future Merton** Street works team income (increase in income) Captures over achievement over the last few years Undertaken within existing staff team In line with business plan None None	(120)	**100**				**Low**	**Low**	**SI2**
OS	ENV2021-02	**Service/Section** **Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Development Control/Building Control** Increase PPA's income (increased income) through a dedicated Majors team Assuming buoyant economy and level of development remains stable. Would be met within the existing team with a dedicated majors team resource In line with the business plan Minimal Minimal	(74)	**80**				**Med**	**Low**	**SI2**
OS	ENV2021-03	**Service/Section** **Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Parking** Review of back office processes and efficiencies To be reviewed To be reviewed In line with existing objectives. None None identified at present.	**1,650**			**100**	**50**	**Low**	**Low**	**SS1**
OS	ENV2021-04	**Service/Section** **Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Parking** EBC - potentially commencing in 2nd half of 2021/22. Assumes a 10% reduction in 2023/24, and a further 10% in 2024/25. To be reviewed To be reviewed In line with existing objectives. None To be reviewed as part of democratic processes relating to emissions based charging.	(11,996)	**750 - 1,000**	**750 - 1,000**	**(150) - (200)**	**(135) - (180)**	**Low**	**Low**	**SI2**
			Total Environment and Regeneration Savings		**930 - 1,180**	**750 - 1,000**	**(50) - (100)**	**(85) - (130)**			

DEPARTMENT: COMMUNITY & HOUSING SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Service/Section	**Adult Social Care - Direct Provision**								
HC&OP	**CH100**	**Description**	Review of in-house day care provision	**6,248**		**700**			**M**	**H**	**SS1**
		Service Implication	To review and consult on the consolidation of services on fewer sites to improve efficiency and to reflect the changing nature of provision. During COVID 19 the Learning Disability service has shifted away from buildings based provision to more outreach work and use of community facilities. The demand for older people's day care has also reduced. The review will consider the assets and staffing needed to serve current and future demand with a view to reducing the cost of provision. The proposals will be subject to consultation before any decision is made. If the outcome of the review and consultation does not deliver the target savings, alternative savings from across the department will have to be found. Departmental reserves may have to be used to bridge any timing gap.								
		Staffing Implications	There are likely to be job losses depending on the outcome of the review.								
		Business Plan implications	The proposals are likely to result in the closure of buildings which need to be considered in terms of the corporate estate strategy.								
		Impact on other departments	It may impact on the delivery of passenger transport services								
		Equalities Implications	Care Act eligible needs would continue to be met but may be met in different ways. Service users will be supported through any change. There may be an impact on carers who depend on the care for person being in day care on particular days								

DEPARTMENT: COMMUNITY & HOUSING SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Service/Section	**Adult Social Care - Direct Provision**								
HC&OP	**CH101**	**Description**	Review of in-house LD residential provision	**6,248**		**544**			**M**	**H**	**SS2**
		Service Implication	To review the in-house delivery of residential care given current usage, the condition of the buildings and opportunity to redevelopment sites for supported living. The review outcome will then be subject to consultation. The review will consider whether the Council wishes to continue to operate two in-house units into the future. In the event that the review and consultation do not deliver the target saving, alternative savings will have to be found from across the department and if required departmental reserves used to meet any timing gap.								
		Staffing Implications	There are likley to be job losses depending on the outcome of the review. TUPE may apply.								
		Business Plan implications	The proposals may result in the closure of a building which need to be considered in terms of the corporate estate strategy.								
		Impact on other departments	nil								
		Equalities Implications	The residents of the services all have a disability and will need to be supported through the review and any resultant change in where they live.								

DEPARTMENT: COMMUNITY & HOUSING SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH102	**Service/Section**	**Public Health**								
		Description	Dementia Hub re-commissioning	277	55	55			M	M	SP1
		Service Implication	To re-commission the Dementia Hub services when the contract expires in September 2021. The aim is to move away from a physical hub to an outreach model better linked to other services. The contract for the Dementia Hub expires in September 2021 and the proposal is not to relet the contract but commisison a new lower cost service. There is no statutory duty to provide a dedicated hub. The proposal will be subject to consultation. In the event that the review and consultation does not result in a the target savings, alternative savings will need to be found from elsewhere and departmental reserves might be needed to be sued to bridge any timing gap.							
		Staffing Implications	Nil								
		Business Plan implications	nil								
		Impact on other departments	nil								
		Equalities Implications	The users of the service either have dementia or are carers or family of those with dementia. They would need to be supported through any change								
		Total Community and Housing Savings		**12,773**	**55**	**1,299**	**0**	**0**			

SUMMARY: Deferred Savings in the MTFS 2021-25

Cumulative	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Corporate Services	(620)	(100)	0	0
Children, Schools and Families	0	0	0	0
Environment and Regeneration	(65)	(75)	0	0
Community and Housing	0	0	0	0
Total	(685)	(175)	0	0

KEY

Savings Type		Panel	
SI1	Income - increase in current level of charges	**C&YP**	**Children & Young People**
SI2	Income - increase arising from expansion of existing service/new service	**OS**	**Overview & Scrutiny**
SS1	Staffing: reduction in costs due to efficiency	**HC&OP**	**Healthier Communities & Older People**
SS2	Staffing: reduction in costs due to deletion/reduction in service	**SC**	**Sustainable Communities**
SNS1	Non - Staffing: reduction in costs due to efficiency		
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service		
SP1	Procurement / Third Party arrangements - efficiency		
SP2	Procurement / Third Party arrangements - deletion/reduction in service		
SG1	Grants: Existing service funded by new grant		
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant		
SPROP	Reduction in Property related costs		

Previously Agreed Saving

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS08	**Service/Section**	**Revenues and Benefits**										
		Description	**Increase in income from Enforcement Service**		100	20	15				L	L	SI2
		Service Implication	Increase in number of warrants received from ANPR contriventions										
		Staffing Implications	None										
		Business Plan implications	None										
		Impact on other departments	Increase in income for E & R										
		Equalities Implications	None										
		TOM Implications											
	2019-20 CS13	**Service/Section**	**Revenues and Benefits**										
		Description	**Improved collection of HB overpayments and reduce Bad Debt Provision**	0		500					M	M	SNS1
		Service Implication	HB overpayments have increased since 2014 and as a result additional income and subisdy received which also allows a reduction in bad debt provison										
		Staffing Implications	None										
		Business Plan implications											
		Impact on other departments	None										
		Equalities Implications	Existing collection procedures protects and assists the most vulnerable reisdents										
		TOM Implications	None										
	2020-21 CS10	**Service/Section**	**Infrastructure & Technology Division - Transactional Services**										
		Description	**Further restructuring of the Transactional Services team**	531			100				L	M	SS2
		Service Implication	Will increase the time taken to process income and expenditure payments and set up new suppliers on the Councils financial system. Will have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Staffing Implications	Previously agreed saving of £100k in 2020/21 which reduces the current establishment from 13 FTE down to 10 and the additional £100k saving will reduce the team down to 7 FTE.										
		Business Plan implications	To be determined										
		Impact on other departments	Likely to have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Equalities Implications	None										
		TOM Implications	None										
					100	520	115	0	0	0			

Deferred Savings proposal

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS08	**Service/Section**	**Revenues and Benefits**										
		Description	**Increase in income from Enforcement Service**		100	0	15	20			L	L	SI2
		Service Implication	Increase in number of warrants received from ANPR contriventions										
		Staffing Implications	None										
		Business Plan implications	None										
		Impact on other departments	Increase in income for E & R										
		Equalities Implications	None										
		TOM Implications											
	2019-20 CS13	**Service/Section**	**Revenues and Benefits**										
		Description	**Improved collection of HB overpayments and reduce Bad Debt Provision**				0	500			M	M	SNS1
		Service Implication	HB overpayments have increased since 2014 and as a result additional income and subisdy received which also allows a reduction in bad debt provison										
		Staffing Implications	None										
		Business Plan implications											
		Impact on other departments	None										
		Equalities Implications	Existing collection procedures protects and assists the most vulnerable reisdents										
		TOM Implications	None										
	2020-21 CS10	**Service/Section**	Infrastructure & Technology Division - Transactional Services										
		Description	Further restructuring of the Transactional Services team	531					100		L	M	SS2
		Service Implication	Will increase the time taken to process income and expenditure payments and set up new suppliers on the Councils financial system. Will have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Staffing Implications	Previously agreed saving of £100k in 2020/21 which reduces the current establishment from 13 FTE down to 10 and the additional £100k saving will reduce the team down to 7 FTE.										
		Business Plan implications	To be determined										
		Impact on other departments	Likely to have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Equalities Implications	None										
		TOM Implications	None										
					100	0	15	520	100	0			
			Change		**0**	**(520)**	**(100)**	**520**	**100**	**0**			
			Cumulative change		**0**	**(520)**	**(620)**	**(100)**	**0**	**0**			

Previously Agreed Saving

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	**Service/Section**	**Regulatory Services Partnership**							
		Description	Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	65	75			Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
			Total Environment and Regeneration Savings	**65**	**75**	**0**	**0**			

Deferred Savings proposal

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	**Service/Section**	**Regulatory Services Partnership**							
		Description	Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.		65	75		Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
			Total Environment and Regeneration Savings	**0**	**65**	**75**	**0**			
			Change	**(65)**	**(10)**	**75**	**0**			
			Cumulative	**(65)**	**(75)**	**0**	**0**			

SUMMARY OF EQUALITIES ASSESSMENTS

SAVINGS REFERENCE	CABINET	DEPARTMENT	SAVING	OUTCOME
2021-22 CS01	07 December 2020	Corporate Services	Cash Collection Contract	1
2021-22 CS02	07 December 2020	Corporate Services	Corporately funded items (e.g. Supplies and Services)	1
2021-22 CS03	07 December 2020	Corporate Services	Realignment of Pension Added years budget	1
2021-22 CS04	07 December 2020	Corporate Services	Information Governance - Establish income grant budget for transparency agenda	1
2021-22 CS05	07 December 2020	Corporate Services	Contract savings and IT procurement	1
2021-22 CSF01	07 December 2020	Children, Schools and Families	Reduction made in provision for PFI Unitary charges	1
2021-22 CSF02	07 December 2020	Children, Schools and Families	Rationalisation of Children's Centres	2
ENV2021-01	07 December 2020	Environment and Regeneration	FutureMerton - Street works team income	1
ENV2021-02	07 December 2020	Environment and Regeneration	Development Control/Building Control - Increase PPA's income through a dedicated Majors team	1
ENV2021-03	07 December 2020	Environment and Regeneration	Parking - Review of back office processes and efficiencies	3
ENV2021-04	07 December 2020	Environment and Regeneration	Parking - EBC - potentially commencing in 2nd half of 2021/22	2
CH100	07 December 2020	Community and Housing	Review of in-house day care provision	2
CH101	07 December 2020	Community and Housing	Review of in-house LD Residential provision	2
CH102	07 December 2020	Community and Housing	Dementia hub re-commissioning	3

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	A series of Resources Division corporate savings (2021-22 CS 1,2,3,4&5)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. AD Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Various savings in back office costs:- Cash collection contract £23,000 Miscellaneous savings (eg. Subscriptions) £75,000 Realignment of Pensions added year's budget £63,000 Income grant for transparency agenda £13,000 Contract Savings and IT procurement £200,000
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The proposals represent back office savings and there will be no impact on the protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	. No impact
Disability		X		X	. No impact
Gender Reassignment		X		X	. No impact
Marriage and Civil Partnership		X		X	. No impact
Pregnancy and Maternity		X		X	. No impact
Race		X		X	. No impact
Religion/ belief		X		X	. No impact
Sex (Gender)		X		X	. No impact
Sexual orientation		X		X	. No impact
Socio-economic status		x		X	. No impact

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

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

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
No impact						

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

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Roger Kershaw, AD Resources	**Signature: Roger Kershaw**	**Date: 17.11.20**
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	**Signature:**	**Date: 24/11/20**

Equality Analysis

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What are the proposals being assessed?	Reduction made in provision for PFI Unitary Charges
Which Department/ Division has the responsibility for this?	CSF / Education and Early Help

Stage 1: Overview	
Name and job title of lead officer	Tom Procter
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To ensure the budget fits the payments and income due – reflecting recent increases in receipts from school contributions due to formula based on school roll and RPIx increase agreed within last few years.
2. How does this contribute to the council's corporate priorities?	Support the council in meeting its savings targets and balancing its budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None – reflects previous decisions made
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

As there is not expected to be an impact on services to anyone there will be no impact on the protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		*		*	There is no negative impact to any person or protected characteristic as the cut does not change any service being provided – the budget reduction ensures the budget fits the payments and income due reflecting recent increases in receipts from school contributions due to formula based on school roll and RPIx increase agreed within last few years
Disability		*		*	As above
Gender Reassignment		*		*	As above
Marriage and Civil Partnership		*		*	As above
Pregnancy and Maternity		*		*	As above
Race		*		*	As above
Religion/ belief		*		*	As above
Sex (Gender)		*		*	As above
Sexual orientation		*		*	As above
Socio-economic status		*		*	As above

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Tom Procter	**Signature: T Procter**	**Date: 29/10/2020**
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	**Signature:**	**Date:**

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Rationalisation of Children's Centres
Which Department/ Division has the responsibility for this?	CSF / Education and Early Help

Stage 1: Overview	
Name and job title of lead officer	Allison Jones
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Aims 1. To reduce the number of buildings designated as DFE defined linked Children's Centres, resulting in a closure of a number of these linked Centres. 2. To maintain an offer of early childhood services for all Merton residents, through a range of universal services provided through other statutory agencies ie Health Visiting, early education and through access to services directly delivered in Children's Centres either face to face, remotely or through home visiting 3. To target resources at groups more at risk of poor outcomes, many of whom are within the protected characteristics groups 4. To rationalise the number of Children's Centres buildings based on protecting services for families with children under 5, who are identified as requiring additional early years learning and development and early help services Objectives 1. To target provision in areas of deprivation through a network of Children's Centres, with 2 designated Children's Centres (Acacia and Steers Mead) with a number of linked sites located in agreed areas, located in Merton's most deprived communities, which will focus the building provision in the South and East of the borough 2. To provide key services to vulnerable families, families living in lower income households and based on identified needs, supported by universal partner agency services i.e. midwifery, health visiting and early years education. 3. To maximise the opportunities through mandatory universal services i.e. midwifery, health visiting and early education and childcare, embedding pathways of support through a range of Children's Centre services that meet presenting need and provide self-serve and remote services for

	families where there are no additional needs above the universal level of need (threshold indicators) Outcomes 1. To narrow the gap at age 5 for vulnerable children including those with SEND, those living in low income households (eligibility for FSM) children from BAME groups and boys 2. To provide an offer that supports children's learning and development and builds parental bonding and attachment so that children can flourish in their early years and be ready for school/leaning 3. That families have their needs met in the early years, as evidence and research shows this is crucial to securing good lifelong outcomes, targeting resources appropriately
2. How does this contribute to the council's corporate priorities?	Support the council in meeting its savings targets and balancing its budget Narrowing the gap Delivering good outcomes for young children Being London's Best Council
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There are a range of residents and stakeholders that are affected 1. Resident families with children under the age of 5 2. Current community health provider CLCH who rent office space and delivery services from some Centres 3. Midwifery Services from St George's and St Helier who deliver services from some centres 4. Range of other agencies who rent spaces from Centres, this is anticipated to change between now and 2022
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Partly, currently the CLCH contract includes delivery and office accommodation from Children's Centres, rationalisation would need to be planned for in an integrated way with public health. Significant income is generated form the use of Centre by the community health provider so that would need to be factored in to any proposal as well as the possible impact on their own delivery model. This proposal also could affect the midwifery service of St Georges and St Helier, who have delivery space in some of the existing centres.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

EYFSP profile data
IDACI mapping
Take up data
Outcome data (Family maps)
Feedback from service users
Pathways data
Covid response service data
Compliments
Area profile
Research/evidence based practice https://www.childrenscommissioner.gov.uk/wp-content/uploads/2020/07/cco-best-beginnings-in-the-early-years.pdf
Using the above data enable the service to identify potential groups who may be more vulnerable to poor outcomes (child development) and or who may have protected characteristics. The analysis from the data sets, enables ongoing reviews of the services in terms of take up and engagement with various groups of residents who have protected characteristics, and provides a helpful bench mark as to possible groups that may be under represented and where a change in approach to current practices may need to be reviewed/changed/developed. The aim is to utilise various data sources that provide evidence of specific data in terms of output/volume/characteristics of service users as well as relevant/measureable outcomes so that there is a systematic approach to mitigating any negative impact as a result of the proposed changes to changes the number of physical buildings that are available for services to be delivered from.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		*	*		Possible negative impact is that women with young children may not have access to a local centre, however services would continue to be offered as they are now only at a centre in a different location, remotely or as part of a home vising service
Disability		*		*	Services for children with a disability will be protected
Gender Reassignment		*		*	
Marriage and Civil Partnership		*		*	
Pregnancy and Maternity		*	*		Possible negative impact is that women/mothers may not have access to a local centre, however services would continue to be offered as they are now only at a centre in a different location, remotely or as part of a home visiting service
Race		*	*		Possible negative impact is that some families may not have access to a local centre, however services would continue to be offered as they are now only at a centre in a different location, remotely or as part of a home vising service. Some BAME children have lower outcomes at the age of 5, so services would continue to target support and appropriate activities that support early child hood development for this cohort
Religion/ belief		*		*	
Sex (Gender)		*	*		Possible negative impact is that some families/mothers (women tend to be the significant service users) may not have access to a local centre, however services would continue to be offered as they are now only at a centre in a different location, remotely or as part of a home vising service. Male children tend to have lower outcomes at the age of 5, so services would continue to target support for appropriate activities that support early child hood development for this cohort
Sexual orientation		*		*	
Socio-economic status		*	*		Services will remain focussed within Merton's most deprived communities, with specific criteria based on the free school meal eligibility criteria (workless households) . Children's Centres will be prioritised for remaining open, based on the communities that they serve – the lower the IDACI scores, the focus will be here

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age	Buildings in more affluent areas will be rationalised, enabling resources to be used to support service priorities which includes narrowing the gaps for vulnerable groups and children at risk of poor outcomes, which include families/individuals with protected characteristics. Targeted outreach will take place in communities/buildings where there are pockets of deprivation/temporary accommodation and known families who may benefit from addition support, if there are no local centres nearby (as is the case currently) Continue to offer a range of services including young parents groups, to all mothers and fathers and children under 5 in accordance with identified need. All first time parents, and more vulnerable parents with more than one child, will continue to be offered a remote or face to face universal baby programme Families will have access to a centre, within the borough. For	**Service wide data**	**Quarterly/termly/yearly**	**Existing**	**AJ**	Contained within Services monitored to ensure we are meeting needs. We monitor age for child and not parent.

	some families they may have to travel further than currently, where this is an issue home visits will be considered or the possible rental of local space to deliver services if the need arises (i.e. schools, nursery). Continue to provide services at a more targeted level of need (as is the current offer), working in partnership with the mandated universal services i.e. midwifery and health visiting so that these agencies make full use of referral pathways and early help provision. Continue to promote the take up of services, particularly the health mandated child reviews and the 2 year old funded offer for eligible families					

Pregnancy and maternity	Buildings in more affluent areas will be rationalised, enabling resources to be used to support service priorities which includes narrowing the gap for vulnerable groups and children at risk of poor outcomes, which include families/individuals with protected characteristics. Remaining buildings will continue to host midwifery, antenatal and post-natal and health visiting universal services. Targeted outreach will take place in communities/buildings where there are pockets of deprivation/temporary accommodation and known families who may benefit from addition support, if there are no local centres nearby, as is the case currently Families will have access to a centre, within the borough. For some families they may have to travel further than currently, where this is an issue home visits will be considered or the possible rental of local space to deliver services if the need arises (i.e. schools, nursery). Continue to offer a range of services including the young					

	parents groups, to all mothers and fathers and children under 5 in accordance with identified need. (This is the current delivery model – so no change) All first time parents, (and more vulnerable parents with more than one child) will continue to be offered a remote or face to face universal baby programme Continue to provide services at a more targeted level of need (as is the current offer), working in partnership with the mandated universal services i.e. midwifery and health visiting so that these agencies make full use of referral pathways and early help provision Continue to promote the take up of services, particularly the health mandated child reviews and the 2 year old funded offer for eligible families					

Race	Buildings in more affluent areas will be rationalised, enabling resources to be used to support service priorities which includes narrowing the gap for vulnerable groups and children at risk of poor outcomes, which include families/individuals with protected characteristics Targeted outreach will take place in communities/buildings where there are pockets of deprivation/temporary accommodation and known families who may benefit from addition support, if there are no local centres nearby, as is the case currently Continue to offer a range of early learning together programmes and services including young parents groups, ESOL for mums and under 1s, targeted drop ins to all mothers and fathers and children under 5 in accordance with identified need. All first time parents, and more vulnerable parents with more than one child, will continue to be offered a remote or face to face universal baby programme Families will have access to a centre, within the borough. For some families they may have to travel further than currently,					

	where this is an issue home visits will be considered or the possible rental of local space to deliver services if the need arises (i.e. schools, nursery). Continue to provide services at a more targeted level of need (as is the current offer), working in partnership with the mandated universal services i.e. midwifery and health visiting so that these agencies make full use of referral pathways and early help provision. Continue to promote the take up of services, particularly the health mandated child reviews and the 2 year old funded offer for eligible families					

Sex	Buildings in more affluent areas will be rationalised, enabling resources to be used to support service priorities which is vulnerable groups and children at risk of poor outcomes, which include families/individuals with protected characteristics Targeted outreach will take place in communities/buildings where there are pockets of deprivation/temporary accommodation and known families who may benefit from addition support, if there are no local centres nearby, as is the case currently Continue to offer a range of services including young parents groups, to all mothers and fathers and children under 5 in accordance with identified need. All first time parents, and more vulnerable parents with more than one child, will continue to be offered a remote or face to face universal baby programme Families will have access to a centre, within the borough. For some families they may have to travel further than currently, where this is an issue home visits will be considered or the possible rental of local space to deliver services if the need arises (i.e.					

	schools, nursery). Continue to provide services at a more targeted level of need (as is the current offer), working in partnership with the mandated universal services i.e. midwifery and health visiting so that these agencies make full use of referral pathways and early help provision Continue to promote the take up of services, particularly the health mandated child reviews and the 2 year old funded offer for eligible families					

Socio-economic	Continue to offer a range of services including young parents groups, to all mothers and fathers and children under 5 in accordance with identified need. All first time parents, and more vulnerable parents with more than one child, will continue to be offered a remote or face to face universal baby programme For families living in areas of deprivation (CC locality) it is anticipated there will be minimal changes. Where travel or access may be an issue home visits will be considered or the possible rental of local space to deliver services if the need arises (i.e. schools, nursery). Continue to provide services at a more targeted level of need (as is the current offer), working in partnership with the mandated universal services i.e. midwifery and health visiting so that these agencies make full use of referral pathways and early help provision Continue to promote the take up of services, particularly the health mandated child reviews and the 2-year-old funded offer for eligible families. Continue to deliver					

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

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	X		

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Allison Jones	**Signature: Allison Jones**	**Date: 18/11/2020**
Improvement action plan signed off by Director/ Head of Service		**Signature:**	**Date:**

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Proposed budget savings **ENV2021-01** Street works team income (increase in income)
Which Department/ Division has the responsibility for this?	E&R: Future Merton Infrastructure Team

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry, Head of Future Merton
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is to increase fees and permit charges relating to roadworks, utility works and construction site activity on or adjacent to the Highway Network. Proposals to increase income by £100,000 p/a though increased licence and permit fees.
2. How does this contribute to the council's corporate priorities?	In line with the council's business plan and statutory role as Highway Authority.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers affected will be utility companies and developers who pay to use, amend or hire the public highway for construction and utility purposes, this also includes fines for non compliance.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility is retained within the Council under statutory highway duties.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

A review of fees and permits has been undertaken and benchmarked against other local authorities.

Work has been undertaken with London Councils regarding lane-rental permits for utility works that has contributed to identifying opportunities to increase revenue income to LBM.

Due to the nature of the works and customers involved (roadworks and construction / utility companies, it not considered that there will be an impact on the protected characteristics of our residents,

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		X		X	N/A – fee proposals have a neutral impact on equality groups
Disability		X		X	No proposals to increase Disable Parking Bay fees.
Gender Reassignment		X		X	N/A – fee proposals have a neutral impact on equality groups
Marriage and Civil Partnership		X		X	N/A – fee proposals have a neutral impact on equality groups
Pregnancy and Maternity		X		X	N/A – fee proposals have a neutral impact on equality groups
Race		X		X	N/A – fee proposals have a neutral impact on equality groups
Religion/ belief		X		X	N/A – fee proposals have a neutral impact on equality groups
Sex (Gender)		X		X	N/A – fee proposals have a neutral impact on equality groups
Sexual orientation		X		X	N/A – fee proposals have a neutral impact on equality groups
Socio-economic status		x		X	N/A – fee proposals have a neutral impact on equality groups

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul McGarry Head of FutureMerton	**Signature: PMcG**	**Date:5/11/20**
Improvement action plan signed off by Director/ Head of Service	James McGinlay Assistant Director for Sustainable Communities	**Signature: JMcG**	**Date:5/11/20**

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Increase Planning Performance Agreement's income (increased income) through a dedicated Majors team ENV2021-02
Which Department/ Division has the responsibility for this?	E@R Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan : Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increase PPA's income (increased income) through a dedicated Majors team Charging additional fees for major planning applications. Will deliver additional income for savings.
2. How does this contribute to the council's corporate priorities?	Income for corporate savings imperative
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Additional expectations on the service provided given that addition fees to be charged. These will not be invested in the team to allow extra resources to undertake the work, unless extra additional income is also generated. Reorganised structure may concentrate effort on major regeneration schemes to the benefit of residents and businesses
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Future Merton provide professional expertise on relevant major planning applications. Children's Schools and Families, Property, Env health, Greenspaces and other sections rely on the service when involved in planning applications for their respective area or provide advice external applications.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

None

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		x		x	
Disability		x		x	
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x		x	

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan	**Signature:**	**Date:29-10-20**
Improvement action plan signed off by Director/ Head of Service	Neil Milligan	**Signature:**	**Date:29-10-20**

Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (available on the intranet). Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Deletion of posts in Parking Services to meet the proposed Savings proposal for 2023/2024 and 2024/24. ENV2021-03
Which Department/ Division has the responsibility for this?	Directorate : Environment and Regeneration Section: Parking Services Service: Permits/PCN/and administration.

Stage 1: Overview	
Name and job title of lead officer	Ben Stephens
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the deletion of posts is to achieve the proposed saving by reducing the number of posts within the Service.
2. How does this contribute to the council's corporate priorities?	Achieving the MTFS savings and considering efficiencies within the service
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Work force
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Parking Services have a total of 78.5 staff including the Head of Parking Services. There are 43.5 'back office staff and 35 Civil Enforcement Officer and Team Leaders. This saving will reduced the back office establishment to 40.5 staff in 2023/24 and down to 39 in 2024/25, a total reduction of 4.5fte post in total.

The protected characteristics that maybe affected are age, disability, sex (Gender) and race. The council's restructure process will be followed which includes a process of consultation with the workforce.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age			x		Staff affected maybe of an older age group.
Disability			x		Staff affected may have a registered disability.
Gender Reassignment				x	
Marriage and Civil Partnership				x	
Pregnancy and Maternity				x	
Race				x	Staff may be affected depended on race.
Religion/ belief				x	
Sex (Gender)			x		Staff affected maybe either female or male.
Sexual orientation				x	
Socio-economic status					

7. If you have identified a negative impact, how do you plan to mitigate it?

The negative impact will be that the 4.5 members of staff (if in post at the time of the saving in 2023/2024) will be subject to redundancy where individuals are presenting as having the protected characteristics of either age, sex (gender) or disability. The managing workforce change procedure and policy will be used to mitigate any negative equalities impact that arises.

Stage 4: Conclusion of the Equality Analysis

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

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

☐ **Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

☐ **Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

☐ **Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.

☐ **Outcome 4** – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Staff affected by the proposed deletion of the posts can present with the following protected characteristics: age, sex (gender) and/or a disability	We will use the managing workforce change policy to mitigate the negative impact.	Through following the workforce change policy and addressing any negative impact on age, sex or disability.	Within the timescales set for savings .	Existing resources	Ben Stephens	Not yet as this has not been agreed.

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 3 Assessment
The proposed deletion of posts in 2023/24 in Parking Services will impact on the workforce as there will potentially be a deletion of posts. The council's process will be followed, this includes the consultation with the staff. Should anything be raised during the consultation stage in relation to equalities, reasonable adjustments will be made to address the issues raised.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	**Ben Stephens**	**Signature:** Ben Stephens	**Date: 6.11.2020**
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	**Signature:**	**Date:**

Emission Based Charging Equalities Assessment (November 2020)

This document is in the process of being updated following the result of a recent consultation.

Equality Analysis

Please refer to the guidance for carrying out Equality Assessments is available on the intranet Text in blue is intended to provide guidance – you can delete this from your final version.	
What are the proposals being assessed? ENV2021-04	Saving title – Emission based charging for Permits and paid for parking on and off street. To help deliver key strategic council priorities including public health, air quality, climatechange and sustainable and active transport. This assessment considers: The effect of an emission-based charging model and the decrease or increase in Permit and parking changes for some residents/motorists. To facilitate emission based charging it is proposed 100 new machines are required which can charge based on vehicle type. It is proposed to remove all existing machines (circa 429) in a phased approach over the medium term, and replace 100 new machines which will also take card and other contactless payments. These 100 machines account 80% of all transactions. There is currently a total of 2.3 m transactions – c £4.6 m per annum This assessment considers the payment methods/choices at location where a machine is no longer an alternative and payment options in respect of the 100 new machines and the impact for card payments.

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	Scratch cards for visitor Permits are currently sold to allow parking within Permit Zones when guests visit. These cannot be linked to specific vehicles which is required in an emission based charging model. The potential removal of this service in the medium term is being considered with an online vehicle specific option which is now available.
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Ben Stephens, Head of Parking
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.)	In setting out its measures of success, the on/off street diesel levy surcharge aims to reduce the number of highly polluting cars owned within the borough. Local authorities are not permitted to use parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council's traffic management and other policy objectives. Merton wishes to ensure that the highest priority is given, to its responsibilities to deliver cleaner local air at a time when the current situation has been described as a global public health emergency. We are delivering a new Air Quality Action Plan that is ambitious in its aims and already demonstrates that we as an authority will use all of the powers available to us, not only to challenge and tackle this problem; but also to work towards delivering our legal responsibilities to protect the public. The council recognises the part that it has to play, in developing and delivering a framework to tackle air quality, demand for parking, and congestion in the borough. It does not stand alone on these issues. All of the other London boroughs are seeking to implement new parking policies to tackle similar problems. There are very few direct levers available to stimulate a change in driver behaviour, and the council believes that the rationale for setting the new parking charges is about giving people the right nudge and opportunity to make different choices.

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	Members are requested to exercise their statutory duty to secure the expeditious, convenient and safe movement of traffic, and the provision of suitable and adequate parking facilities in the context of the public health agenda. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. This proposal sets out the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future. They explain the Public Health vision to protect and improve physical and mental health outcomes for the whole population in Merton, and to reduce health inequalities. At the heart of the strategy is the concept that the environment is a key driver for health. It can be summarised by '**making the healthy choice the easy choice'.**
2. How does this contribute to the council's corporate priorities?	It contributes in the following ways: 1. Reduce congestion 2. Improve air quality and meet EU quality standards 3. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019 4. Adopt a healthy street approach 5. Promote healthier life styles and encourage more active travel Healthy places: The 'healthy streets' approach defines a healthy street as one with: things to see and do; places to stop and rest; shade and shelter; clean air; and pedestrians from all walks of life. It must be easy to cross; and feel safe, relaxing and not too noisy. Put simply, it needs to be an environment in which people choose to walk and cycle. Action against these indicators ultimately improves health, and parking policy has a role to play for example, by helping improve air quality, and incentivising people to walk, cycle and use public transport.

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	Merton Air Quality Action Plan 2018-2023 Merton's Air Quality Action Plan 2018-2023 strongly supported by Members is a key policy document, which clearly sets out the links between vehicle use and air quality in the Borough. Air pollution is recognised, as a major contributor to poor health with more than 9000 premature deaths attributed to poor air quality in London Air pollution is associated with a number of adverse health impacts: it is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with equalities issues, because areas with poor air quality are often less affluent. Air quality has been identified as a priority both nationally and within London, where pollution levels continue to exceed both EU limit values and UK air quality standards. Pollution concentrations in Merton have historically and continue to breach the legally binding air quality limits for both Nitrogen Dioxide (NO2) and Particulate Matter (PM10). The air quality-monitoring network run by Merton has shown that the UK annual mean NO2 objective (40µg/m3) continues to be breached at a number of locations across the borough. In some locations the NO2 concentration is also in excess of the UK 1-hour air quality objective (60µg/m3) which indicates a risk not only to people living in that area but also for those working or visiting the area. In Merton an Air Quality Management Area (AQMA) has been declared for the whole borough. The AQMA has been declared for the following pollutants: Nitrogen Dioxide: we are failing to meet the EU annual average limit for this pollutant at some of our monitoring stations and modelling indicates it is being breached at a number of other locations. We may also be breaching the UK 1-hour Air Quality Objective based on measured concentration for NO2 being in excess of 60µg/m3 at some locations within the borough. There are four focus areas in the borough. These are in the main centres of Mitcham, Morden, Raynes Park and Wimbledon. Parking and Traffic Management This proposed Parking Charges report sets out the important role Parking and transport policy has in managing the roads and wider travel needs of the public. Merton's policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail.
3. Who will be affected by this proposal? For example who are	The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups, who own a diesel vehicle.

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the external/internal customers, communities, partners, stakeholders, the workforce etc.	In order to set the context for the proposal the following profile has been used. Merton's profile Merton has a diverse and growing population. In 2018, Merton has an estimated resident population of 209,400, which is projected to increase by about 3.9% to 217,500 by 2025. The age profile is predicted to shift over this time, with notable growth in the proportions of older people (65 years and older) and a decline in the 0-4 year old population.

Age	Percentage of total population
0-4	7.4%
5-17	15.7%
18-64	64.5%
65-84	10.7%
85+	1.7%

Source: GLA Housing led projection, data from 2016 SHLAA

Sex

Age	Female	Male
0-4	106,045 (51%)	103,370 (49%)
5-17	16,077 (49%)	16,733 (51%)
18-64	68,266 (50.5%)	66,914 (49.5%)
65-84	11,840 (53%)	10,500 (47%)
85+	2,287 (63%)	1,343 (37%)

Source: The 9 Protected Characteristics, Merton. Available from: https://www2.merton.gov.uk/9%20PC%20July%202018%20Final.pdf

In 2018, east Merton has an estimated resident population of 110,200 which is projected to increase to 113,900 by 2025 (a 3.3% increase) compared to west Merton, which has an estimated resident population of 99,200 which is projected to increase to 103,600 by 2025 (a 4.5% increase).

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	East Merton generally has a larger younger population of 0-29 year olds compared to west Merton, which generally has a larger population of people, aged 35 and over. In 2018, Merton has an estimated 135,200 working age population (18-64 year olds), which make up 64.5% of the total population. By 2025 this is predicted to increase in numbers to almost 140,000 (although decrease slightly as a proportion of the total population, to 64.3%). Almost 72,000 of this age group currently reside in east Merton compared to 63,200 in west Merton. There is expected to be an increase by 2025 to 73,800 in east Merton and 66,200 in west Merton. Merton has 22,350 people aged 65-84 years old (10.7% of the total population). By 2025, this is predicted to increase to 24,350 (11.2%). 10,350 live in east Merton compared to 12,000 in west Merton. By 2025 there is expected to be an increase to 11,550 in east Merton and almost 12,800 in west Merton. Merton along with most London Boroughs is currently failing its annual legal air quality targets for both NO2 and Particulates (PMs); this problem is most severe around the major transport routes. There is emerging evidence that schools in London which are worst affected by air pollution are in the most deprived areas, meaning that poor children and their families are exposed to multiple health risks.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.

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Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The Council have assessed the use of public transport and active transport and are considered alternatives to owning a vehicle. Specifically diesel cars contribute significantly to poor air quality. There are also other vehicle types such as electric or hybrid which are clear alternatives.

In the proposal there will be locations where currently a P&D machine is in situ, but may be removed and for a 'cashless' payment to be made through a phone or APP. This assessment has considered the impact on individuals unable to pay by phone or APP at locations where cash machines are not an option.

In respect of the locations where the 100 new machines are being put in, consideration will be given to have cash and card payments or just cash.

Key factors considered included:

(i) Air Quality hotspots

(ii) Areas of high congestion

Merton is committed to undertaking comprehensive consultation to gain the views of residents and stakeholders. This enables the Council to make informed decisions and to develop our policies.

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X		X		**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **<u>Potential Negative Impact</u>**

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					<u>(Areas of mobile phone payments only)</u> There may be a number of residents (predominantly elderly) who do not own a mobile phone and would be unable to make payment via RingGo in locations where there is no machine to do so, they would be unable to make payment unless an alternative option is available. <u>(Locations where there is a machine to make payment)</u> In the case where there is a machine available for payment, it is being considered for these machines to only take cashless payments. If a motorists does not have a bank card to make payment, they would be unable to make payment unless an alternative option is available. However, car tax, insurance and maintenance petrol cost/expenditure would mean that it is very unlikely that a vehicle owner did not have a bank card to make payment.
Disability	X		X		**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **<u>Potential Negative Impact</u>** <u>(Areas of mobile phone payments only)</u> Digitisation statistics do show individuals with a disability are less likely to own a mobile phone and would therefore be unable to make

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					payment via RingGo, in locations where there is no machine to do so, unless an alternative option is available. <u>(Locations where there is a machine to make payment)</u> In the case where there is a machine available for payment, it is being considered for these machines to only take cashless payments. If a motorists does not have a bank card to make payment, they would be unable to make payment unless an alternative option is available. However, car tax, insurance and maintenance petrol cost/expenditure would mean that it is very unlikely that a vehicle owner did not have a bank card to make payment.
Gender Reassignment	X			X	**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **<u>Potential Negative Impact</u>** None identified
Marriage and Civil Partnership	X			X	**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all.

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					This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **Potential Negative Impact** None identified
Pregnancy and Maternity	X			X	**Positive Impact** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **Potential Negative Impact** None identified
Race	X			X	**Positive Impact** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **Potential Negative Impact**

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					None identified
Religion/ belief	X			X	**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **<u>Potential Negative Impact</u>** None identified
Sex (Gender)	X			X	**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **<u>Potential Negative Impact</u>** None identified
Sexual orientation	X			X	**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of diesel cars within the borough. This policy has a positive health benefit to all.

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					This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **<u>Potential Negative Impact</u>** None identified
Socio-economic status	X		X		**<u>Positive Impact</u>** The proposals support the principle of a shift away from polluting vehicles to alternative forms of transport for all owners of and motorists parking of vehicles within the borough. This policy has a positive health benefit to all. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. **<u>Potential Negative Impact</u>** **Cost of Emission Charging.** Any increase in parking charges has the potential to negatively impact on those from certain socio economic backgrounds. Significant social inequalities exist within Merton. The eastern half has a younger, less affluent and more ethnically mixed population. The western half is less ethnically mixed, older and more affluent. Largely as a result, people in East Merton have worse health and shorter lives. The improvement action plan below sets out a number of mitigations to address the above points.

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					The council considers that the impact is proportionate to the legitimate aim sought to be achieved through the policy. **Paid for on and off street parking** <u>(Areas of mobile phone payments only)</u> Those individuals who drive a vehicle but cannot afford a mobile phone may be disadvantaged and would therefore be unable to make payment via RingGo, in locations where there is no machine to do so, unless an alternative option is available. <u>(Locations where there is a machine to make payment)</u> In the case where there is a machine available for payment, it is being considered for these machines to only take cashless payments. If a motorists does not have a bank card to make payment, which may be case in some social-economic groups, they would be unable to make payment unless an alternative option is available. However, car tax, insurance and maintenance petrol cost/expenditure would mean that it is very unlikely that a vehicle owner did not have a bank card to make payment. **Scratch Cards for Visitor Permits.** Currently a resident may purchase and keep a stock of scratch cards to give to visitors as and when they arrive. However, these scratch cards are not specifically linked to the type of vehicle, which is required in an emission based charging model, therefore it is being proposed that visitor permits are purchased online or through a smart phone in the first instance and there may be a number of residents in this group who do not have access to a smart phone or a computer.

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7. If you have identified a negative impact, how do you plan to mitigate it?

The mitigations for disability, age, pregnancy & maternity and socio-economic status are set out in the Action Plan below.

Stage 4: Conclusion of the Equality Analysis

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

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

	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.
X	**Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.
	Outcome 4 – The EA shows actual or potential unlawful discrimination.

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Stage 5: Improvement Action Pan

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	HOW WILL YOU KNOW THIS IS ACHIEVED? E.G. PERFORMANCE MEASURE/ TARGET)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age	There are a number of alternatives to the use/ownership of a diesel vehicle, including cleaner vehicles or the transition to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality. <u>Access to bank cards.</u> The cost of maintain a car in London is significant and includes, car tax, insurance and maintenance petrol. This cost/expenditure would mean that it is very unlikely that a vehicle owner did not have a bank card to make payment at locations where card only payments are to be accepted. However there may be some residents, (who are more likely to be elderly) who do not have a bank card. Debit or Credit card ownership in the UK is significant with a growing trend of more ownership and usage. Further the use of contactless payments has increased in recent years which has made payment quicker and easier. Statistics show		Current	Existing	Ben Stephens	Yes

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	the younger the age the higher the ownership and use. For the more elderly most own a bank card which would be used for payment. Individuals who drive a vehicle for business and or pleasure are move active and mobile, and are already more likely to use a bank card to make payments. <u>Access to smart phones</u> Locations where only a mobile phone can be used accounts for 20% of all transactions/locations. Smartphone adoption among 55-75-year-olds in the UK has now reached 80%. (Graph below) Therefore 80% of 55-75 year old have the option to pay by smart phone. This figure is for the UK and it is known that there is a greeter update of digitalisation in London and the South East. 18-24-year-olds, market penetration is at a record 96%. 95% of smart phone users have used their phone within the last 24 hours which shows regular use. (Deloitte survey September 2019). The table below shows increase in smart phone ownership over the last 7 years with it being at 80% in 2019.					

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	The council will offer an option to sell single use scratch cards in advance for use when parking at locations where cash is not an alternative.					
Socio-economic status	There are a number of alternatives to the use/ownership of a diesel vehicle, including cleaner vehicles or the transition to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality. <u>Access to bank cards.</u> The cost to maintain a car in London is significant and includes, car tax, insurance and maintenance petrol. This cost/expenditure would mean that it is very unlikely that a vehicle owner did not have a					

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bank card to make payment at locations where card only payments are to be accepted.

However there may be some residents, (who are more likely to be unable to get credit or a bank account) who do not have a bank card.

Debit or Credit card ownership in the UK is significant with a growing trend of more ownership and usage. Further the use of contactless payments has increased in recent years which has made payment quicker and easier. Statistics show the younger the age the higher the ownership and use. However individuals who drive a vehicle for business and more likely to use a bank card to make payments.

<u>Access to phones</u>

Locations where only a mobile phone can be used accounts for 20% of all transactions/locations

The graph above shows that no less than 90% of all UK residents (in each age group) up to the age of 75 own a ‘Smartphone. Figures cannot be found for a normal mobile phone. It is clear that the ability to pay by phone is accessible to all and there is little indication that a low socio economic

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	status has an effect on phone ownership, particularly in cases where a car is also owned or used by the individual.					

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision-making reports (CMT/Cabinet/etc.) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome **2** Assessment
Please include here a summary of the key findings of your assessment. Diesel vehicles contribute to poor air quality. An increase on the surcharge will have the effect of nudging diesel car owners away from owing a diesel car. Reduced car and especially polluting diesel cars will help deliver key strategic council priorities including public health, air quality and sustainable transport and deliver an effective parking management strategy. The Council have assessed the use of public transport and active transport and are considered alternatives to owning a vehicle. Specifically diesel cars contribute significantly to poor air quality. There are also other vehicle types such as electric or hybrid which are clear alternatives. **<u>Positive Impact</u>** The proposals support the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future. In setting out its measures of success, the new PCN charging bands aims to deliver: It contributes in the following ways:

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1. Reduce congestion
2. Improve air quality and meet EU quality standards
3. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019
4. Adopt a healthy street approach
5. Promote healthier life styles and encourage more active travel

Negitive Impact

The increase cost of the diesel levy surcharge could have a negative effect on individuals who own a diesel car and find the additional charge challenging. This is mitigated because there are a number of alternatives to the use/ownership of a diesel vehicle, including cleaner vehicles or the transition to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality.

To facilitate this introduction of an on/off start diesel charge 100 new machines are required which can charge based on vehicle type. In some location payment by mobile phone only is an option. Data shows that no less than 90% of all UK residents (in each age group) up to the age of 75 own a 'Smartphone. Figures cannot be found for a normal mobile phone. It is clear that the ability to pay by phone is accessible to all and there is little indication that a low socio economic status has an effect on phone ownership, particularly in cases where a car is also owned or used by the individual.

In 100 locations (or where 80% of all transactions take place) payment by bank card will be an option. However given the cost to maintain a car in London is significant and includes, car tax, insurance and maintenance petrol. This cost/expenditure would mean that it is very unlikely that a vehicle owner did not have a bank card to make payment at locations where card only payments are to be accepted.

Monitoring
There is a commitment that the EA Plan will be reviewed in 12 months' time and will be published on the Council's website.

What course of action are you advising as a result of this assessment?
Section 5 – Improvement Action Plan sets out the actions and timescales proposed to be undertaken.

DRAFT

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Ben Stephens – Head of Parking Services	**Signature:**	**Date:1st November 2019**
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	**Signature:**	**Date:**

DRAFT

Equality Analysis

DRAFT

merton

What are the proposals being assessed?	CH100 Direct Provision – review of in-house day care provision
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	John Morgan – Assistant Director Adult Social Care
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To review and consult on the consolidation of services on fewer sites to improve efficiency and to reflect the changing nature of provision. During COVID 19, out of necessity to meet public health guidelines the service has shifted away from buildings based provision to more outreach work and use of community facilities. There has also been a significant take up of communicating by media such as Zoom, Skype and similar which has enabled people to keep in touch, and participate in virtual activities. Prior to the onset of the pandemic, the department had begun significant engagement with people with learning disabilities, their carers and families to seek their views on a new model for day opportunities that relied less on traditionally offered dedicated building based support and aims to make better use of everyday community facilities and activities. Using a range of community sites across the borough will give people the chance to meet nearer to their home and allay the fears of carers who have reservations about their family member's ability to navigate the broader community. The model also aims to increase opportunities for education, training and skill development and supported routes into employment. In moving this model forward it is apparent there will be less demand for 'day centres' as traditionally known, though this would still be an appropriate way to support individuals and meet the needs of people with more complex disabilities and those who experience behavioural difficulties. We know that the PD cohort at All Saints consists of people who value a 'drop in' space to meet people with similar life experiences to themselves, and this can be replicated in other settings. The LD cohort is an active group who use the building as a base to explore the community. The demand for older people's day care has also reduced. The review will consider the assets and staffing needed to serve current and future demand with a view to reducing the cost of provision. The proposals will be subject to consultation before any decision is made. If the outcome of the review and consultation does not deliver the target savings, alternative savings from across the department will have to be found. Departmental reserves may have to be used to bridge any timing gap.

	NB this EIA is a draft and will be amended as the review progresses
2. How does this contribute to the council's corporate priorities?	The proposal will contribute the Council medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users and their families of the day centres affected will be impacted; this includes internal and external service users as the day centres provide a service to Merton and out of borough residents. They may see a change in the location of their service or a change in the way they are supported. Carers who rely on the regularity of day care for the person they care for will be affected. Staff within the day centres affected will be impacted. Merton has the following day centres and staff: • Eastways: 10.79fte + 0.5fte Manager = 11.29fte • All Saints: 9.02fte + 0.5fte Manager = 9.52fte • JMC (Total of 3 areas): 29.69fte + 0.5fte Manager = 30.19fte • Leyton Road (including Outreach): 8.90fte + 0.5fte Manager = 9.40fte N.B. Fte's include current vacancies and bank staff All staff will be consulted with and supported through any changes. The impact on staffing levels will be determined by the review. it is likely that there will be fewer posts as a result. Vacant posts will be deleted first. Voluntary redundancy will be offered before compulsory redundancies are considered. Changes to transport and will also be impacted.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Changes to transport arrangements will affect E&R whop provide vehicles and drivers.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The Council has detailed information about the needs of current residents of the service through their personal needs assessments and annual reviews. We also have information about general population needs from the Joint Strategic Needs Assessment. We also have the experience of supporting service users and their families during the COVID19 pandemic.

Before any final decisions are made on the future shape of the service, the Council will undertake a consultation with the service users, their families, our staff and other stakeholders. This will inform the final recommendation and decision. The outcome might not match the target saving, in which case savings will need to be found elsewhere.

Eastways Day Centre - age range 72-98. Most service users are often with dementia.

All Saints – Learning disability and physical disability service users – age range in Centre 24-75; (average age of 41 for LD and 58 for PD).

As at May 20 there were 37 LD users (inc. 6 oob) and 30 PD users (inc. 6 oob). The highest group represented is the 31-55 age group for LD and 66+ for PD.

2 are wheel chair users, none need feeding assistance and there are no customers with dementia.

70% of LD customers have attended All Saints for between 6 – 10 years

60% of PD customers have attended All Saints for over 6 years.

The highest represented post code of where LD users travelled from was CR4 which was 49%.

The highest represented post code of where PD users travelled from was SW19 which was 30%.

The majority of customers attend from their family home, LD was 57% and PD was 53%

JMC – As at May 20 there were 99 LD service users (inc. 16 oob), age range 21-75, split into 3 categories:

- *Special Care* -wheelchair users / personal care requirement (ages 27-75). As at May 20 there were 34 service users (inc. 10 oob).
- *Mainstream* – service users with moderate learning disabilities (ages 26-69). As at May 20 there were 46 service users (inc. 5 oob).
- *Challenging Behaviour* –service users requiring additional support (ages 21-48). As at May 20 there were 19 service users (inc. 1 oob).

62% of customers have been attending for over 15 years.

The highest represented post code of where users travel from was CR4 which was 46%.

The majority of customers attend from either their family home or a residential home – both at 45% of the total customers at JMC as at May 2020.

Leyton Road – Service users with moderate learning disabilities (age range 27-84).

As at May 20 there were 53 service users (inc. 3 oob)

None needed feeding assistance, 10 required occasional personal care assistance and 4 required support with personal care at least once a day.

9 customers are wheelchair users and 4 are identifying with early signs of dementia.

30% of customers have been attending for over 15 years

The highest represented post code of where users travel from was CR4 which was 43%.

Customers attend from their family home (45%), residential home (32%) and supported living (23%).

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		✓	✓		**Eastways** Day Centre meets the needs of older people. In addition, some of the family carers who would be affected are over 65, and the changes may have a disproportionate impact on them.
Disability		✓	✓		It is in the nature of the services that they support people with disabilities.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓			
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Carers of day care users often struggle to maintain employment and may be dependent on benefits.

7. If you have identified a negative impact, how do you plan to mitigate it?

Eligible Social Care needs are assessed in line with the Care Act, and needs identified in this way will continued to be met within the reshaped directly provided service or alternative provision. The saving is about defining what the Council will directly provide not eligibility for a service which the Care Act requires to be judged on an individual basis. The options to meet assessed eligible need would be reduced however.

Current users of any service closed or merged will see a change to the way that their needs are met, but their needs will continue to be met in accordance with the Care Act 2014.

Stage 4: Conclusion of the Equality Analysis

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

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

- [ ] **Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.
- [x] **Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- [ ] **Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.
- [ ] **Outcome 4** – The EA shows actual or potential unlawful discrimination.

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Service users and families can be upset and anxious when changes to their daily arrangements are suggested.	Consultation to be carried out on specific proposals in plenty of time and by staff or agencies who are familiar to the people concerned. Service users and their families will be consulted on alternative arrangements	By implementing any changes successfully with no changes to the individual's activities.	By 31 March 2021	External consultant/ group	Andy Ottaway-Searle	Yes
The needs of service users would be met differently which may impact on their family/carers as it may not be in the same manner, pattern or regularity, and thus it may disrupt the lives of those carers.	Each individual will be re-assessed to adapt their support plans to the new options.	By individual support plans being present to the Outcomes Forum	Before each service unit is closed or changed	Internal	John Morgan	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 2 Assessment
The proposals will be subject to a review and consultation before a final recommendation and decision is made. Current users may see a change to the way their needs are met and this can be distressing. We will support these service users and their families through any change. Eligible needs under the Care Act 2014 will continue to be met, but the way they are met may be different and this may be disruptive to users and their carers. Statutory needs will continue to be met, but there might be less choice and support may be offered at different locations or in different ways.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Richard Ellis, Head of Strategy & Partnership	Signature: RE	Date: 21/10/20
Improvement action plan signed off by Director/ Head of Service	Andy Ottaway-Searle, Head of Direct Provision	Signature: AOS	Date: 22/10/20

Equality Analysis

DRAFT

merton

What are the proposals being assessed?	CH101 Direct Provision – Review of in-house residential care
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	John Morgan – Assistant Director Adult Social Care
1. What are the aims, objectives and desired outcomes of your proposal?	To review the delivery of residential care as an in-house offer in the light of current usage and the condition of each property. The aim will be to find less costly ways to meet the needs of the residents, which might involve the closure of a unit and transfer to an alternative provision. The review outcome will then be subject to consultation and review/reassessment of all individuals affected by the proposal. In the event that the review and consultation do not deliver the target saving, alternative savings will have to be found from across the department and if required departmental reserves used to meet any timing gap. NB this is a draft EIA and will be updated as the review is taken forward
2. How does this contribute to the council's corporate priorities?	The proposal will contribute the Council medium term financial strategy. The aim would also be to re-purpose any released site to meet other service priorities,
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users and their families will be affected if a site is closed and residents moved to another provision. A full assessment of needs would be undertaken and the LD team would work with residents, families and staff to identify alternative local provision. Currently there are five people living at Riverside (three vacancies) with another resident due to move. Meadowsweet has six residents and no vacancies. The Meadowsweet site in poor repair. The Riverside side has potential for redevelopment as supported living accommodation for people with learning disabilities. Current staffing: Meadowsweet: 9.99fte + 0.50fte Manager = 10.49fte; Riverside: 12.66fte + 0.50fte Manager = 13.16fte. All staff will be consulted with and supported through any changes.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	no

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The Council has detailed information about the needs of current residents of the service through their personal needs assessments and annual reviews. We also have information about general population needs from the Joint Strategic Needs Assessment and work carried out to review the use of residential care in learning disability services.

Before any final decisions are made on the future shape of the service, the Council will undertake a consultation with the service users, their families, our staff and other stakeholders. This will inform the final recommendation and decision. The outcome might not match the target saving, in which case savings will need to be found elsewhere.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		✓		✓	Residents in both homes are aged between 37 - 63
Disability		✓	✓		All residents are those assessed with learning disabilities: • 6 residents in Meadowsweet who have moderate to severe learning disabilities. Age range from 41-63. • 5 residents in Riverside. Age range from 37-61. o The residents have a range of needs and some have the potential to live in a different type of setting.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	

Race		✓	✓		The majority of the resident's ethnicity is white with the exception of 2 residents at Riverside who are classed as black /black British and mixed / multiple ethnic groups.
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	Residents are both male and female at both residential homes and facilities at both homes are designed for both gender. Staff are trained to support all genders.
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

7. If you have identified a negative impact, how do you plan to mitigate it?

Eligible Social Care needs are assessed in line with the Care Act 2014, and needs identified in this way will continued to be met within the reshaped directly provided service or the externally commissioned sector. The saving is about defining what the Council will directly provide not eligibility for or access to service.

Current users of any service closed or merged will see a change to the way that their needs are met, but their needs will continue to be met in accordance with the Care Act 2014. Each individual service user will be supported throughout the process and in the event of service user shaving to move, we will seek to respect friendship groups wherever possible.

Stage 4: Conclusion of the Equality Analysis

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

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

☐ **Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.

☐ **Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.

☐ **Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.

☐ **Outcome 4** – The EA shows actual or potential unlawful discrimination.

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Service users and families can be upset and anxious when changes to their daily arrangements are suggested.	Consultation to be carried out on specific proposals in plenty of time and by staff or agencies who are familiar to the people concerned. Care Act needs will continue to be met.	By implementing any changes successfully with no changes to the individual's activities.	31st March 2021	External consultant/ group	Andy Ottaway-Searle	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 2 Assessment
The proposals will be subject to consultation before a final recommendation and decision is made. Current users may see a change to the way their needs are met and this can be distressing. A change in home is particularly difficult from this client group and we will work to prepare them for an move that is necessary as a result of changes to in-house provision. We will support these

service users and their families through any change. Statutory needs will continue to be met, but there might be less choice.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Richard Ellis, Head of Strategy & Partnership	**Signature: RE**	**Date: 21/10/20**
Improvement action plan signed off by Director/ Head of Service	Andy Ottaway-Searle, Head of Direct Provision	**Signature: AOS**	**Date: 22/10/20**

Equality Analysis

What are the proposals being assessed?	CH102 Public Health – re-commission the Dementia Hub
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	John Morgan – Assistant Director Adult Social Care & Dagmar Zeuner – Director of Public Health
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To re-commission the Dementia Hub services when the current contract expires in September 2021. This is not a statutory service. The aim is to move away from a buildings based service to an outreach model, better integrated with mainstream provision that supports people with dementia, carers and families. This will include the support offered by dementia clinics and the voluntary sector. The contract for the Dementia Hub expires in September 2021 and the proposal is not to re-let the contract in its current form but commission a lower cost service based on an outreach model. The approach will be aligned with our work to make Merton dementia friendly, encouraging greater collaboration with the third sector to offer dementia friendly services. The new service would work wit Dementia Clinics and utilise other community facilities such as libraries. The proposal will be subject to consultation. In the event that the review and consultation does not result in the target savings, alternative savings will need to be found from elsewhere and departmental reserves might be needed to be sued to bridge any timing gap. The Carers Strategy engagement identified issues carers face with accessing services that are building based. This situation has been made worse by the Covid-19 pandemic. There comes a point when an individual with Dementia is no longer able to access the Hub building. This can put increasing pressure on the carer, who is increasingly unable to leave their home without support for the person with Dementia. The service will promote dementia friendly environments in all community settings.. The desired outcome is to continue to support people with dementia and their carers to live independently (through timely advice, support and education) and to encourage connectivity within wider Dementia Friendly community groups.

2. How does this contribute to the council's corporate priorities?	The Council's overarching policy priority is to bridge the gap in terms of outcomes between the east and west of the borough and between different communities. The new model supports the Council's prevention agenda linked to a priority around prevention in the Health and Wellbeing Strategy. As part of a prevention work-stream, the Council is working alongside Merton Clinical Commissioning Group (CCG), Central London Community Healthcare (CLCH), local voluntary community sector organisations and Merton Health and Care Together on a number of prevention activities, all of which are relevant to Supporting people with Dementia and their carers in their own communities. These include promoting prevention services in the Borough, developing a 'network of connectors', 'making every contact count' through staff training, supporting staff and providing leadership for Healthy Workplaces and embedding prevention in health and care pathways. The Community Plan and more recently the Merton Place are looking to build on. The new Outreach Support Service would look to establish a more outward facing and integrated service, supporting people with Dementia, their families and carers in their own homes and other community settings as opposed to one building based service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Key identified customers and carers, staff, volunteers, voluntary and community sector organisations; existing and potential customers; health and social care partners, other internal/external commissioners. The total number of unique customers and carers supported by the service in last year (2019-2020) are highlighted below:

	April-June	**July-Sept**	**Oct-Dec**	**Jan-March**	**2019-2020**
Customers	182	156	295	237	870
Carers	188	239	233	252	912

The Alzheimer's Society that runs the services and their staff and volunteers. There are 11 members of staff affected. The hub also has 99 hours supported by volunteers each week when the centre is open, and are currently providing keeping in touch calls to customers.

The hub building is owned by Merton Council and is rented by the Alzheimer's Society. The building also hosts the Wandsworth Dementia Service, commissioned by SWL CCG.

There are health and social care partners who refer people to the service, including Dementia Nurses, social workers and CLCH.

The centre also provides a base for health partners and there are clinicians that facilitate their memory/diagnosis clinics from the hub. Other voluntary sectors work in partnership with the hub to deliver projects and activities. E.g. Sporting memories, Creative Maths. The workforce also supports the Dementia Action Alliance. There are approximately 100 alliance members across Merton.

How the proposal will benefit the council: The new model aims to ensure more targeted use of the council's limited resources. In the current financial climate, we will be looking to support services that prevent, reduce or delay the need for more expensive interventions. The council will benefit through the contribution this service model will make to the council's corporate priorities and the priorities set out in the community plan.

4. Is the responsibility shared with another department, authority or organisation? If so, who are the	The Dementia Hub is funded via Public Health Grant and the contract is held by Adult Social Care. The contract also funds the Dementia Action Alliance co-ordinator post, which is part of the Dementia Action Alliance. This Alliance is overseen by the Dementia Friendly Communities Team, Alzheimer's Society.

partners and who has overall responsibility?	.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The proposal is based on detailed monitoring of the service and regular engagement with and feedback from stakeholders. It is also based on the experience of supporting people differently during the COIVD 19 pandemic, where we have found that people prefer more personalised support that comes to them.

By the nature of the service the users tend to be older, although some are of working age, and may have multiple health problems and/or disabilities. Dementia affects all parts of our community. However, There are a number of issues around race inequality that may mean BAME groups may be impacted more by economic deprivation. We also know that residents from Black Caribbean and Asian backgrounds have higher rates of certain conditions such as hypertension and type 2 diabetes, which may be linked to cardiovascular dementia.

There are other cultural factors including caring at home and recognition of dementia which may mean some BAME groups are less likely to access dementia services as a carer or get a diagnosis as someone living with dementia. Both can impact on quality of life and appropriate planning, such as power of attorney. Lack of diagnosis also linked to healthcare impact such as duration of stay in hospital, unplanned care etc.

The proposal will be subject to an engagement exercise with relevant stakeholders.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	x		x		The service would operate differently. Instead of a physical hub, we would commission a virtual hub and outreach support linked to health ad voluntary sector services, Dementia affects all parts of our community. However, by its nature the service supports those who tend to be older. BAME communities are more likely to be impacted by economic deprivation, and health conditions that can lead to cardiovascular dementia.
Disability	x		X		
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X	x		
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		x	x		Carers often struggle to maintain employment.

7. If you have identified a negative impact, how do you plan to mitigate it?

The Dementia Hub is a discretionary service that adds to statutory health and social care services. It mostly supports people post diagnosis. The proposal would result in the closure of the building. Users would be by outreach workers or directed to alternative services.

The aim would also be to ensure that other generic services, particularly those provided by the voluntary sector, are better able to support people with a dementia diagnosis and their families. However, generic services may not meet the needs of the current Hub users in the same way and the support available would be reduced.

Stage 4: Conclusion of the Equality Analysis

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

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

	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.
	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality.
x	**Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.
	Outcome 4 – The EA shows actual or potential unlawful discrimination.

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Service users and families can be upset and anxious when changes to their daily arrangements are suggested.	Consultation to be carried out on specific proposals in plenty of time and by staff or agencies who are familiar to the people concerned.	By implementing any changes successfully with no changes to the individual's activities.	By 31 March 2021	External consultant/ group	Dagmar Zeuner	Yes
Alternative services will be supported to become more dementia friendly	Identify key support agencies and offer support and training	Monitoring of contracts and grant supported activities	ongoing	Internal	John Morgan	yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 3 Assessment
The proposal would change the model and result in the closure of the physical hub. Support would be through outreach work linked to other services, but the number of support workers supported by this contract would be fewer. The proposal would be subject to consultation before a decision is made. If the outcome of that exercise does not achieve the target saving then

alternatives savings would to be found. The Dementia Hub is a discretionary service that does not exist in many areas. The proposals would change the way people are supported.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Heather Begg, Commissioning Officer	**Signature: HB**	**Date: 22/10/20**
Improvement action plan signed off by Director/ Head of Service	John Morgan – Assistant Director Adult Social Care	**Signature: JM**	**Date: 22/10/20**

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Service Planning

SERVICE PLANNING

Our draft Service Plans, and Commissioning Plans are set out in the following pages. As well as Service Plans we have three Commissioning Plans for our commissioned services delivered by third parties:

- Merton Adult Education
- Parks and Green Spaces
- Waste Management and Cleansing

Service Plans and Commissioning Plans were developed by service departments during the 2021/25 Business Planning process. The attached draft Service Plans and Commissioning Plans will be considered by Cabinet on 18 January 2021 and by the Overview and Scrutiny Commission and Panels during the January cycle of meetings. They will then be considered for approval by Council on 3 March 2021.

A new template for Service Plans is being trialled for 2021/22. The new Service Plans have four sections:

1. Overview – setting out the key outcomes for the service, links to the Council's ambition and contextual information.
2. Where we are now – a summary of progress from the previous year.
3. Delivery plan – objectives, activities and performance measures
4. Financial summary – budgets and forecasts

Service Plans and Commissioning Plan are set out below for each Department.

Children, Schools and Families	**Community and Housing**	**Corporate Services**	**Environment and Regeneration**
Children's Social Care	Adult Social Care - Commissioning	Corporate Governance	Development & Building Control
Education	Adult Social Care – Direct Provision	Customers, Policy & Improvement	Future Merton & Highways
	Adult Social Care – Learning Disabilities	Human Resources	Leisure & Cultural Development
	Adult Social Care - Operational	Infrastructure & Technology	Parking
	Housing Needs & Enabling	Resources	Parks & Green Spaces
	Libraries	Revenue & Benefits	Property
	Merton Adult Education		Regulatory Services Partnership
	Public Health		Safer Merton
			Transport
			Waste Management & Cleansing

Children Schools & Families

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Service Plan for: Children's Social Care and Youth Inclusion			
Service Manager:	*El Mayhew, Asst Director (Children's Social Care & Youth Inclusion)*	Cabinet Member:	*Cllr Eleanor Stringer*
Peer review date:	*21st December*	Name of peer:	*ESLT*
Date created:	*Nov-20*	Date of next review:	*Nov-21*

Overview of the service

Children's Social Care and Youth Inclusion (CSC & YI) Division delivers a range of legal and statutory functions to children in need, children at risk of harm, children in care, care experienced young adults and children under the supervision of youth justice services (YJS). The Division is registered with Ofsted as a Fostering Agency and an Adoption Agency.

CSC works with children who meet the threshold for statutory social work assessments and interventions. Over the 2019/20 financial year, there were 6002 contacts and 1801 referrals to social care. At the 31st March 2019, 154 children were looked after and 91 children were subject to a Child Protection plan. There were 169 young adults who met the care experienced young adult eligibility criteria (as at 31 March 2020). There were 33 first-time entrants to the YJS. The Fostering Service recruits, assesses and supports Merton foster carers. The Adoption Agency works in partnership with Adopt London South to secure forever families for children who are unable to safely remain in the care of their birth family. The Access To Resources Team oversees placements and commissioning for children in our care and care experienced young adults. Our strategies and annual sufficiency statements drive placement and commissioning decisions and the recruitment of in-house foster carers.

The Division collaborates strategically and operationally with services and partners in the regional and local children's network (and in particular the council-run Family Wellbeing Service). These interfaces contribute to the effectiveness of the safeguarding and Early Help arrangements for Merton children and families as part of a holistic service offer.

Merton has lower rates of children in care than the majority of London Boroughs, as well as lower rates of first-time entrants to the criminal justice system. CSC & YI work alongside Merton families to enable them to safely care for their own children and we continuously challenge ourselves to find new ways of ensuring that our responses prioritise intervention at the lowest appropriate level. This approach allows us to promote the strengths and resilience of Merton families and communities in safely caring for their children, minimising the use of costly statutory interventions.
Our Youth Inclusion Service provides a range of targeted services to support vulnerable young people and their families. We work with young people who require statutory intervention to address their offending, those who are at risk of exploitation and contextual harms as well as those children who have left care.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Merton children, young people, families and carers use the services delivered by CSC & YI. *We actively seek feedback from children and families about their experiences. We use learning from feedback and complaints to improve our practices and services through our Learning & Improvement Board.* *We encourage our children in care and our care experienced young adults to express their views and contribute to service improvements through Children in Care Council activities and attendance at the Corporate Parenting Board.* *The introduction of tri-annual practice weeks and a monthly audit cycle, as part of our quality assurance framework captures regular feedback from children and families about how they experience their interventions.*	*It is not yet clear what the medium to long-term impact of the coronavirus pandemic will be on children and families in Merton.* *The number of children being referred to CSC & YI has remained consistent with previous years however 2020/21 has seen a rise in the total number of children being supported by CSC & YI and the complexity of their needs. This is evidenced by a 22% increase in child in need plans; a 32% rise child protection investigations and a 52% rise in children with a child protection plan.* *We know that children and their families have not been able to access the support and resources of their wider families and communities during the pandemic restrictions. For some families this has negatively impacted on their mental wellbeing, parenting and family relationships.*	*Since the pandemic, we have been responding to continuous changes to government guidance in relation to ensuring the safety of our teams as well as the children and families with whom we work.* *Outside of Covid, the government is considering the introduction of regulation in the semi-independent housing sector. This will have an impact on our commissioning and placement processes.* *The government is also considering changes to the responses to unaccompanied asylum seeking children with specific changes to the way in which children entering the UK are dispersed.* *At regional level, the Metropolitan Police is in the process of updating a number of multi-agency protocols and agreements. In some instances, there has been limited consideration to existing processes.* *The CCG has also aligned and re-configured services. During the Covid pandemic, we have experienced the re-deployment of health visiting resources. This has had an impact on visiting Merton children and their families.*	*In February, we finalised our self-evaluation and developed an action plan containing key actions to focus our improvement activities effectively. We furthermore adjusted practices during the Covid pandemic to ensure the most vulnerable children and those with social workers could continue to access education.* *A recent Ofsted assurance visit confirms that 'the most vulnerable children and families in Merton have benefited from a high level of protection and support throughout, and despite, the Covid-19 emergency'. Furthermore, 'children and young people in Merton's care have continued to make good progress and have been protected'.* *We continue to focus our improvement activities on a small number of key areas in anticipation of a full inspection once the inspection regime re-starts.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Early Help and Family Wellbeing Service - implementation and mobilisation of new Family wellbeing service - review of allied teams and services with CSC& YI and the Education Division to support improved ways of working.	Re-structure in support of the Early Help reforms has been delayed due to Covid-19 pandemic. Re-structure proposals are prepared and ready for sign-off at DMT pending financial approval. Developed an action plan for the combined front door and changes are being mobilised.	Carry forward
Contextual Safeguarding	Children's Social Care and Youth Inclusion have implemented a Contextual Harm protocol with supporting guidance and tools. The Multiagency Risk, Vulnerability and Exploitation (MARVE) Panel Terms of Reference have been updated to align. Actions in regard to contextual safeguarding are embedded within the Children and Young Person's Plan, Children's Social Care Improvement Plan, the Crime Prevention Plan and Violence Reduction Unit plan. The Contextual Safeguarding partnership strategy is due for sign-off in January 2021. Ongoing work required to deliver the action plan from the strategy. Re-structure proposals to improve service alignment in support contextual safeguarding approaches have been considered and signed-off at DMT.	Carry forward
Supporting Technology and Infrastructure	Having commissioned a diagnostic report into the existing case management system (Mosaic), CSF successfully secured corporate investment to make the necessary repairs. We have now recruited Mosaic developers who are delivering an extensive programme of work. We have put in place revised and stronger cross-directorate governance and oversight arrangements.	Carry forward
CSC&YJ Workforce - review existing structures to better align delivery to need and priorities - recruitment and retention strategy - development of Practice Model -	Re-structure has been delayed due to covid-19 pandemic. Re-structure proposals are prepared and ready for sign-off at DMT pending financial approval. Recruitment and Retention: There has been an updated recruitment and retention strategy policy and approach. We are currently revising and refreshing our This includes efforts to improve our external branding and advertising via the web. Proposals to introduce enhanced benefits for children's social workers to improve retention and recruitment declined by CMT. Recruitment and retention considerations form part of re-structure proposals. Practice Model: Learning from quality assurance and auditing processes have informed future amendments to the existing practice model. These are still under consideration.	Carry forward
Innovation work streams - Mockingbird Programme - Family Networking - Emotional wellbeing in children in care service -improve semi-independent accommodation offer	Mockingbird Programme: delayed due to Covid. Now recruited Home Carer. Looking to implement first satellite over the winter. Family Networking: staff training completed. practice guidance drafted. Processes amended - soft launch in MASH/First Response. Wider roll-out scheduled. Emotional wellbeing: project completed. Learning and insight gained has been incorporated into amended processes and practice. This will not be carried forward as project has been completed. Semi-independent accommodation offer: exploration and consultation work with care experienced young people and wider stakeholders. Findings informed updated sufficiency strategy. Proposals for operationalisation now being considered.	Carry forward
Early Help (Front Door/Thresholds) - review current wellbeing model (thresholds document) - put in place integrated responses based on shared understanding of risk and need	Developed MASH Task and Finish Group (multi-agency professionals). Updated Merton Wellbeing Tool to an effective support guidance. This now complies with statutory requirements. Developed a combined 'request for services' to provide a single pathway for residents and professionals.	Close
Supported living for care experienced young people - review commissioning approach	Initial proposals developed with input from across the council and from housing providers. These have been considered at Corporate Parenting Board. Detailed business case being compiled based on this scoping work. Shared Lives project is being extended to care experienced young people on the edge of adult services. Consultation period with young people scheduled early 2020.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Embed the council's approach to Early Help and the interfaces with the Family Wellbeing Service	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
number of contacts to the front door	5267		n/a					Quarterly	Low
% of contacts into referrals to children's social care	24%							Quarterly	High
Number of CIN Plans								Monthly	Low
number of two-year olds who are accessing two-year old funding per term	420		450	*450*	*450*	450	450	Annually	High
Number of children who have been/are excluded (permanent or fixed term) secondary age.	N/A - New indicator for 2020-21	Does Not Apply	Better than London average					Quarterly	Benchmark

Project / activity name	Description	Proposed start date	Proposed end date
Multi-agency approach to Early Help	Following the safeguarding partnership's agreement of thresholds, work with partners to embed the approach to supporting children and families in Merton as outlined in the 'Effective Support' Practitioner	*Apr-21*	
Mobilise combined front door	Re-organise the MASH staffing resources and processes to enable children, families and professionals to access help, advice and services which meet children's identified needs.	*Apr-21*	
Effective interface between statutory and Early Help services	Develop and embed robust step-up and step-down processes	*Apr-21*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Financial uncertainty regarding CSC&YI re-organisation proposals	*Work with finance and HR to clarify budget envelope.*
Divergent views of the early help thresholds and capacity of the wider partnership to provide effective early help interventions.	*Effective application of thresholds and clarity of remit of FWB. Work with partners to strengthen universal and Early Help services in the borough.*
Divergent views regarding thresholds and processes for step-up and step-down of services in response to the changing needs of children and their families.	*Clear thresholds articulated in the Effective Support Practitioner Guidance and step-up and step-down processes agreed across services*

Impact on the customer/end user

Focus on three key outcomes:
- better outcomes for all children
- reduction in statutory interventions
- receiving the right service, at the right time and the right place

Partners / interdependencies

Key link to Education and Early Help Division who run the Family Wellbeing Service
Via the Merton Safeguarding Partnership Board, link with statutory partners (Police, Health) as well as non-statutory agencies (Education, vol sector).

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's
Embed Contextual Safeguarding approaches across the CSC & YI system and structures.	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of children known to the	52		*n/a*					Monthly	Low
Reduction in number of children who go									
Reduction in the frequency of episodes for									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Launch and embed contextual harm strategy and tool kit.	Work with partners to develop safeguarding responses to contextual harm.	*Apr-21*	
Mobilise contextual harm specialist resource within the safeguarding service	Re-align specialist resources within safeguarding service.	*Apr-21*	
Review multi-agency MARVE and missing	Review and revise existing multi-agency processes	*Apr-21*	
Scale-up programme	Develop and implement improved contextual safeguarding practice		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Financial uncertainty regarding CSC&YI re-organisation proposals	*Work with finance and HR to clarify budget envelope.*
Financial uncertainty regarding MOPAC and other grant-funded resources	*Networking and horizon scanning to identify new and future grant funding opportunities*

Impact on the customer/end user

Improved safeguarding for adolescents at risk of contextual harm.

Partners / interdependencies

This is a multi-agency strategy. Input from Police, Education, health partners and voluntary organisations.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's
To have in place effective IT infrastructure that supports the delivery of social work practice and youth justice interventions.	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Oversee a programme of restorative work to repair existing Case Management System (Mosaic)	Based on findings from diagnostic work, implement key projects to repair Mosaic.	*November 2020`*	*Nov-22*
Introduce and embed Early Help workflows in support of the introduction of the combined front door.	Case recording on Mosaic needs to be enabled to ensure Early Help work is captured and overseen.	*Mar-21*	*Apr-22*
Effective statutory and performance data reporting	Improve the effectiveness and ability to report data by identifying software solutions.	*Apr-21*	
YJS Case Management System	Re-commissioning YOT Case Management system with a view to create greater synergy with existing MOSAIC system in use in children's social care.	*ongoing*	*Jul-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Not completing the work in time	*close oversight and prioritisation via Mosaic Change Board*
Lack of ongoing development resource to make Mosaic improvements beyond repair work	*Raised on directorate risk register.*
Absence of reporting tools impact on ability to use data effectively	*Explore options for piloting and investing in service's existing IT infrastructure.*

Impact on the customer/end user

Better user environment for social workers.
Improved ability to oversee and scrutinise practice

Partners / interdependencies

Input from across the directorate is required.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's
Supporting our workforce to deliver effective interventions to children and their families	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of vacancies	20		*n/a*					Annually	Low
Average Caseloads	16.8		n/a					Annually	Low
Proportion of agency staff	18.2		n/a					Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Recruitment and Retention	We will take on a second Frontline Unit in September 2021, and continue rolling recruitment for permanent social workers	*ongoing*	*ongoing*
Launch revised practice model	The practice model is being revised and simplified to support relationship-based practice and the consistent understanding, application and training of the model across the Service.		
Mobilise new structure following re-organisation.	A whole service reorganisation is to be consulted on. This proposal builds in enhanced progression opportunities and learning and development support for the service.		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Financial uncertainty in relation to CSC&YI re-structure	*Work with HR and finance to clarify the budget envelope*
Increased social worker caseloads will deter permanent recruitment and the number of agency social workers seeking transfer to permanent posts.	*Re-organisation proposals and annual budget setting ensure sufficient social worker resource available to meet demand.*
Retention of staff will depend upon the training, development and career progression opportunities being available.	*The proposed reorganisation builds in progression and development opportunities.*

Impact on the customer/end user

Children and Families experience reduced number of change of social worker
Service is more cost-effective due to less reliance on agency staff.
increased workforce stability provides more effective interventions with children and families

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver service innovations to improve service delivery	Continuously improve
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% foster children living in in-house provision.	60%	Green	*60%*	60%	*60%*	60%	60%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Mockingbird	Further roll out of and embedding of the Mockingbird model to support foster care recruitment.	*Apr-21*	*Nov-21*
I-thrive and emotional well-being pilot in schools.	Alignment of thresholds and practice approaches in children's social care with the emerging I-thrive model.	*Nov-20*	*Jul-21*
Family Networking	Review and improve Merton's existing family networking approach.		
Social Workers in Schools	The SWIS pilot will run until July 2021 and will be overseen by a SW qualified TM in the SACP service.		

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Future DFE funding with regards to SW in Schools	Work with DfE and explore ways of making this service financially sustainable as part of considerations around the CSC&YI re-structure
Financial uncertainty with regards to the re-organisation impacts on decision around future of family networking	Work with HR and finance to agree budget envelope
Lack of senior leadership capacity following the departure of key members of staff.	Restructure to ensure sufficient senior leadership oversight.

Impact on the customer/end user

The SWIS project identifies vulnerable teenagers early where there may be concerns / needs and therefore by seeing the young people at school, the SW is viewed as a supportive member of the school staff team, increasing confidence in the role of the SW and increases the potential to alleviate problems before they escalate to statutory involvement.

Partners / interdependencies

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase the availability of good quality and cost-effective accommodation for children in care and care experienced adults for whom LB Merton has statutory duties	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of care leavers in suitable accommodation	93%		*95%*	95%	*95%*	95%	95%	Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Diagnostic work	A review of existing properties and their potential for use as accommodation options for our children in care and care leavers. This includes council-owned properties such as care takers lodgings.	*Nov-20*	
Children's homes/cost-benefit analysis	Producing a full business case providing evidence of viability of developing in-house children's home provision.	*Apr-21*	
Commissioning Strategy	Reviewing and revising existing commissioning processes with a view to broaden pool of accommodation providers.	*Nov-20*	*Jul-22*
Shared Lives	Expansion of existing shared lives project to include children with care experience.	*Apr-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Corporate ownership to develop robust cost-benefit analysis.	*Ensure corporate buy-in through existing corporate structures - including making the case as part of Merton's Covid recovery work.*
Local housing strategies and sufficiency does not focus on the housing needs of children in our care and those with care experience.	*Ensure the housing needs of children in our care are captured and reported on.*

Impact on the customer/end user

Children in our Care and adults with experience of care access high quality accommodation in the borough

Partners / interdependencies

Housing and Housing providers
Corporate Parenting Board

People
- CSC&YI is due to launch a consultation on a planned re-structure. This will enable the delivery of effective social work services within allocated funding envelopes. *- Training budgets for children social care are devolved and will remain so. As part of training innovation, CSC&YI is considering the launch of a 'Social Work Academy'* *- Remote working is likely to continue beyond the end of the pandemic, with workers utilising the flexibility that working from home brings. Training about the use of various communication platforms will be required.* *- Access to personal protecting equipment is likely to continue so that social workers are enabled to carry out their duties safely.*
Technology
Following a diagnostic report into the existing Mosaic system, a programme of extensive repair work has been launched. This is likely to remain the main focus of this division. As a division, we want to learn and retain from the way in which we have utilised technology during lock-down. Where safe and commensurate with the child/families wishes, we have developed our practice around new virtual communication platforms. We have used technology to assist with visits (rather than conducting these face-to-face). We will continue to use a variety of communication platforms to speak to each other and our service users. This will require ongoing investment and training. This will require continued support and effective joint working with the IT team and external service providers.
Service improvement
Our existing Improvement Plan will be updated to reflect the recent findings from the Ofsted visit. *We continue to prepare for the full ILACS inspection and Youth Justice Inspection and have in place governance and processes to do so* *One area we are focusing our attention on is improving professional Children's Social advice in support of the EHCP assessment process.*

Financial Summary

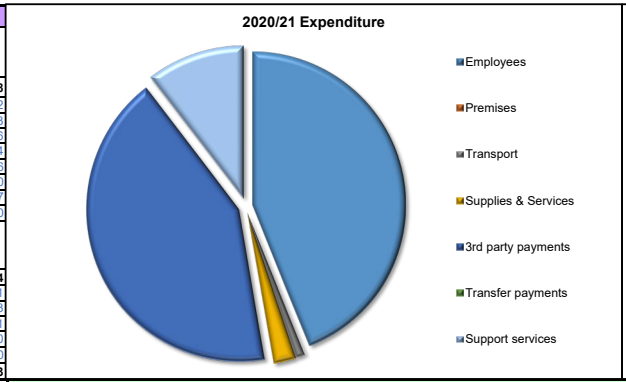
Key uncertainties moving forward within Children's Social Care will be the impact of the Covid19 outbreak, it is not yet clear how this will impact on the demand for services going through but many feel an increase in likely. In addition a restructure is planned for the near future and budgets will need to be reconfigured with this in mind either towards the end of this financial year or through next year.

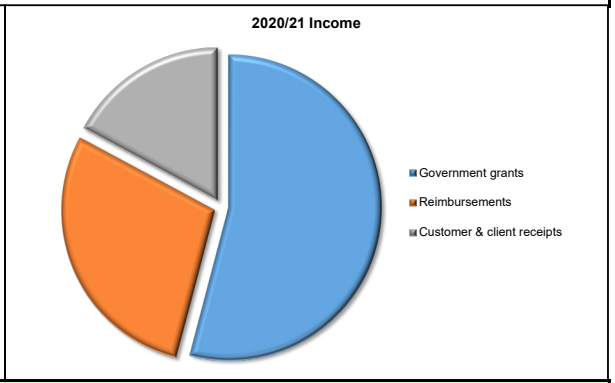
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**24,095**	**24,800**	**23,107**	**815**	**22,897**	**23,057**	**23,217**	**23,378**
Employees	10,757	10,318	9,689	169	10,060	10,061	10,061	10,062
Premises	60	59	12	(10)	32	32	33	33
Transport	227	296	204	(55)	207	210	213	216
Supplies & Services	739	1,251	522	(5)	530	538	546	554
3rd party payments	9,861	10,401	10,293	715	9,681	9,829	9,978	10,126
Transfer payments	0	0	0	0	0	0	0	0
Support services	2,451	2,474	2,387	0	2,387	2,387	2,387	2,387
Depreciation	0	0	0	0	0	0	0	0

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**832**	**1,297**	**704**	**38**	**704**	**704**	**704**	**704**
Government grants	508	487	381	2	381	381	381	381
Reimbursements	203	660	203	13	203	203	203	203
Customer & client receipts	121	150	121	24	121	121	121	121
Reserves	0	0	0	0	0	0	0	0
Capital funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	**23,263**	**23,502**	**22,402**	**777**	**22,193**	**22,353**	**22,513**	**22,673**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	0	0	0	0	0	0	0





Summary of major budget etc. changes

2020/21

Savings - £1,556k

Social Impact Bond (£45k), Drug and Alcohol Commissioning (£45k), Merton Independent Living (£400k), 14+ Leaving Care service (£60k), Adoption Service (£30k), Review of training budgets (£60k), Reduced central recruitment costs (£30k), Review Adolescent & Family Service (£100k), Family Network Co-ord service (£45k), Care leaving culture change (£50k), DfE minimum wage (£20k), increased use in in-house foster care (£20k), review CSF admin service (£200k).

Growth

£1,556k- ART - placements (fostering, residential, mother and baby and secure); supported housing; no recourse to public funds; UASC placements and former UASC who are now care leavers.

2021/22

Savings

£400k Review of Public health commissioned services

£20k National minimum rate for Fostering/Adoption/Guardianship

£40k Increased use of in-house fostering

Growth - £160k UASC Placements and formally UASC that are now care placements.

2022/23

Growth - £160k UASC Placements and formally UASC that are now care placements.

2023/24

Growth - £160k UASC Placements and formally UASC that are now care placements.

Service Plan for: Education			
Service Manager:	*Jane McSherry (Asst Director - Education & Early Help)*	Cabinet Member:	*Cllr Eleanor Stringer*
Peer review date:	*17th December 2020*	Name of peer:	*El Mayhew and Heads of Service*
Date created:		Date of next review:	

Overview of the service

Merton School Improvement (MSI)
- monitor, analyse & evaluate pupil & school performance
- developing skills in planning, teaching, assessment, leadership & management
- working with schools to reduce inequality & improve achievement for vulnerable groups
- strengthening partnership working and school to school support

Special Education Needs & Disabilities Integrated Service (SENDIS)
- building early help capacity in schools & setting, families and the community
- focus on safeguarding, early intervention & prevention as well as direct support for families
- implementing the requirement of the Children and Families Act ensuring that families are central
- Specialist provision for pupils with SEN

Early Years
- ensure the supply of good quality funded early education provision for children aged 2,3 and 4 in accordance with statutory duties
- working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families

Family Wellbeing Service (Early Help)
- deliver services with a focus on early help & targeted services for vulnerable families with the aim of preventing needs from escalating

Education Inclusion
- providing universal & targeted in-house and commissioned services for YP & schools
- providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance
- developing alternative education offerings to enable young people to stay in education, training or employment (My Futures Service)
- leading on the council's partnership with the police & CAMHS for education
- improving attendance and reduce the use of exclusion in Merton schools
- participation of young people in local democracy and service design

School Organisation
- Pupil place planning & schools admissions
- school expansion & capital programme management
- contract management - including SEN Transport commissioning and PFI

Performance, Policy and Partnerships
- co-ordinate and support the directorate's service improvement activities
- produce performance data and analytical insight to the Directorate
- responsible for the submission of statutory data returns
- business support function for the statutory Merton Safeguarding Children Partnership
- co-ordination and monitoring of agreed multi-agency strategies with particular responsibilities for the Children's Trust Board and SEND Reform Implementation Board.
- overseeing corporate business planning and risk management functions on behalf of the directorate

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The annual school standards report provides an overview of educational outcomes broken down by ethnicity and other protected characteristics. It shows any gaps and inequalities and is scrutinised by the Children's Scrutiny Panel. This report furthermore informs services and actions taken by schools and is discussed in the Attain forum as well as other schools fora. *In response to the Black Lives Matter movement, the School Improvement Team have focussed on equalities issues in relation to pupil outcomes by ethnicity. In autumn, Head Teachers discussed data from the previous 3 years and are now considering actions to take in response to identified inequalities.* *The service receives regular feedback via surveys by customers. The SENDIS services hears directly from parents, and also receives feedback via an established parent forum.* *Our Early Years service receives regular feedback and conducts surveys.* *The Education Division hosts the Participation Team on behalf of the wider Directorate. The Participation Team has been working on a revised Participation Strategy to replace the existing User Voice Framework.*	*Having experienced an increase over the last decade, we are predicting that Merton's school-age population will remain stable at 14,500 and 19,000 respectively.* *The population growth over the last decade is still noticeable in the number of secondary aged populations which we predict will increase from currently 17,000 to around 19,500 by 2024/25.* *One of the biggest demand pressures has been the increase in children with EHCPs. We predict this increase to continue from currently 2200 plans to approx. 2600 by 2024/25. The increase in the number of EHCSPs means that we need to consider the existing provision of special school places.* *Since September 2020, Merton has also witnessed an increase in the number of children who are elected home educated. This is in line with national trends, and we continue to monitor this with interest.*	*Highlight any updates on national or regional policy that may be applicable to your service and which may impact on the way it operates. Please include any implications arising from dealing with Covid-19 or preparing for future outbreaks.* *During the pandemic, we have witnessed changes to school opening. Schools have had to respond to regular changes to Government guidance as new evidence about the virus emerges.* *Ofsted's school inspection framework has been paused for the duration of the pandemic. However, some schools have been visited under the section 8 framework. Schools have faced additional health and safety checks during the pandemic.* *During the pandemic, Ofsted introduced a regime of assurance visits. This focussed on the interface between children's social care and education teams - with a particular focus on vulnerable learners.* *School exams were suspended in the academic year 19/20. Schools are awaiting confirmation on arrangements for academic year 20/21.*	*In line with the majority of services delivered by the council, the Education Division works almost exclusively remotely. This is likely to continue during the recovery from the Covid pandemic.* *One of the key areas of focus for the Division will be the use of analytics to inform service design and delivery. We are already using insights to drive activity to address disproportionality in educational outcomes.* *95% of our schools are rated good or outstanding. This proportion is above the London and national averages. All of the Council's secondary schools continue to be judged goo with the proportion judged to be outstanding rising to 63% (well above national and local averages).* *National rankings in relation to pupil outcomes continue to be strong in the progress measures at KS2 and GSCE. outstanding.* *We do well for our vulnerable learners. The proportion of young people who are not in Education, Employment or Training (NEET) are significantly better than national averages and Merton continues to be in the top quintile of performance nationally.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
implementation and mobilisation of new Family wellbeing service review of allied teams and services with CSC& YI and the Education Division to support improved ways of working.	The new service is established. Objective met. The re-organisation included a review of allied teams and services across early help, aiming in improved ways of working. Objective met.	Close
Improving pupil outcomes at KS5 & School Improvement through partnership with schools	During 19/20, the school's partnership, Attain, funded a project involving The Prince's Trust, designed to support the improvement of teachers' pedagogy and subject knowledge in the 6th form. In addition, masterclasses from A level examining boards were set up, and Merton teachers were encouraged to become examiners themselves (to develop clarity about what was being asked of students in the A level exams). Five out of the eight Merton secondary worked on this project. Merton School Improvement facilitated this project, and the sixth forms in four out of the eight schools had reviews of their provision. There were no examinations in summer 2020 because of the pandemic, and so it is not possible to measure the impact of this work yet.	Close
SENDIS IT Infrastructure programme - Introduction of an EHCP Hub - Introduction of an electronic case management system -Migrate existing EHCPs to the portal agree approaches for the migration of existing SEN, Sensory and Ed Psych team documents	SENDIS are on track to go live with Synergy Case Management System in February 2021. The EHCP Hub is phase 2 of the IT Infrastructure Plan and will carry over in the financial year 21/22. Case Management System - Sensory and Education Psychology are not in this IT infrastructure programme and will be part of Phase 3 which will require a new business case and will also include the LBM SALT services.	Carry forward
Implement SEND Action Plan and DSG recovery plan - widen local offer - preparation of adult and early identification pathways - strengthen governance of SEND Implementation Plan	Following the Ofsted inspection and the written statement of action, the SEND strategy has been updated. It now aligns closely to Merton's Children and Young People plan. the action plan is monitored by the SEND Reforms Implementation Board. The introduction of 'outcome champions' has strengthened accountability across the partnership. As part of our DSG recovery planning, we continue to pursue the expansion of special educational places in the borough.	Carry forward
Implementation of Secondary & Special School (SEN) Places Strategy - provide additional state school places in Merton with a focus on Melrose expansion and an additional site for children with ASD	Completed expansion of Cricket Green School in summer 2020 and construction for Melrose School commencing January 2020. Needing to review school organisation options for ASD school as Covid has impacted on previous plan agreed by CMT.	Carry forward
SEN Transport commissioning review	Report from consultants completed in spring 2020 - now one of the council's transformation projects and specific scope currently being agreed with Corporate Services	Carry forward
Early Help (Front Door/Thresholds) - review current wellbeing model (thresholds document) - put in place integrated responses based on shared understanding of risk and need	The new Family Wellbeing Service has been established and went live in April 2020. Over the course of this year, we have worked with partners to refresh the existing wellbeing model. This has now been agreed by the Merton Safeguarding Children Partnership. The development of a new 'front door' based on the revision of thresholds has begun. The task for next year will be to embed these processes across partners.	Complete

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Embed the council's approach to Early Help and Family Wellbeing	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
number of contacts to the front door	5267		n/a						
% of contacts into referrals to children's	24%								
Number of CIN Plans									
number of two-year olds who are	420		450	450	450	450	450	Annually	High
Number of children who have been/are excluded (permanent or fixed term) secondary age.	N/A - New indicator for 2020-21	Does Not Apply	Better than London average					Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Multi-agency approach to Early Help	Following the agreement of thresholds, work with partners to embed our approach to Family	Apr-21	
Mobilise combined front door	Put in place robust procedures that enable partners and families to request help.	Apr-21	
Effective interface between statutory and	Embed robust step-up and step-down processes	Apr-21	

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Financial Uncertainty regarding CSC&YI re-organisation proposals	*Working with Finance and HR to agree budget envelope*
Willingness of wider partnership to provide effective early help interventions and understanding of the	*Effective application of thresholds and clarity of remit of FWB. Work with partners to strengthen*
Processes to share information quickly and seamlessly in support of step-up and step-down processes not	*Clear thresholds articulated in the Effective Support document and step-up and step-down*

Impact on the customer/end user

Partners / interdependencies

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Delivery the SEND Action Plan overseen by the joint commissioning board. (Comprehensive response to the Written Statement of Action is documented elsewhere and not repeated here)	Support our most vulnerable residents of all ages
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of new EHCP requests completed within 20 weeks	54.50%	Red	Within range 50% - 60%					Quarterly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Delivery Action Plan	Embed the 'outcome champion' approach and provide robust scrutiny against agreed action.		

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Partnership buy-in reduces and actions are not delivered.	*Strong Governance arrangements (via SEND Improvement Board) are in place. Escalation to*
Continued rising number of EHCPs put pressure on services to provide professional advice in a timely	*Children and Young People integrated commissioning board is focussing on actions to prevent*

Impact on the customer/end user

Improved partnership working to support children with additional educational needs.

Partners / interdependencies

Partnership with CCG and Health Providers crucial. Link to adult social care to establish transition pathway.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Maximise pupil outcomes following the pandemic to improve pupil progress and attainment.	Continuously improve
	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% outcome of Ofsted schools	95%	Green	95%	95%				Annually	High
Merton pupil average Attainment 8 score	51.1	Green	Top 10% of the country	Top 10% of the country				Annually	Benchmark
Merton pupil average Progress 8 score	0.55	Green	Top 10% of the country	Top 10% of the country				Annually	Benchmark
% pupils achieving expected standard at KS2 in reading, writing and maths	69%	Red	Top 10% of the country	Top 10% of the country				Annually	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Work with schools to re-focus on school	The MEP programme will ensure that school leaders are supported and challenged to focus on	Sep-20	Jul-21
Work with schools to support	The MEP programme will monitor how schools are implementing catch up programmes, including	Sep-20	Jul-21
Work with schools to deliver remote	Building on the remote learning strategy already created with schools, schools' remote learning	Sep-20	
Support staff wellbeing particularly for	Officers will offer ongoing support to Headteachers, both responding to the Covid situation and	Sep-20	
Support schools to prepare for Summer	Officers will provide schools with support to prepare for the exams. Schools will be provided with	Sep-20	Jul-21
Prepare schools for resumption of Ofsted	Schools will be regularly briefed on Ofsted expectations. MEPs will support schools to be ready	Sep-20	Jul-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Pandemic will interrupt resumption of normal school activity for some schools	*Support schools to ensure control measures are in place to minimise the risk of in school infection,*
Pupils' access to online remote learning is impeded by lack of digital devices and access to Wi-Fi	*Support schools to access devices from DfE and local charities.*

Impact on the customer/end user

Pupils will achieve to the best of their ability, as a result of at least good education in their school

Partners / interdependencies

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
SEND IT infrastructure improvements	Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of new EHCP requests completed within 20 weeks	54.50%	Red	Within range 50% - 60%					Quarterly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
EHCP Portal Delivery	Case Management System goes live in January 2021 and EHCP Portal will then be developed and	*Apr-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Roll-out is not supported by partner agencies	*Strong communication via project team.*

Impact on the customer/end user

Much greater ownership of EHCP. Much smoother way of agreeing EHCP>

Partners / interdependencies

Parents/Carers, IT, health commissioners and providers, schools across all phases (primary, secondary and specialist), children's social care.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Manage DSG Overspend as outlined in DSG Recovery Plan	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Delivering further state school specialist	Complete the expansion of Melrose School, commence proposals on new ASD provision, and a		
Mainstream schools providing for SEND	Developing resilience for schools to provide for more SNED children, thus reducing the pressure		
Cost of Independent placements	Working across London to challenge the cost of independent school placements		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Contribute to the delivery of the corporate recovery and modernisation programme	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
SEN Transport commissioning	Following a review of transport costs and delivery, consider the development of revised offer.	*Apr-21*	*Jul-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Uncertain budget	*work with finance colleagues to understand budget envelope*

Impact on the customer/end user

Children and families with special educational needs

Partners / interdependencies

Transport Team in E&R
Adult social care

Service Objective 7	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Improving support for children and young people's mental health in schools and colleges	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Percentage of Merton schools accessing a	28% (16/58)	Green	40% 23/58	*72% 42/58*					
Implementing the I-thrive model will									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
I-thrive implementation	Set up I-thrive implementation group and develop implementation plan including schools as	*Apr-21*	*Mar-22*
Trailblazer implementation	Build Mental health capacity in schools and colleges through: 1. Embed the whole school model	*Apr-21*	*Mar-22*
Mental health leads Network	Maintain the Mental health leads network across schools to build capacity and offer training top	*Apr-21*	*Jul-22*
improve the Neuro pathways	Work with the CCG and SWL to improve the Neuro pathway experience of children and families	*Apr-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
CCG funding limits re Covid restictions	*oversight by camhs board*
non engagement of partners in the trailbalzer	*oversight by partnership board led by CCG acorss 5 boroughs*
school capacity to meet demand and change expecations	*work with schoool leadeders to mamage the chamnge program over time*
Neuro pathway has a high dependancy on SWLTg delivery	*oversight by ccg and camhs board*

Improved skills and capacity to identify and support children and young people with mental helath needs to schools. Schools and Colleges underatnding of young peoples needs to be better understood and

Partners / interdependencies

CCG , Schools, South WestLondon and St Georges Mental Health Trust, 5 borough CCGs, Sutton Schools cluster, South Thames College FE group, Richmond College, Croydon College. Off the Record, Childrens Social Care. I thrive implemenation team.

Service Objective 8	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Short-breaks review	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Publish the findings/recommendations	*Carry out a review of short breaks with key stakeholders and partners, co-producing with families,*		
Re-state the short break offer balancing	Deliver the new and revised local offer of short breaks		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Meeting savings challenge of £200k	*Evidence based decision-making based on comprehensive review of need*
Securing effective engagement from key partners in health and education	*robust governance arrangements and early engagement with colleagues in Finance*

Impact on the customer/end user

Improved access to a range of short break provider services within the local offer (self-serve) and within financial envelopes. Easier navigation/pathways to services without need for non-statutory assessme

Partners / interdependencies

People
The Division's Training Plan outlines our traning requirements for staff. We continue to support remote working and have offered support for this to happen safely. *The SEND service has attracted further investment and a number of new officers have been recruited.* *We have commissioned an independent review of our SENDIS and SALT services.* *We have rolled out joing training with health partners (National Development Team - Inclusion).* *As part of wider Early Help reforms, we are prioritising the roll-out of training which aligns to the practice model used in children's social care. This will support effective alignment between statutory and non-statutory work with families.*
Technology
The SENDIS service is benefitting from the introduction of an electronic case management system. This will make workflows more efficient and increase our information governance processes. As part of the Early Help Reforms, workflows are being introduced on Mosaic Case management system. This will make case management processes more efficient and will also enable better performance reporting and service management. As part of wider Early Help reforms, we are furthermore tentatively exploring how we can build on existing information sharing infrastructure and move towards more integrated cross-agency ways of working across Merton's Early Help network. As part of improvements to the way in which we support children and young people into adulthood, new workflows and systems are being developed in Mosaic. This work is led by Adult Social Care and we are contributing. As a division, home working will remain more common and we are equipping our staff to make sure they can work at home where it is safe to do so. This will require ongoing engagement with colleagues in IT to facilitate access to effective communication technology.
Service improvement
The DSG overspend continues to be an area of focus for the education division. We have commissioned an external review of our SEN identification and assessment processes. This review will benchmark Merton's approaches with other authorities. *As part of council-wide recovery and transformation actions, we continue to monitor and improve our SEN Transport offer. This continues to be an area of focus.* *We are also aware of funding pressures regarding the use of short breaks. In response we are seeking to undertake a review in this financial year (21/22) to better understand need, and to better match our service offer to identified need and existing budgetary envelopes.* *The Written Statement of Action received in December 2019 following the inspection of our SEND offer earlier in the year acted as a catalyst to re-fresh the multi-agency SEND strategy. The council led a review of the strategic framework and, together with partners, refreshed the strategy. It is now much more closely aligned to the Children and Young People's Plan and re-emphasises our ambition for children who have additional educational needs. As part of this work, we also strengthened governance arrangements. The Joint Commissioning Board (jointly chaired by the CCG and LBM) now receives more regular updates, and provides closer oversight. The introduction of 'outcome champions' (mirroring the approach taken at the Chidren's Trust Board) furthermore strengthens oversight and deliver of agreed actions.* *This year we have brought together a range of services to form an integrated Early Help service. This work has been underpinned by the delivery of a multi-agency strategy overseen by the Merton Safeguarding Children Partnership. The council continues to play a lead role and our focus for the next financial year will be the engagement with delivery partners in education and the voluntary / faith sector.*

Financial Summary

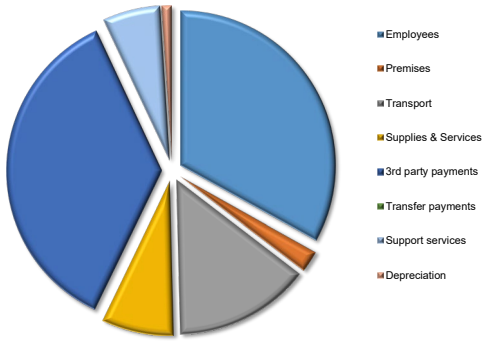
The next two years particularly provide a number of uncertainties which will need to be taken into account. These uncertainties include the medium and long term impact of the Covid19 outbreak, it is currently uncertain what this will be and how it will impact on demand for specialist services provided by the Directorate. A further key issue will be the level of High Needs funding that the Government provide for the provision of support services to children with SEN. Although an increase was received in 2020/21 it is unclear whether this will be maintained or increased to match predicted demand in the future.

DEPARTMENTAL BUDGET AND RESOURCES

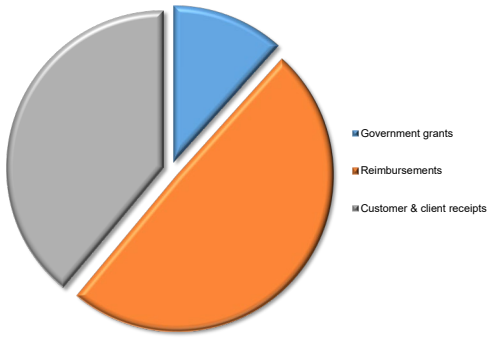
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**39,190**	**49,961**	**44,358**	**12,301**	**44,721**	**44,887**	**45,260**	**45,402**
Employees	13,579	12,760	14,249	(1,306)	14,804	14,854	14,905	14,905
Premises	1,063	1,107	971	67	1,013	827	840	854
Transport	4,569	5,744	6,142	(411)	6,365	6,629	6,899	6,988
Supplies & Services	3,578	4,821	3,465	2,977	3,360	3,390	3,420	3,450
3rd party payments	13,608	22,709	16,461	10,974	16,078	16,087	16,096	16,105
Transfer payments	0	0	0	0	0	0	0	0
Support services	2,380	2,406	2,664	0	2,664	2,664	2,664	2,664
Depreciation	412	412	407	0	436	436	436	436
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**6,312**	**6,268**	**5,618**	**(30)**	**5,618**	**5,618**	**5,618**	**5,618**
Government grants	1,280	855	655	430	655	655	655	655
Reimbursements	2,284	3,265	2,774	317	2,774	2,774	2,774	2,774
Customer & client receipts	2,749	2,148	2,190	(776)	2,190	2,190	2,190	2,190
Interest	0	0	0	0	0	0		
Reserves	0	0	0	0	0	0		
Capital Fund	0	0	0	0	0	0		
Council Funded Net Budget	**32,878**	**43,693**	**38,740**	**12,331**	**39,103**	**39,269**	**39,642**	**39,785**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Primary Schools		1,407	1,095	0	3,065	1,900	1,900	1,900
Secondary Schools		1,708	178	0	82	0	0	0
Special Schools		5,122	1,643	0	5,153	0	0	0
Other		348	365	0	220	0	0	0
	0	**8,585**	**3,281**	**0**	**8,520**	**1,900**	**1,900**	**1,900**

2020/21 Expenditure



2020/21 Income



Summary of major budget etc. changes

2020/21

Savings
£60k Review school traded offer, £150k Review Early Years Service, £45k Preview premises and contracts staffing structures, £150k Repurposing posts with Education Inclusion, £44k Reduce MSCB contribution, £200k Review short breaks service, £50k SEND travel, £200k Revenue costs of capital projects, £100k early help redesign, £75k Legal Hard charge.
Growth
£2,291k - Community Placement; Education Psychology Staffing; EHCP Taxi Transport Costs; SEND Team additional staffing.

2021/22

Savings
£200k Review and reshape of short breaks provision
£150k SEND Travel Assistance provision
Growth
£244k - Community Placement; Education Psychology Staffing; EHCP Taxi Transport Costs; SEND Team additional staffing.

2022/23

Growth - £224k for EHCP Taxi Transport and SEN Team staffing.
Saving - £200k Early Years and Children's Centres - staffing and building maintenance.

2023/24

Growth - £230k for EHCP Taxi Transport and SEN Team staffing.

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Community & Housing

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Service Plan for : Commissioning and Market Development			
Service Manager:	*Keith Burns*	Cabinet Member:	*Cllr Rebecca Lanning*
Peer review date:	*15 to 17 December 2020*	Name of peer:	*Tricia Perera, Carmen Gardier, Andy Ottaway Searle*
Date created:	*27-Oct-20*	Date of next review:	*31-Jan-21*

Overview of the service

The Commissioning and Market Development service supports the delivery of Adult Social Care in Merton in a range of ways by:

1. Analysing current and likely future demand for adult social care and commissioning services to meet that demand in a way that delivers quality for service users and good value for the Council;
2. Supporting the delivery of a range of Council and Departmental strategies;
3. Procuring, in compliance with the Council's Contract Standing Orders and other relevant policy and guidance, suppliers to deliver required services;
4. Managing contracts and provider relationships;
5. Maintaining oversight of the whole social care market in compliance with our Care Act market oversight responsibilities;
6. Supporting individuals choosing to use a Direct Payment to purchase their care and support and ensuring that Direct Payments are managed and monitored in compliance with legislation and the Council's Financial Standing Orders;
7. Undertaking assessments of individuals' ability to contribute to the cost of the care and support provided to them in compliance with the Care Act, related legislation and guidance and relevant Council policies;
8. Brokering individual placements or packages of community based care and support as required by individual care and support plans. Ensuring that contractual arrangements in respect of these placements / packages of care and support are compliant with the Council's Contract Standing Orders;
9. Analysing data and soft intelligence in order to: report on performance against Departmental and Corporate performance measures and targets; to ensure completion of statutory returns to central Government; and to inform the development and delivery of Departmental and Council strategies and plans.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
All ASC Customers eligible for a service, will receive person centred support. For all new ASC Customers who have been discharged from hospital we aim to have them return to their own homes and be supported to remain as independent as possible, this is under our "Home First" framework of delivering care and support and includes a period of reablement, ongoing assessment and review. All ASC customers in receipt of care and support are entitled to annual review carried out by the Social Work / Occupational Therapy teams, the care and support plan is also reviewed with the individual, their family /carers and updated accordingly. *From a Commissioning and Market Development perspective our primary role in delivering against these requirements is in ensuring that a range of commissioned services appropriate to meeting assessed need are in place; that there is a broad and vibrant social care market locally for use by individuals using Direct Payments or managing their own care.*	*Our primary role, from a Commissioning and Market Development perspective, is to facilitate, either through our commissioning activity or our market influencing activities, the maintenance of sufficient capacity in the social care market to ensure that as the population of the borough changes (increasing numbers of older residents and changes in the profile of working age adults and young people requiring care and support) sufficient services of good quality remain available to meet needs. During 2021 we will be developing longer term commissioning strategies that set out in more detail the demographic changes we expect to see and how our commissioning response will adapt to those changes.*	*Local authorities across London and nationally are encouraged to promote and encourage person centred support for ASC customers, using Direct Payments to enable people to choose their own care and support. The organised activities which are in place are often commissioned from voluntary sector partners and are based in local community settings. Furthermore, during the pandemic and moving forward, Key expectations of LAs and CCGs in their delivery of direct payments and personal health budgets are to support people's continuing care and support needs and to manage and mitigate the impacts of COVID-19 via increasing the take up of and allowing flexibility the use of Direct payments.*	*Our approach to the commissioning of services, and our wider market facilitation role is based around an expectation of continuous improvement, both in terms of the quality, effectiveness and value for money of the services we contract for and of the processes and procedures we follow in our commissioning and contract management practice.* *Our operational services (Direct Payment, Brokerage and Financial Assessment teams) have a similar continuous improvement focus in terms of processes and customer service. Our Performance Team support the Department in driving up service quality by providing the necessary reporting and analysis of performance and quality assurance data. The key objectives and projects set out in this plan include a number specifically intended to support delivery of the Department's Reset and Recovery programme.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
(Service Plan 2020-24) We will develop the commissioning, contract management and quality assurance functions necessary to ensure Merton has sufficient supply of diverse and sustainable care provider markets to meet the care and support needs of borough residents either through direct commissioning activity or indirect market shaping activity. This project will also incorporate current commissioning and procurement activity for a range of services provided by third party suppliers	1. A new structure for the Commissioning and Market Development service has been developed and is being implemented (completion delayed by COVID19), including the appointment of a dedicated 'Head of' for the service. 2. A work programme covering the period 2020 to 2024 and encompassing the recommissioning of all existing contracts with providers has been developed and lead commissioners / contract managers are being identified for each element of the work programme. 3. Relationships with the care sector in Merton have been considerably strengthened as a result of our response to the challenges of COVID19.	Carry forward
(TOM ASC8) Work with partners and stakeholders to develop a framework for supported living for people with physical and learning disabilities and mental health issues, to promote choice and independence	In progress and scheduled to be complete by April 2021	Carry forward
(TOM ASC10) Develop an adults commissioning model	In progress and refined into a number of specific projects detailed in the delivery plan section.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Develop and deliver a new commissioning and market facilitation / oversight model for adult social care	Support our most vulnerable residents of all ages
	Build resilient communities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Projects completed on schedule			Yes	Yes	Yes	Yes	Yes	Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Commissioning Strategy development	Development of a document that describes our overall approach to commissioning for excellence	*Jan-21*	*May-21*
Refreshed Market Position statements	Development of a suite of Market Position Statements that provide clarity to the market about our future commissioning plans and the rationale underpinning them.	*Dec-20*	*Jun-21*
Care at home 2023 (Home Care recommissioning)	Development of an agreed approach to the future commissioning of home care in Merton.	*Jan-21*	*Dec-21*
Bed-based care strategy 2021 – 2030 (Sustainability and change)	A strategy setting out our long term plans to reshape the bed based care market in Merton, encompassing nursing and residential care and supported housing settings.	*Dec-20*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Continuing impact of COVID19 on priorities and capacity	*Rescheduling of project start dates where feasible.*

Impact on the customer/end user

Improved quality of service for service users; better value for council tax payers and increased clarity for service providers.

Partners / interdependencies

Operational teams across ASC; Housing Needs; Future Merton

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Supporting delivery of the Learning Disabilities Recovery and Reset programme	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Projects completed on schedule			*Yes*	Yes	*Yes*	Yes	Y	Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Expanding the availability of accommodation based care and support options	Development of new procurement and contractual arrangements for accommodation, care and support (supported housing) and residential care. Market development activities to encourage new providers into the borough.	*In progress*	*Ongoing through 2021/22*
Delivering the right programme support	*Ensuring that any necessary external support or expertise required for programme delivery is procured and delivered in a timely and cost effective way.*	*In progress*	*Ongoing through 2021/22*
Enabling the re-modelling and re-provision of in-house services	Delivering all necessary contributions to options appraisal and service redesign processes. Enabling delivery of all necessary commissioning and procurement activity.	*Jan-21*	*Ongoing through 2021/22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of available market options	*Market development work programme referenced in service objective 1 above*
Political / community concern	*Programme communication and engagement strategy*

Impact on the customer/end user

Improved quality of service for customers and better value for council tax payers.

Partners / interdependencies

Service users and carers; Learning Disability service; Direct Service Provision team; Future Merton; Asset Management.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To ensure that new Direct Payment customers can be signed up as quickly and efficiently as possible and that existing customers continue to receive a uniformly high quality of service.	Support our most vulnerable residents of all ages
	Continuously improve
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Time from referral to account set up completed			*TBC*	TBC	*TBC*	TBC	TBC	Quarterly	Low
Compliments recorded			TBC	TBC	TBC	TBC	TBC	Annually	High
Number of DP Forums held per annum	0	Amber	1	4	6	6	6	Annually	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Process review and redesign	End to end review and redesign of DP process to identify and implement appropriate process improvements as part of wider ASC work	*Jan-21*	*Jun-21*
Quality Assurance review	Review QA processes and resources assigned to supporting existing customers and deliver improvements where identified and feasible.	*Feb-21*	*Jun-21*
Restart Direct Payment Forum meetings	Restart programme of regular DP forums to enable customers to discuss relevant issues, suggest improvements and to share information.	*Jan-21*	*Ongoing through 2021/22*
Improve knowledge and awareness of Direct Payments	Develop and deliver a programme of training and communication for social workers, OTs and other relevant professionals to ensure that the benefits of DPs are understood and factored in to daily practice as a positive option for customers.	*Mar-21*	*Aug-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Resources available to complete review / redesign work	*Support from Continuous Improvement team*

Impact on the customer/end user

Improved quality and responsiveness of service.

Partners / interdependencies

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To ensure that Financial Assessments continue to be completed in a timely and accurate fashion and that new and existing customers experience consistently high quality customer service.	Support our most vulnerable residents of all ages
	Continuously improve
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Time from referral to assessment completed			*TBC*	TBC	*TBC*	TBC	TBC	Quarterly	Low
Compliments recorded			TBC	TBC	TBC	TBC	TBC	Annually	High
Debt as proportion of income collected			TBC	TBC	TBC	TBC	TBC	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Debt recovery	Continue working with Debt Recovery team to reduce the overall level of debt outstanding as a proportion of income collected.	*In progress*	*Ongoing through 2021/22*
Review Financial Assessment Policy and Procedures	Review and update policy and procedures to ensure up to date and fit for purpose in terms of delivering consistently high quality and responsive customer service	*Jan-21*	*Jun-21*
Review approach to Disability Related Expenditure	Working with Merton Centre for Independent Living to review our approach to DRE and ensure this is effectively communicated	*In progress*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Team capacity	*Ensure recruitment to vacant posts is completed.*

Impact on the customer/end user

Improved service quality for customers and better value for council tax payers.

Partners / interdependencies

Service users and carers; ASC Operational Teams; Debt Recovery; SLLP

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Ensure that existing and new contracts are effectively managed and monitored in line with Contract Standing Orders and best practice.	Support our most vulnerable residents of all ages
	Continuously improve
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Projects completed on schedule			*Yes*	Yes	*Yes*	Yes	Yes	Annually	Yes/No
Monitoring schedule achieved			Yes	Yes	Yes	Yes	Yes	Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Contract File management	Develop and implement a consistent system for the management of all ASC contracts team files which is used by the whole team	*Jan-21*	*Apr-21*
Implementation of new Council Contract Management Handbook	Review current practice and procedures against new Contract Management Handbook, and implement necessary changes to ensure full compliance.	*Jan-21*	*Jun-21*
Minimise 'off-contract' spend.	*Ensure that all contractual activity, including spot purchasing of care placements, is properly recorded on contract register*	*In progress*	*Ongoing through 2021/22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Team capacity	*Ensure any vacancies are filled as quickly as possible.*
Spot purchasing difficult to record via contract register	*Agree methodology for recording spend with Commercial Services*

Impact on the customer/end user

Reduced risk of poor quality care being provided.

Partners / interdependencies

Providers; ASC Operational Teams: Commissioning; Care Quality Commission

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Continue to improve the responsiveness and quality of Brokerage services provided.	Support our most vulnerable residents of all ages
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Projects completed on schedule			*Yes*	Yes	*Yes*	Yes	Yes	Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Care placement costing	Select and procure an appropriate placement cost calculator and implement for all new placements (initially working age adults)	*Dec-20*	*Jun-21*
Review of Individual Service Agreement	Review existing Individual Service Agreement template; identify improvements and implement new template	*Jan-21*	*Apr-21*
Deep clean / pest control	Work with Commissioning and Contracts teams and colleagues in E&R to increase the number of providers available to use in deep clean / pest control scenarios.	*Mar-21*	*Jul-21*
Carers services process	Development of a process for recording services provided to carers on Mosaic	*Jan-21*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Improved quality of service for customers and better value for council tax payers.

Partners / interdependencies

Commissioning and Contracts teams; ASC Operational teams; SLLP

People

During 2020/21 we will work to embed the new service structure following the delayed completion of the restructure process during 2020/21.

Specific people development activities to be undertaken include:
1. Ensuring that all team members have a clear set of duties and responsibilities in line with new Job Descriptions, along with an agreed work plan;
2. Ensuring a schedule of regular team meetings (at least monthly) and whole service meetings (via Teams) is in place;
3. Head of Service to attend two team meetings per year for each team within the service;
4. Fortnightly all service emails from Head of Service;
5. Completion of a learning and development plan for the restructured service based on individual learning and development audits;
6. Through development of a more project based approach to work we aim to provide opportunities for individuals to develop via membership of project teams in areas of work outside of their day to day roles.

Technology

Projects planned for 2021/22 that include specific technology related requirements include:
1. Roll out of the new Electronic Care Monitoring (ECM) solution to a wider group of home care providers (no new software or hardware required, but technical support likely to be needed);
2. Ongoing digitisation of Direct Payment and Financial Assessment case files;
3. Exploration of software solutions to support better contract file management;
4. Digitisation of key processes (Financial Assessment; Direct Payments; Brokerage) to support smarter working and improved workflow;
5. Development of a Power BI framework for performance management and other reporting requirements.

Service improvement

The key service and process improvements activities planned for 2021/22 are identified as projects under the objectives in the Delivery Plan section of this service plan.

Financial Summary

Adult Social Care future budget includes previously agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**80,958**	**84,310**	**84,665**	**2,102**	**82,001**	**81,010**	**82,982**	**84,776**
Employees	16,198	16,750	17,473	394	17,745	17,779	17,747	17,766
Premises	369	459	416	(81)	366	372	377	382
Transport	1,430	1,639	1,352	(236)	1,347	1,366	1,386	1,406
Supplies & Services	2,451	3,058	3,172	780	3,209	3,257	3,304	3,352
3rd party payments	43,797	45,427	45,898	1,993	44,093	43,482	44,221	44,929
Transfer Payments	9,894	10,379	9,546	(748)	8,429	7,942	9,135	10,129
Support services	6,681	6,460	6,669	-	6,669	6,669	6,669	6,669
Depreciation	139	139	139	-	143	143	143	143

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**23,526**	**27,556**	**22,807**	**(2,820)**	**22,808**	**22,808**	**22,808**	**22,808**
Government grants	710	4,102	607	(3,402)	607	607	607	607
Reimbursements	10,214	13,198	9,775	(2,787)	9,775	9,775	9,775	9,775
Customer & client receipts	9,085	6,999	9,184	3,369	9,185	9,185	9,185	9,185
Recharges	3,516	3,257	3,241	-	3,241	3,241	3,241	3,241
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
Council Funded Net Budget	**57,433**	**56,754**	**61,858**	**(718)**	**59,193**	**58,202**	**60,174**	**61,968**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Telehealth				-	30			
	-	**0**	**0**	**0**	**30**	**0**	**0**	**0**

Summary of major budget etc. changes

2020/21

Growth for Concessionary fares increase - £92k , Council Tax Precept £812K, winter Pressures Grant £ 747k and IBCF. We are still awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review to understand the medium and longer term funding of that service. Savings of £2.5m taken from placements , income, salaries and transport.

2021/22

Growth for Concessionary fares decreases by £1.1m based on estimate cost for 2021/22 . Includes new savings of £55k and previously agreed savings of £2.310

2022/23

Growth for Concessionary fares decrease- £0.478k Includes new savings agreed in 2020/21 of £1.299m

2023/24

Growth for Concessionary fares increase - £1.1m

Service Plan for: Direct Provision (Adult Social Care)			
Service Manager:	*Andy Ottaway-Searle*	Cabinet Member:	*Cllr Rebecca Lanning*
Peer review date:		Name of peer:	
Date created:	*5th November 2020*	Date of next review:	

Overview of the service

Direct Provision is part of Merton's Adult Social Care service, sited in Community and Housing. The majority of service provision is for people with a learning disability, with services also for older people and a small number of people with a physical disability. Apart from self-funding customers (mainly in Mascot Telecare) customers are referred by Social Workers following a review, and the provision is part of a package designed to meet that person's assessed needs. The aim is to ensure that people are supported in an individual way and can learn, develop or maintain skills which ensure that they can participate in community life and remain as independent as they can be and in their own home for as long as possible. Direct Provision currently has four day centres, two residential homes, five sites for supported living, an extra care sheltered housing scheme , Mascot Telecare and an employment team.

This could include survey results, consultations, complaints/compliments and set how the way in which you are planning to deliver your service reflects feedback from

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Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
All Direct Provision ASC Customers have an annual review organised by the social work teams. Following this a care and support plan is developed which is updated regularly.	*In LD day services we have already seen a change in demand, with most young people leaving transition and taking up community activities supported by Direct Payments. The remaining cohort are young people with additional needs such as challenging behaviour. This is a continuing trend. Older people are less likely to be eligible for, or choose, to attend a day centre.*	*The trend for local authorities across London and further afield is to move towards individual support for ASC customers, using Direct Payments to enable people to choose their own care and support. The organised activities which are in place are often commissioned from voluntary sector partners and are based in local community settings.*	*Outline how as part of the delivery of your service you will contribute to:* *1) The council's continuous improvement programme of working to be London's best* *2) The long term recovery & modernising Merton programme*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Learning Disability Day Services - move from High Path to Leyton Road	The service successfully moved to a newly renovated Leyton Road and formally reopened in January 2019	Close
Refine the Supported Living offer, ensuring more community presence	All tenants in Supported Living have an individual support programme, reviewed annually which includes their chosen activities and what is required to facilitate this.	Close
Develop Mascot Telecare, using more assistive technology	The service continues to keep abreast with developments in technology and prescribe equipment appropriately. Most customers are content with standard offering but more could be done to work with teams to be encourage innovation.	Carry forward
Employment - work with wider range of customers	The team works with referrals from the LD Team and also Job Centre Plus; these referrals are required to have an assessment by the LD Team. The range of customers is limited by the eligibility criteria but does cover a wide area of need.	Carry forward
Upgrade the Mascot Telecare Hub	Installation of updated Hub completed in August 2019	Close

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review and remodel LD day services to fit with the offer being developed across ASC. Ensure that services meet the needs of younger people in accessing community , acquiring skills and moving towards employment and training. Staff will also need to support customers and carers who have accessed day centres for a long period. There is a need to achieve savings by 2022/23 in this area as part of the MTFS.	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Review usage of centres	194 customers							Annually	High
Work with Social work teams to assess each customer								Annually	High
Participate in LD Engagement programme								Quarterly	High
Work with Adult Learning and LD Team to revise employment pathway								Quarterly	High
Identify community settings suitable for use by individuals and small groups								Annually	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
LD Engagement programme	Work with LD professionals, customers, carers, other agencies e.g. Merton Mencap to ascertain what this population wants to achieve	*Oct-19*	*Ongoing*
Day service review	Reassess the needs of current customers, review current offer and the effects of COVID-19 on service delivery	*Nov-20*	*Apr-21*
Employment review	Work with LD Team and Adult Learning to create a more streamlined pathway towards training and employment	*Nov-20*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Customers and families have been used to a traditional day centre offer and suggestions that this might change will cause anxiety and uncertainty.	*During COVID a changed offer of support has been necessary and this will prove helpful when discussing alternatives. Increasingly younger people are showing a preference to access more individualised activities.*
COVID-19 has slowed the pace of engagement due to workload and has made meetings more difficult to facilitate.	*A mixture of face to face meetings, questionnaires and video conferences will enable engagement to continue.*

Impact on the customer/end user

Customers should end up with a personalised service with clear outcomes and opportunities to explore their community. People who need higher levels of care and support will continue to receive this in the most appropriate setting for their needs.

Partners / interdependencies

Direct Provision staff will work closely with professionals in the LD Team, Commissioning as well as colleagues in Adult Learning as well as those partners in the voluntary sector. Staff will work with customers and families to ensure a smooth transition to any new service which might be agreed. We will also work with E&R colleagues to agree a new transport offer (see below).

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review Transport arrangements for Direct Provision customers, ensuring that each person has an individual travel plan most suitable for their needs and reducing the number of vehicles required, contributing to Merton's cleaner air agenda.	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of people using Merton Transport	105							Monthly	High
Number of people taking part in travel								Quarterly	High
Number of fleet vehicles in use	11		9					Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Edge Transport Review	Corporate review undertaken Nov 19 - March 2020. While not producing a wide ranging suite of ideas to enable ASC to take a different approach, it produced some helpful data. Colleagues across different departments are working through the response.		
Focused look at ASC transport/assisted travel needs	Forecast future capacity, work with CSF to promote independent travel for young people in transition, look at current day service offer.	*Nov-20*	*Mar-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Customers and families have been used to a traditional door to door service whereby a Merton Transport bus collects a person from home and takes them to their day centre.	*In recent years we have used fewer Merton buses with DP staff collecting customers from home. We would work to support those who can to travel more independently, leaving larger vehicles for those with highest needs. We will also seek where appropriate for people to attend venues near to their homes to reduce the length of journey times.*
Corporately there is a need to realign resources between departments to achieve greater flexibility	*All departments need to review their activities and cost base going forward*

Impact on the customer/end user

We would aim to have each person feeling confident that they have the correct travel support appropriate to their needs and suitable for their programme of activities.

Partners / interdependencies

We will work with E&R who currently provide vehicles and drivers. DP staff will work with the LD Team, Commissioning and potentially other partners in areas such as Travel training.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
LD Accommodation - as part of LD offer review all residential and supported living units in Direct Provision ensuring that they are fit for purpose and meet the needs of residents. Work with LD Team to ensure that progression towards supported tenancies is achievable in all appropriate cases. Support residents, tenants and families through the review process and any move which might follow. Each site will need to ensure that current standards are maintained and where possible improved to meet the standards required by CQC - currently all services are rated as Good. Supported Living sites will need to continue to develop their offer to ensure that those tenants who can move to more independent properties can do so. The Gables offer in particular needs to be of a move through model.	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Work with LD Team to reassess each customer in Residential/Supported Living								Annually	High
Number of people moved from home/residential to Supported Living	4							Quarterly	High
Number of people moved from Supported Living to own full tenancy	1							Annually	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Learning Disability Offer	This workstream is looking at the whole range of services/activities linked to people with a learning disability and their families.	*Oct-19*	*Ongoing*
Housing Strategy	A major piece of work looking at housing and accommodation requirements across Merton	*Oct-19*	*Ongoing*
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
There is a shortage of suitable property in Merton for developing sites, and a shortage of existing accommodation to move people to if successful in Supported Living.	*The Housing Strategy is seeking to address the issue of identifying suitable sites for development.*

Impact on the customer/end user

Residents and tenants would get the opportunity to live as independently as possible in good quality accommodation.

Partners / interdependencies

Merton's Housing services, Commissioning and Housing Associations are key partners.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review and develop Mascot Telecare; ensure that the service model is able to increase the number of self-funding customers and to support colleagues across ASC in utilising the widest range of assistive technologies.	Support our most vulnerable residents of all ages Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of self-funding Mascot customers	1458							Monthly	High
Ensure Telecare is considered at every customer review and assessment								Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Marketing exercise linked to Winter Warm programme		*Nov-20*	*Feb-21*
Review of Mascot operation		*tbc*	
Continue a wider marketing campaign following the Winter exercise. Enable Mascot staff to actively attend events, forums once society resumes more social activities post COVID.		*Apr-21*	

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Mascot's service includes a full response to alerts and the staffing structure does not currently have much capacity for development work or wider engagement.	*Review staff deployment; where possible support the service with staff from other DP teams.*
Previously staff attended community events to promote the Mascot service. During the pandemic these activities have stopped.	*Find other forums for accessing community groups including via Zoom/Skype*

Impact on the customer/end user

A wider take up of Telecare and other assistive technologies will enable more people to live at home for longer. A higher number of self-funding customers will bring income for the Council.

Partners / interdependencies

Close working with teams across ASC including Commissioning. Liaison with voluntary sector groups to access potential customers.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review the day service offer for older people with dementia - the number of people utilising day centres has steadily dropped in the past three years. COVID-19 has placed a further obstacle to organising group activities away from home for this highly vulnerable cohort of people. Merton is reviewing care and support to people with dementia and their families and this work will be part of that work. Staff will continue their current role in carrying out home visits and maintaining communication with families.	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of people supported with alternative packages								Quarterly	High
Link with other groups working towards implementing Merton's Dementia Strategy								Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review/reassess all current customers with Long Term Team		*Jan-21*	*Apr-21*
Work with Commissioning/Voluntary Sector to look at other support options		*Jan-21*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Day centres have provided a secure 'respite' option for families who care for an older relative with dementia, although the numbers using centres have decreased. These families will want assurances that alternative support is available.	*Staff from centres have worked differently during COVID and have provided home visits and some social outings to some day service customers. This model can continue along with developing other interventions.*

Impact on the customer/end user

Support and stimulation which is person based for the customer and assurances that support is still available for families. A good dementia care pathway will enable people to live at home for longer and avoid and/or delay families needing to consider residential care.

Partners / interdependencies

Close working with teams across ASC including Commissioning. Liaison with voluntary sector groups where appropriate to support customers.

People
Most Direct Provision staff have gained experience in working across the services and have proved to be able to work flexibly with a range of customers of varying needs. During COVID day service staff have worked to support colleagues in residential, supported living and Mascot. Staff have also adapted to deliver sessions via Skype and Zoom, carrying out home visits and accessing community spaces where possible. This flexibility will be required as services evolve. It is likely that the staff team will decrease in size over time. There will almost certainly be a changed work experience for many staff, working for example in the evenings and at weekends when customers want to socialise. Staff might also work from more than one base and spend more time on their own or with a smaller group of colleagues. Residential staff are faced with similar changes and if the number of homes reduces then the staff team will inevitably decrease.
Technology
Direct Provision staff mainly work directly with customers, apart from a small group of admin staff who have successfully worked from home during COVID. Care staff have learnt to carry out remote sessions with customers at home by using Skype/Zoom and similar. Most staff who need them have smart phones and we will where necessary equip staff with tablets to give further flexibility to work across various sites and from home. Mascot staff will need to continue to explore all assistive technologies to support a wider range of customers.
Service Improvement offer
As noted we are reviewing all of our services to ensure they are relevant for the customers we support and for potential customers. In terms of service improvement Mascot Telecare was due to be the subject of a LGA Challenge which was deferred due to COVID. The issue with Mascot is more about the delivery model than the actual service; could it be outsourced, run as a Community Interest Company/Social Enterprise or similar? There are savings attached to both day services and residential which will result in a changed service offer. The aim is to ensure that less resources are spent on areas such as buildings and transport to ensure that more is left to focus on service delivery to customers.

Financial Summary

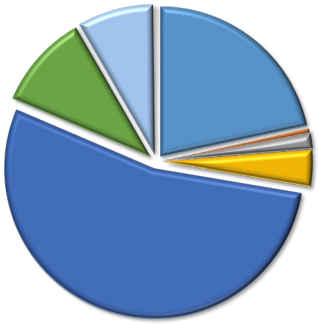
Adult Social Care future budget includes previously agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

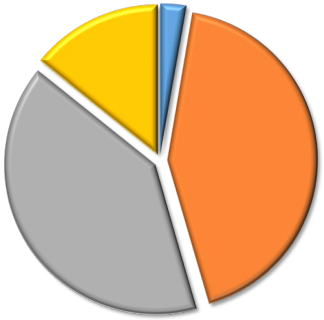
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**80,958**	**84,310**	**84,665**	**2,102**	**82,001**	**81,010**	**82,982**	**84,776**
Employees	16,198	16,750	17,473	394	17,745	17,779	17,747	17,766
Premises	369	459	416	(81)	366	372	377	382
Transport	1,430	1,639	1,352	(236)	1,347	1,366	1,386	1,406
Supplies & Services	2,451	3,058	3,172	780	3,209	3,257	3,304	3,352
3rd party payments	43,797	45,427	45,898	1,993	44,093	43,482	44,221	44,929
Transfer Payments	9,894	10,379	9,546	(748)	8,429	7,942	9,135	10,129
Support services	6,681	6,460	6,669	-	6,669	6,669	6,669	6,669
Depreciation	139	139	139	-	143	143	143	143

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**23,526**	**27,556**	**22,807**	**(2,820)**	**22,808**	**22,808**	**22,808**	**22,808**
Government grants	710	4,102	607	(3,402)	607	607	607	607
Reimbursements	10,214	13,198	9,775	(2,787)	9,775	9,775	9,775	9,775
Customer & client receipts	9,085	6,999	9,184	3,369	9,185	9,185	9,185	9,185
Recharges	3,516	3,257	3,241	-	3,241	3,241	3,241	3,241
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
Council Funded Net Budget	**57,433**	**56,754**	**61,858**	**(718)**	**59,193**	**58,202**	**60,174**	**61,968**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Telehealth				-	30			
	-	0	0	0	30	0	0	0





Summary of major budget etc. changes

2020/21

Growth for Concessionary fares increase - £92k , Council Tax Precept £812K, winter Pressures Grant £ 747k and IBCF. We are still awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review to understand the medium and longer term funding of that service. Savings of £2.5m taken from placements , income, salaries and transport.

2021/22

Growth for Concessionary fares decreases by £1.1m based on estimate cost for 2021/22. Includes new savings of £55k and previously agreed savings of £2.310.

2022/23

Growth for Concessionary fares decrease- £0.478k Includes new savings agreed in 2020/21 of £1.299m

2023/24

Growth for Concessionary fares increase - £1.1m

Service Plan for : Learning Disabilities Services			
Service Manager:	*Carmen Gardier*	Cabinet Member:	*Cllr Rebecca Lanning*
Peer review date:		Name of peer:	
Date created:	*11/04/2021*	Date of next review:	

The Merton community Learning disabilities team form one service area within Community and housing directorate. The team sits in Adult social care and work with people with a diagnosed learning disability and or autism. The team is an integrated health and social care team, The teams primary purpose is to provide specialist health and social care services to people with learning disabilities and their carers/families. These are people who live in the community and whose lives and needs are so complex that universal services alone are unable to meet their needs. The CLDT is a fully inter-disciplinary team delivering on the following core functions as outlined below. The CLDT is constituted as three fully inter-disciplinary functional teams which include specialist health and social care professionals who have developed expertise in Mental Health and Challenging Behaviour, Complex Physical Health or Preparing for Adult (Transition) services. the team operate a Single Point of Access receiving referrals directly from a range of sources.

The team aim to build a culture based on strong community support service planned around people's environments and are focussed on person centred and strength based when looking at individual needs. The service embraces principles of values, rights, inclusion independence and choice and will work with all individuals who have learning disabilities and or autism equally despite any difficulties experienced in meeting their needs.

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
In developing this plan I have been mindful to the series of engagement work undertaken with people with Learning Disabilities (LD),their carers and families. The findings from the engagement work done to date has indicated that service users are keen to have the LD team work in a coordinated way. They would rather that the team move away from traditional ways of working to a more coordinated approach that is focussed on the impact of life long condition which many people are living with and requiring on going care to cope with. A co-ordination with the concept of an "a statements" should drive the manner in which professionals relate to people with Learning Disabilities. *People with Learning disabilities live with complex lifelong conditions and they are often very dependent on other to meet their day to day needs. They remain one of the most marginalised groups in society and therefore it is always good practice that when planning, developing and making changes to council services that an EIA is undertaken specifically for this population to understand the impact such activities are likely to have on them.*	*Data from 2017/18, records that the learning disabilities population stands at 708 (0.3%) this is data based on People registered as having learning disabilities by their GP.* *This is lower than England (0.5%), London (0.4%) . The Merton story indicates that Not all people with learning disabilities are registered by their GPs as such. The estimated is 3,900, meaning only 18% are registered. The most recent population census PANSI estimates that there are 763 people with moderate and severe LD aged 18 to 64 listed as living in Merton in 2020.There were 546, people with LD known to the Integrated Health and Social care Community team.*	*National recovery plans related to the Covid 19 pandemic are unknown at this time, government led inquiries and reflections on the response to Covid may result in associated legislative and policy changes these will need to be considered in our own plans and service Configuration . The Disability Discrimination Act, promotes the rights of people with learning disabilities amongst other groups and serves to ensure that people with learning disabilities are not discriminated against because of their disability, in all aspects of life, including healthcare, job opportunities, the right to independent living, the right to a range of community services. Transforming care and recent report from LeDer reviews have highlighted significant health inequalities for people with learning disabilities.*	*Our vision is to ensure that people with Learning disabilities in Merton live ordinary lives. For those with LD this will mean an increase in accessibility, reduced stigma ,cultural and social change and making appropriate adjustments to enable people with LD to live a full and meaningful life. This will include asking people with learning disability to take part in making things better, make sure that they have a real say about what they want to see happening and changing.* *The Health component of the team are registered by CQC and therefore subject to review in accordance CQC KLOE. The team need to operate in a manner that will demonstrate compliance with the terms of their registration.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Prevention and early intervention	The team are working with a range of services, operating as link workers to provide support at a universal level to ensure positive access to and effective responses from mainstream services. Targeted work with individuals and services enabling others to provide effective person-centred support to people with learning disabilities and their families/carers Promoting independence, health and wellbeing.	Carry forward
Function based holistic assessment. A strengths-based approach to care and support planning	Responding positively and effectively to crisis presentations and urgent demands. Application of positive risk taking principles, seeing strengths as opposed deficits.	Carry forward
Positive behavioural support	Specialist direct clinical therapeutic support for people with complex behavioural and health support needs. Supporting individuals with learning disabilities and their families. offering them assessments/ diagnosis or providing different interventions and strategies to support individuals with their Challenging Behaviour and or Mental health needs.	Carry forward
Workforce development	Support for people to lead healthy lifestyles Provide continuity through a 'Link Worker' offer Provide support and advice for families, statutory and 3rd sector organisations supporting people with learning disabilities. Reviewing work practices to develop strength based practice across health and social care. The recently published capabilities framework is being reviewed and mapped against the workforce development plan.	Carry forward
Monitoring quality	The activities of the team are under monthly scrutiny by the Quality Assurance processes in Adult Social Care. The activity of the LD team are therefore subject to regular monitoring of quality.	Close
Transitions Model	Work with key stakeholders involved in transitions planning for young people with complex needs moving between children and adult services. The Team will maintain a transitions register and design the operating model.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Clearly define the offer for people with learning disabilities in Merton, starting with the way that the Integrated team work and ending with the offer of service provision that is available to meet their needs . This will also include a drive for access to universal services and a change in culture across the council and within partner services. A review of the existing offer of services such as day opportunities, employment and housing.	Support our most vulnerable residents of all ages Statutory requirement Continuously improve

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
No of Carers receiving services and/or information and advice	TBC	Not Yet Known	1,180					Monthly	High
% people receiving "long term" community services	73%	Green	72%					Monthly	High
No. of DTOCs - Adult Social Care delays only	TBC	Not Yet Known	Target yet to be confirmed by BCF					Monthly	Low
% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	TBC	Not Yet Known	78.80%					Annually	High
% of MASCOT calls answered in 60 seconds	97.55%	Green	97.50%					Monthly	High
Safeguarding Concerns to Enquiry Conversion Rate	N/A - New indicator for 2020-21	Does Not Apply	30%					Monthly	High
Proportion of adults with a learning disability known to us in paid employment	N/A - New indicator for 2020-21	Does Not Apply	Target yet to be confirmed					Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Strengthen the Integration-	A clear care co-ordination framework is integral to making this work, with an underpinning principle being to adopt a single integrated health and social care process to deliver continuity of care for people with learning disabilities with complex needs requiring intervention and long-term support. Making use of research on the use of PBS models to respond to behaviours that challenge services and integrating this approach into the way the team operate.	*Jan-21*	*Sep-21*
Design the operating model for Transitions	work with key stakeholders to agree a model for Transition. The team in its current format holds the register of all young people with statement or EHC plans from Year 9 onwards and, when notified, other young people requiring transition support	Oct-20	Jul-21
Transitions Protocol	work with Partners in CSF, CCG, schools and adult education to establish the referral and case management Pathways for preparation for adulthood, with particular attention paid to the PFA pathways.	*Oct-20*	*Mar-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Staffing levels remaining consistent to be able to realise these objectives.	*Agree the establishment for the service and ensuring that we secure permanency of the staff team*
A workforce not adequately equipped through training to ensure they have the required skills of using particular techniques when responding to challenging cases.	*Source and work with the CCG to identify resources locally or across SWL to respond using PBS methods/approaches*

Impact on the customer/end user

CLDT will operate one integrated assessment process, one principal identified worker, one care plan and one review process including joint documentation, commonly agreed aligned eligibility criteria and integrated information systems. having a clear PBS model will ensures we have a the skills to maintain people in the community and avoid hospitalisation and costly out of area placements to manage behaviour that challenge.

Partners / interdependencies

The health functions of the team need to be subject to CCG health delivery plans. influencing commissioning intentions of health(CCG) especially in developing the PBS Framework locally.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Supported employment using strength based assessment approaches to identify the people with LD who are able and could benefit from being in employment. More people should feel confident to look for jobs and be supported to do so, commissioned service to assist people to facilitate the aspirations that people with LD have.	Create a great place to grow up and live in Build resilient communities Bridge the gap and reduce inequalities

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Proportion of people with Learning disabilities and Autism in paid or voluntary employment		Amber							

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
What people do - Day opportunities and employment options	To work with key stakeholders (CSF, SEN, Schools, Adult education, employment service to create employment pathways making use of vocational profiles- linked to OT specialist skilled assessments.	*Apr-21*	
Where people live	where people live , stable and safe environments, enable people to live independently taking greater control over their lives and where they want to live. Reduce the numbers of people being placed out of area, ensure that housing is developed locally over the course of the next 5 years to ensure it meets the need of a range of needs. Homes needs to be available in settings close to public amenities close to transport links. the team will ensure that they are able to influence and provide information to support any development in housing options locally.		
Moving to adulthood	Transitioning between children and adult services, young people will be prepared for this transition to adulthood ensuring that their voices is heard and incorporating their wishes		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Availability of a range of options for people in terms of where they receive their social and recreational	*more community based options and less building based options.*

Impact on the customer/end user

This will address barriers to living independently, will assist with working with people to plan, and will ensure we assist them to develop and maintain their strengths, creating less dependency on services.

Partners / interdependencies

This will need to be linked to the housing strategy, a separate housing strategy or a chapter of the existing one based on capacity and demand modelling would be advisable.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Strengthening the teams operational practices to ensure a more coordinated approach is taken, to achieve the objective of greater access to universal services. Service user should therefore be offered one integrated assessment process with one main contact, one care and support plan and one review process, including combined health and social care workflow and documentation , this will ensure that we improve the service user experience.	Build resilient communities Bridge the gap and reduce inequalities Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
numbers of people with LD who have had an annual health check		Amber							
Numbers of people with an integrated care and support plan		Red							
Joint eligibility criteria		Green							

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
We do not have local measure for assessing how the teams are performing, we need to set individual targets based on corporate measures.	*Agree individual staff targets based on wider corporate measures*

Impact on the customer/end user

strengthening the teams operations will ensure that service user have a better experience of receiving social services and health interventions. less need for complaints and preserve council reputation. Red

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Determine the Future demand for housing accommodation for Adults with Learning disabilities in Merton, this will include working with Housing department to influence the housing strategy ensuring that the strategy reflects the accommodation need of people with Learning Disabilities.	Create a great place to grow up and live in Build resilient communities Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Numbers of people who are living in an independent setting with their own tenancy		Green							
Numbers of people with LD who are on the housing register.		Red							
Numbers of people Living in setting outside of Merton, who could otherwise be local		Complete							

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review existing services usage, availability and scope future demand as part of recovery and reset work programme	review using demand and capacity framework to establish the existing housing options and determine future demand		
Expand the Transitions Tracking align to performance workstreams/capacity	Review the future demand using Transitions data to enable planning and service development		
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Scale and priority of capital and regeneration building programmes.	*develop the market through commissioning programmes*

Impact on the customer/end user

availability of a range of accommodation options including expanding sheltered scheme for elderly people with learning disabilities.

Partners / interdependencies

Dependent upon movements in the council housing and building programmes locally. Influenced by the general housing market and provider development including the rental market locally .

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Making safeguarding personal- ensure that at all times reasonable adjustments are made for people with learning disabilities to feel safe and where suspected abuse allegations are made for them to participate in the decision making and choice based support that they need to maintain their safety and contribute information that assist with enquiries.	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
To be agreed		Amber							

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
proportion of carers who have had an assessment									
numbers of people with LD who have had an annual health check									
Safeguarding Concerns to Enquiry Conversion Rate									
N/A - New indicator for 2020-21									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Strengthening the integration of the MCLDT service			
Design a model for preparations for adult hood the team in its current format hold the register for	.		
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

People
A recently published Capabilities Framework for professionals working with people with Learning Disabilities and Autism has been launched 2019. it is now mandatory for all staff to work in accordance with these guidelines and therefore training of all staff in the LD service and wider ASC will be required in 2021. The framework will help to ensure that staff working across health, social care and other sectors have the right training to understand the needs of autistic people and people with a learning disability, and make reasonable adjustments to support them. Training is a key element of improving statutory response especially to people who have multiple complex disabilities. The LD offer work stream project that is focused on the integrated team, will undertake to identify training to upskill staff to meet the competencies and professional standards expected of the disciplines that form part of a comprehensive integrated community learning disability team, equip them to appropriately discharge statutory functions and empower other service areas to make reasonable adjustments and apply accessible standards.
Technology
The team will needs the means to work remotely and agile. This will involve them having devises and mobile capabilities to enable them to work more effectively and smartly whilst on the go. Mosaic will need to be revised to ensure that the health staff are able to accurately record their activities. Existing Mosaic systems will need to be developed to link with CSF to ensure sharing of key records of young people moving between services. Through the departmental change programme, there will be a coordinated effort to make use of available technologies and technological advances that enhance the services delivered to residents. use of assistive technology to support daily living and independence will be central to this.
The team are currently working to establish new ways of working, this involves a strengthening of the Front door service, and the duty processes. it also extends to establishing named worker role and case coordination as new ways of working.

Financial Summary

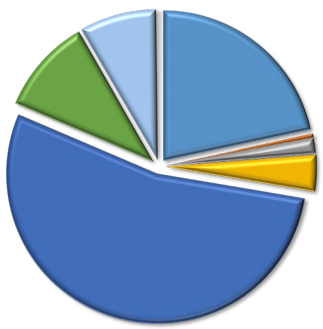
Adult Social Care future budget includes previously agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

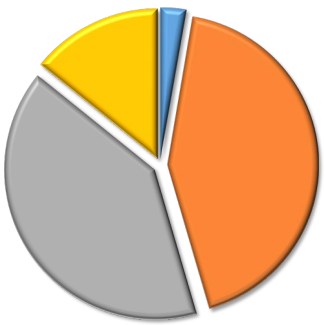
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P5	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**80,958**	**84,310**	**84,665**	**84**	**82,001**	**81,010**	**82,982**	**84,776**
Employees	16,198	16,750	17,473	74	17,745	17,779	17,747	17,766
Premises	369	459	416	(106)	366	372	377	382
Transport	1,430	1,639	1,352	(46)	1,347	1,366	1,386	1,406
Supplies & Services	2,451	3,058	3,172	380	3,209	3,257	3,304	3,352
3rd party payments	43,797	45,427	45,898	506	44,093	43,482	44,221	44,929
Transfer Payments	9,894	10,379	9,546	(724)	8,429	7,942	9,135	10,129
Support services	6,681	6,460	6,669	-	6,669	6,669	6,669	6,669
Depreciation	139	139	139	-	143	143	143	143

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P5	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**23,526**	**27,556**	**22,807**	**(540)**	**22,808**	**22,808**	**22,808**	**22,808**
Government grants	710	4,102	607	(1,798)	607	607	607	607
Reimbursements	10,214	13,198	9,775	(1,609)	9,775	9,775	9,775	9,775
Customer & client receipts	9,085	6,999	9,184	2,867	9,185	9,185	9,185	9,185
Recharges	3,516	3,257	3,241	-	3,241	3,241	3,241	3,241
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
Council Funded Net Budget	**57,433**	**56,754**	**61,858**	**(456)**	**59,193**	**58,202**	**60,174**	**61,968**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P5	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Telehealth				-	30			
	-	0	0	0	30	0	0	0





Summary of major budget etc. changes

2020/21

Growth for Concessionary fares increase - £92k , Council Tax Precept £812K, winter Pressures Grant £ 747k and IBCF. We are still awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review to understand the medium and longer term funding of that service. Savings of £2.5m taken from placements , income, salaries and transport.

2021/22

Growth for Concessionary fares decrease by - £1.1m based on estimated costs for 2020/21. Includes new savings of £55k and previously agreed savings of £2.310m.

2022/23

Growth for Concessionary fares decrease - £0.478m. Include new savings agreed in 2020/21 of £1.299m

2023/24

Growth for Concessionary fares increase - £1.1m.

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Adult Social Care - Operations			
Service Manager:	*Tricia Pereira*	Cabinet Member:	*Cllr Rebecca Lanning*
Peer review date:		Name of peer:	
Date created:	*9th November 2020*	Date of next review:	

Overview of the service

Merton's Adult Social Care service Operations is sited in Community and Housing. Merton Adult Social Care / Operations comprises of various social care teams. The role of the council's adult services is to provide advice and support to people aged 18 years and over who are in need of assitance due to:

- *illness*
- *old age*
- *disabilityand/ or*
- *at risk of losing their independence due to their physical or health conditions*

We provide short term support - intensive support also known as reablement, available for a maximum of 6 weeks and longer term support - ongoing support to adults and older people with either long term health conditions, that impacts on their physical and mental wellbing or people with physical disabilites, learning disabilities, or mental illnesses. The support we provide is informed by an Assessment of Need under The Care Act 2014 and could be for personal care, such as ensuring people have sufficient nutrition (eating), maintaining a habitable home, and ensuring good personal hygiene and help with getting dressed or for domestic routines such as shopping. Support from Adult social care can be provided through commissioned care services such as a carer providing support in the persons own home or support with moving to a care home. Support services we provide are usually paid for by either the private funds of the recipient of care or by us as the local council.

We provide our statutory duties (adult social care) to the standards set out under The Care Act 2014. Along with the Care Act our main legislative framework, includes the Mental Capacity Act 2005, The Mental Health Act 2007 the Human Rights Act 1998 and Equalities Act 2010. This legislation sets out how people's care and support needs should be met.

We also have initiatives that ensure that we work in integrated ways with Health to ensure better care for everyone in hospital, in a care home or receiving care at home. Everyone being discharged following a stay in hospital is considered for our successful Reablement service. We have found that 70% of people who are provided with a period of reablement support in their own home (that enables them to regain their confidence and skills), no longer needs significant care and support from Adult Social Care.

In Merton Adult Social Care, we also provide information and advice to enable individuals, carers and families to take control of, and make well-informed choices about their care and support and how they fund it. Not only does information and advice help to promote people's wellbeing by increasing their ability to exercise choice and control, it is also a vital component of preventing or delaying people's need for care and support.

We have partnered with local voluntary and community based Services with the aim of helping people to access information about local services and advice about ways to keep safe and well. This has worked particularly well during the COVID-19 pandemic.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
All ASC Customers eligible for a service, will receive person centered support. For all new ASC Customers who have been discharged from hospital we aim to have them return to their own homes and be supported to remain as independent as possible, this is under our "Home First" framework of delivering care and support and includes a period of reablement, ongoing assessment and review. All ASC customers in reciept of care and support are entitled to annual review carried out by the Social Work / Occupational Therapy teams, the care and support plan is also reviewed with the individual, their family /carers and updated accordingly.	*The teams within ASC Operations are adapting the way in which we deliver services to meet demand and to meet the needs of local residents. We are moving to increased integrated working with Health colleagues to provide a rapid response inorder to prevent people from being admitted to hospital. We have also found that whilst many older people enjoy attending lunch clubs and groups, many more people and their carer's are realising the beneifts of organiseing flexible support and respite for example, accessing community activities via by Direct Payments. We shall be increasing the number of people being supported through Direct Payments.*	*Local authorities across London and nationally are encourged to promote and encourage person centered support for ASC customers, using Direct Payments to enable people to choose their own care and support. The organised activities which are in place are often commissioned from voluntary sector partners and are based in local community settings. Further more, during the pandemic and moving forward, Key expectations of LAs and CCGs in their delivery of direct payments and personal health budgets, are to support people's continuing care and support needs and to manage and mitigate the impacts of COVID-19 via increasing the take up of and allowing flexibility the use of Direct payments.*	*Outline how as part of the delivery of your service you will contribute to:* *1) The council's continuous improvement programme of working to be London's best* *2) The long term recovery & modernising Merton programme*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Reorganisation and alignment of the Adult Social Care access points and pathways within the context of the Care Act Principles of Wellbeing and Prevention and within the context of the principles of Merton Health and Care Together (the former being the main driver for better management of demand for more formal adult social care services). The latter has emphasis on whole system integrated working in order to provide *'Right Care, Right Time, Right Place'* .	In Progress: -Following the consultation (delayed due to the COVID19 Pandemic) transfering people into their expressed posts will commence by the end of February 2021	Carry forward
Embedd a relationship based approach to working, based on identifying the indivdual person's strengths, devleloping their own network of support and helping them to identify their assets or developing community asstres to meet the needs of individuals, families and carers.	In progress: - Programme being developed with the SWL Teaching Partnership -draft programme is completed. Delivery date March 2020/ April 2021	Carry forward
Refresh the skills and knowledge of all ASC staff in relation to the Care Act, strengths based practice and the wider legislative framework. In particular ensuring a personalised not punative response to Safeghuarding Adults and Making Safeguarding Personal. Develop a training and development plan in line with the needs of the department	Training needs analysis completed. Ongoing CPD programme has been developed with the SWL Teaching Partnership -draft programme is completed	Carry forward
Establishing a learning organisation approach.	Upskilling staff, continuous & ongoing learning and development, via a variety of means of learning opportunities and not just with standardised training.	Carry forward
Develop an online community directory and self assessment document	In Progress: - research underway to build the prodect.	Carry forward
Digital Transformation - Develop and streamline agile working opportunites for all service areas	In progress:- Have researched the potential of Mosiac Mobalise and developed a working group Lead by Tricia Pereira & Glyne Barrow with Jaspal Singh and Frank Dick to be incorporated into the Modernise Merton Programme. To be finalaised by end of March 2021	Carry forward
Increase the take up of Direct Payments, including accessing DP for one off bespoke equipment provision for younger people with sensory impairements and ability for the individual to "top up" the DP in oprder to procure enhanced / personalised technological equipment.	In progress: Targeted DP take up with individuals and carers	Carry forward
Update the offer of Assisteive Technology with an increased catalogue containing products found on the general market -	In Progress to offer technilogical support for people who may have dementia with equipment that is on the open market or via Mascot telecare. Customers appear to be content with standard offering however, a wider offer would be more responsive to future reciepents. Need to explore opportunities to exploit mainstream assistive and smart technology to support independent living. ie Internet of Things approach. To work with health partners on implementing telehealth.	Carry forward
Investing in staff skills; Increase resource and capacity for undertaking specialist buisness support roles e.g. a Safeguarding minute taker and training in Safeguarding Minute taking in order to meet our statutory duties	In progress: Working with L& D	Carry forward
Responding to upcoming demands.	With regard to COVID-19 Pandemic, Initiaitives and pilots are underway to be reviewed in March 2021 (TADD and D2A, Rapid Response and community champions) In particular for people from under represented groups.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Improve quality of Practice with timely interventions. Develop and embedd a quality assurance framework.	Continuously improve
	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
No of Carers receiving services and/or information and advice	TBC	Not Yet Known	1,180					Monthly	High
% people receiving "long term" community services	73%	Green	72%					Monthly	High
No. of DTOCs - Adult Social Care delays only	Legislation suspended due to COVID19	Complete							
% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	TBC	Not Yet Known	78.80%					Annually	High
Timely Intervention -Completion time from allocation to completed assessment.									
Increase % the take up of direct payments and personalised support - (benchmark against london to agree % increase)	Suggest increase by 10% ?	Not Yet Known							
Safeguarding Concerns to Enquiry Conversion Rate	N/A - New indicator for 2020-21	Does Not Apply	30%					Monthly	High
Broaden the offer of provision of community resources, support, advice and guidance in the voluntary sector to meet current demand									
Increased improvement on the quality of our intervention - via increased number of compliments recorded which indicate customer satisfaction	customer service satisfaction survey's							Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Timely, good quality intervention	Embedd within the QA Framework, the recomended completion time from allocation to completed assessment as a measureable output.	*Jan-21*	
Voluntary Sector Offer	Meeting with voluntary sector comissioner to review the offer of resource / provision in the voluntary sector - especially around supporting individuals with easing isloation and safely increasing social interaction	*Dec-20*	
Increased usage of direct payments and increased flexible support for carers	No of Carers receiving services and/or information and advice and increased take up of Driect payments	*Jan-21*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

The customer should recieve a good quality, improved service. One that meets their identified needs. Customer may also feel well informed, supported and safeguarded against further incidencies of abuse or harm. Thus increasing confidence in the Council ASC Department.

Partners / interdependencies

Working jointly with Buisness Intelligence.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase the take up of Direct Payments for adults and older people	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Review take up of Direct Payments								Quarterly	High
Improved experience of adults customer journey for the individual - Ensure the right intervention, carried out by the right team, at the right time.								Quarterly	High
Improved Quality Assurance - increased quality of work ensureing person centered and strengths based								Quarterly	High
Adult Customer Journey Mapping									High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review take up of Direct Payments	Engage with customers, carers, other agencies eg to ascertain the type of support our citizens want	*Dec-20*	*Ongoing*
Adult Customer Journey Mapping	Review the needs of current customers (current offer and the effects of COVID-19 on service delivery)	*Dec-20*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Currently Direct Payments are delivered via commissioned agencies, this can impact of the felxible and person centered / creative approach to service delivery.	*During COVID government guidance has been dissemintated highligting how to allow the flexible use of Direct Payments to support people during the COVID 19 pandemic. Guidance should be considered and followed. https://www.gov.uk/government/publications/coronavirus-covid-19-guidance-for-people-receiving-direct-payments/coronavirus-covid-19-guidance-for-people-receiving-direct-payments*
Currently unsure of the capability to develop a PA directory whereby individuals can safely recruit PA's	*ture of face to face meetings, questionaires and video conferences will enable engagement to con*

Impact on the customer/end user

Customers should have a person centered service with clear outcomes and opportunities to explore their community. People who need higher levels of care and support will continue to receive this in the most appropriate setting for their needs.

Partners / interdependencies

Work closely with Buisness Intelligence Team, Direct Payment Team as well as colleagues in health with regard to personal health budgets as well as partners in the voluntary sector (Carers center).

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review and develop assistive technology / Mascot Telecare; ensure that the service model is able to increase the number of self funding customers. Increase the offer of assistive technology, research the general market place in order to utilise the widest range of assistive technologies.	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of self funding Mascot customers	1458							Monthly	High
Ensure Telecare is considered at each customer assessment, reassessment and review also prompted at outcomes forum		Complete						Quarterly	High
								Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
			Mar-21

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

A wider take up of Telecare and other assistive technologies will enable more people to live at home for longer. A higher number of self funding customers will bring income for the Council.

Partners / interdependencies

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increased integrated working with Health Colleagues	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Maintain 7 day working arrangements until		Complete						Quarterly	High
Develop pathway to reduce hospital		Green						Quarterly	High
Maintain Reablement offer and pathway		Complete						Quarterly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Home First Project	Project focusing supporting people to return to their own homes, rather than residential or nursing care	*Sep-19*	*Ongoing*
Blue Bird Project	Project with Health colleagues to prevent admissin into hospital	*Aug-20*	*Ongoing*
Increase Reablement Capacity	Evaluate the Team Manager Role and bring in line with other ASC Team Managers to provide improved service structure. Rfesulting in a more efficent run service, leading to better outcomes for people who make use of the service.		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Organisational barries and challenges between Health and Social Care Collleagues. Funding constraints hinder investment into the new services.	
Following reevaluation, funding the uplift to the Reablement Team Manager role.	

Impact on the customer/end user

Customers are able to reamin in their own homes for as long as possible, thus reducing the demand on residential and nursing care, ensuring availability for those who are most vulnerable.

Partners / interdependencies

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase take up of flexible and person centered support for carers particulalry those from BAME Communities	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Increased number of carers making / receieving contact and taking up support (at different levels)								Monthly	High
Increased number of carers accessing Direct Payments								Monthly	High
Increased number of carers from BAME Communities accessing support								Monthly	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review of Carers Strategy	Ensure carers strategy contains meeting the needs of carers from BAME Communities	*Dec-20*	*Feb-21*
Review support for individuals and carers from BAME Communities	Review community assets and the offer for carers, for effectiveness, accessibility, meets the needs of the peoople and cost effective.		
Review Direct Payment PA database	Review of the Database in order to target and increase the numbers of PA's from all cultural backgrounds, inorder to meet the needs of all communities. Ie cultural matching.	*Jan-21*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

People
Most Direct Provision staff have gained experience in working across the services and have proved to be able to work flexibly with a range of customers of varying needs. During COVID we have been able to have in place flexible working with staff, not only from venues (n home and office based) but also across teams. We have been able to respond to demand by workers being placed where they are most needed, for exaample -hospital to home team or safeguarding. Having a flexible apprach has meant that services delivery has evolved for example 7 day working for hospital discharges. Reablement -most staff are office based due to the system and process including the demand and unpredictability of working during the pandemic. Staff mostly come into the office on a certain allocated days. to undertake administrative duties. Going forward we aim to provide smarter working methods for all staff inclidiung the ability to update electronic case recordings " on the go"
Technology
Staff work directly with customers to undertake assessment of need, prescribe equipment, create support plans and carry out reviews. Teams have successfully worked on a roata basis either from home and in the office during the pandemic. Social Workers, Occupational Therapists and Social Care workers are able to undertake assessments remotely with customers, using variety of online platforms such as Skype or Zoom. Workers were provided with smart phone depending on their role and needs and or laptops to give further flexibility to work agiley across various sites and from home. An increase in PI terminals in the office is necessary to ensure desk top usage and to compliment exsiting laptops. In particular for reablement as due to the nature of their roles, workers return to the office to undertake administrative tasks.
Workers
As previously set out, in terms of service improvement we are in the midst of a reorganisation this was halted due to COVID 19. This is due to restart and will now incorporate staff working from home to ensure they have the right tools and support to do the job well. Paying particular consideration to work / life balance and managing overall staff wellbeing. Regular online meetings and Platforms such as WhatsApp groups have been well utalised to provide peer support and in order to maintain staff wellbeing and to ensure timely information is disseminated. During the height of the pandemic managers and workers reported that they benefited from daily online meetings to share information.

Financial Summary

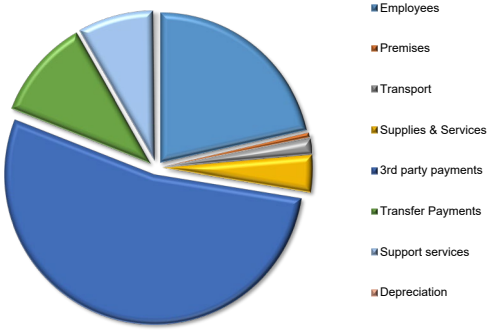
Adult Social Care future budget includes previously agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

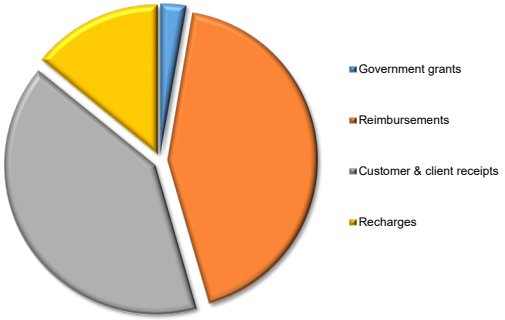
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**80,958**	**84,310**	**84,665**	**2,102**	**82,318**	**81,304**	**83,231**	**85,078**
Employees	16,198	16,750	17,473	394	17,680	17,681	17,681	17,681
Premises	369	459	416	(81)	417	423	428	428
Transport	1,430	1,639	1,352	(236)	1,371	1,394	1,405	1,405
Supplies & Services	2,451	3,058	3,172	780	3,214	3,053	3,301	3,301
3rd party payments	43,797	45,427	45,898	1,993	43,958	42,898	43,154	43,998
Transfer Payments	9,894	10,379	9,546	(748)	8,869	9,047	10,454	10,878
Support services	6,681	6,460	6,669	-	6,669	6,669	6,669	7,248
Depreciation	139	139	139	-	139	139	139	139

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**23,526**	**27,556**	**22,807**	**(2,820)**	**22,807**	**22,808**	**22,787**	**22,787**
Government grants	710	4,102	607	(3,402)	607	607	607	607
Reimbursements	10,214	13,198	9,775	(2,787)	9,775	9,775	9,755	9,755
Customer & client receipts	9,085	6,999	9,184	3,369	9,205	9,185	9,205	9,205
Recharges	3,516	3,257	3,241	-	3,220	3,241	3,220	3,220
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
Council Funded Net Budget	**57,433**	**56,754**	**61,858**	**(718)**	**59,511**	**58,496**	**60,444**	**62,291**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Telehealth				-	30			
	-	0	0	0	30	0	0	0





Summary of major budget etc. changes

2020/21

2021/22

2022/23

2023/24

Service Plan for : Housing Needs and Enabling			
Service Manager:	*Steve Langley*	Cabinet Member:	*Councillor Martin Whelton*
Peer review date:	*17/12/2020*	Name of peer:	*Anthony Hopkins*
Date created:	*11/11/2020*	Date of next review:	

Overview of the service

To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector.

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

The purpose of this service is to

- Prevent and relieve homelessness in accordance with statutory housing law, including the reduction of rough sleeping in the borough
- Provide homes to people in housing need
- Formulate and deliver statutory homelessness and rough sleeper strategy for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of homes with private landlords
- Provide care and housing support to vulnerable adults via Shared Lives
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation
- Provide mandatory grant assistance for improvements and adaptations
- Commission and monitor Housing Related and Floating support
- Relationship management between the council and stock transfer housing associations

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Our customers are residents of the borough who are: - threatened with a homeless episode - are homeless - are the Council's Housing register and waiting for a social housing tenancy - households in temporary accommodation - facing harassment or illegal eviction - are experiencing disrepair in their homes (this extends to the private sector and housing association tenants) - experiencing insanitary conditions - require major adaptions to their home as part of a disabled facilities grant - are rough sleeping, or at risk of rough sleeping - in need of care and support in shared lives accommodation - gypsies and travellers in need of housing assessment or a permanent pitch - landlords with properties in the borough	*Since the first lock down at the end of March, there have been an increase in the number of people found rough sleeping as a result of losing their employment due to the economic downturn related to Covid 19, and this increase is likely to continue until the economy recovers. Supply of suitable accommodation in the private rented sector available to our client group is also likely to decrease due to increasing regulations and financial burden to landlords. It is therefore envisaged that our service will come under increasing pressure. Whilst the country continues to be under lockdown processes it is the case that evictions have been stopped by Government directive. We are advised that at the earliest evictions may resume in January 2021. It is impossible to accurately predict how many people, of which size and family composition, will seek the council's assistance. Some housing professionals suggest a tsunami of homeless applications in future months and years, but there is insufficient data and advice to support these predictions. We would need to review this service plan just as soon as the country moves away from a pandemic situation into a more "business as usual" scenario. As a final point a Homelessness and Housing Need is not just driven by people's behaviours but socio-economic factors which at the present time are largely unknown*	*The service is subject to regular and unprecedented changes to Housing law and practice. There have been two changes to s21 notice requirements since the outbreak of the pandemic as well as evictions being suspended, reinstated and suspended again . There is a potential for further changes for notices, either back to pre-Covid levels or further changes for the notice period. In addition further lockdowns may see suspensions of eviction proceedings. There are implications for the service in terms of the advice we provide customers as well the effect on demand for temporary accommodation particularly when suspensions are lifted. It is clear, based upon recent variations that these changes inevitably lead to higher demand for accommodation and support, particularly for those groups who are the most vulnerable members of our society. It is also the case that the housing service through changes to national policy has been supporting NRTPF cases which ordinarily would not be eligible for support. Housing enforcement law continues to be relatively unchanged at this time, however, given that the private sector will increasingly be the main form of supply for our residents and for this service will increase. Through the 'Everyone In' programme during the first lock down, we have placed 69 rough sleepers into temporary accommodation to date.*	** C&H Recovery and reset programme * Increased Digital working-- new housing software system, digital scanning and archiving * Working towards elimination Rough Sleeping in Merton. * Maintain position of having lowest numbers of homeless households in London * Tackle poor housing condition through enforcement, including prosecutions and Civil Penalties * Build upon Shared Lives to provide accommodation and support to a wider cohort of vulnerable individuals - including young people * Continue to deliver housing support and support services and protecting vulnerable people in their homes. * Use service insight to inform Housing Strategy by Future Merton*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Private Sector Housing Enforcement: Develop and implement a range of Housing Enforcement measures to protect private tenants in Merton.	Ongoing service delivery. 3 prosecutions and 1x CPN	Carry forward
Rough Sleeper initiatives: Deliver a range of Rough Sleeper initiatives so as to halve the number of rough sleepers in Merton by 2022	Ongoing service delivery, supported by a range of grants to the value of £1.5m to support this work	Carry forward
Public Protection Technology Upgrade: Work with IT / E&R on re-procurement / replacement of M3PP, cloud hosting and subsequent upgrade of M3PP to Assure.	This is led by Jose Diaz in BST. Minimal Housing involvement in 2020/21. Project ongoing	Carry forward
Housing IT software re-procurement: Re-procure all IT Sofware solutions for Housing Needs (Homelessness, Temporary Accommodation & Rent Accounts, Housing Register and Choice Based Lettings.)	Procurement process completed, supplier selected. Currently implementing. Scheduled to complete Qtr. 4 2020/21	Carry forward
Homelessness Strategy Implementation: Work with stakeholders to deliver the strategy and monitor the completion of the actions arising from the Homelessness Strategy	Draft Strategy produced and consultation concluded but sign - off of the strategy has been interrupted by Covid-19 pandemic. Strategy needs refresh to reflect Covid 19 and grant funding	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Prevent homelessness in the borough	Support our most vulnerable residents of all ages
	Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of homelessness preventions annually	480	Green	450	*450*	*450*	450	450	Monthly	High
No. of households in temporary accommodation (monthly average)	178.4	Green	200	240	240	240	240	Monthly	Low
Average length of stay (nights) of Families in non-self-contained B&B	N/A - New indicator for 2020-21	Does Not Apply	21 nights	*21 nights*	*21 nights*	21 nights	21 nights	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
New Housing Software utilisation	Embed use of new Housing "CRM" system, including processes and customer engagement, includes Business Support process work	*2020/21*	*ongoing*
Housing Options Toolkit	Staff guidance on best practice implementing our homeless duties. Kept under review.	*2020/21*	*ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Huge demand for services following C19 lockdown	*Maximise supply from all sources*
Government guidance changes rapidly in response to Covid 19	*Maintain regular contact with MHCLG and London Councils Directors group*
Loss of Homelessness grants	*Maintain regular contact with MHCLG to ensure they understand importance*

Impact on the customer/end user

Prevention of homelessness

Partners / interdependencies

Will require support of landlords and Government support and grant funding

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver on Housing Enforcement Policy	Statutory requirement
	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of enforcement/improvement notices issued annually	127	Green	80	*100*	*100*	100	100	Quarterly	High
No. of cases resulting in a Prosecution or Civil Penalty Notice of a Landlord	N/A - New indicator for 2020-21	Does Not Apply	4	*4*	*4*	4	4	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Issue Civil Penalty Notices/ Prosecutions	Continue to build skills in regards to successful prosecutions / CPNs	*2019/20*	*ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Disruption to enforcement due to Covid 19	*PPE and risk assessments*

Impact on the customer/end user

Delays to problem resolution.

Partners / interdependencies

Legal Services, Planning, Landlords

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Eliminate Rough sleeping by 2025 as per GLA strategy	Support our most vulnerable residents of all ages
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
To halve the number of Rough Sleepers by 2022, and reduce to zero by 2025	N/A - New indicator for 2020-21	Does Not Apply	17	*14*	*10*	7	3	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
RS pathway to settled accommodation	Place clients onto an accommodation pathway, from TA to interim housing then settled accommodation	*Already started*	*Requires further funding after march*
RS access to training and employment	Assist clients to become more independent by assisting them to access training and employment	*Already started*	*Requires further funding after march*
RS Support	Arrange appropriate support for clients including day-to-day support, tenancy sustainment work, floating support, and specialist support relating to drug / alcohol and mental health issues	*Already started*	*Requires further funding after march 2020*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Entrenched clients either refusing to go into accommodation, or abandon accommodation or get evicted	*Seek additional funding for named entrenched clients e.g. through Target 1000, and work with partner agencies to provide bespoke support for these clients*
Some clients face barriers in accessing training e.g. language barrier, lack of structure in their lives, or unable to access employment due to criminal record	*Seek funding to extend CMF project to provide assistance to all rough sleepers and not just migrant rough sleepers*
Entrenched clients often require extremely costly intensive supported housing or care home to help them recover	*Seek additional funding for named entrenched clients e.g. through Target 1000*

Impact on the customer/end user

Sustainable housing options for rough sleepers including entrenched ones, help clients move off the streets and re-build their lives, and help reduce anti-social behaviour, unsightly encampments thus improving community relations

Partners / interdependencies

We rely on intelligence provided by our partner agencies to help locate rough sleepers and to help persuade them to go into accommodation. Partner agencies include the Police, Clarion Housing, Faith in Action, Merton Street Pastors, YMCA, Love Wimbledon and council teams such as Public Spaces, Parks, Environmental Patrol etc.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Maximise Housing supply for residents in housing needs	

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Successful Nominations to HA homes (let)	252	Red	*none*	250	250	250	250	Annually	High
Rent Deposit / Private Sector lettings	41	Green	40	40	40	40	40	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Greater collaboration with Future Merton	Maximise affordable housing in the borough	*ongoing*	*ongoing*
Join Capital Letters	Consider joining Capital Letters programme to increase supply to discharge homeless duty	*2020/21*	*2021/22*
Empty Homes	Consider pros and cons of implementing an Empty Homes Strategy	*2020/21*	*2021/22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of sites	
Lack of GLA grants for housing association development	
Political Support	*Make a robust business case*

Impact on the customer/end user

Reduced periods in Temporary Accommodation and improved suitability of properties

Partners / interdependencies

Future Merton, GLA, Housing Associations

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Diversify Shared Lives portfolio to include young people	Support our most vulnerable residents of all ages
	Continuously improve

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Go Live with portfolio for young people	N/A - New indicator for 2021-22		*n/a*	Plan complete					

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Housing Opportunities for Young People	Work with CSF to develop Shared Lives opportunities for young people, exploring the links with sh	*2020/21*	*ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of Shared Lives carers	*Maintain good relationship with existing carers and advertise for others*

Impact on the customer/end user

Increased life chances for young people

Partners / interdependencies

Shared Lives Plus, private sector, Legal services, Childrens Schools & Families

People

• 33 staff (23 permanent and 10 agency staff)
• 9.61 days sickness per employee (rolling period) Permanent staff
• 9 staff are new in post in the last 12 months (5 of these were new posts)
• 16 BAME staff – 48% (permanent and agency)
• Age Range of Employees (permanent)
30 & Under - 8.70%, 40 - 50 - 17.39%, 50 - 60 - 56.52%, Over 60 - 17.39%

Workforce planning – the department has an ageing workforce, with many long serving members of staff, which brings a risk that when key staff leave, it may be difficult to fill their roles. Succession planning is vital to ensure we are confident that plans are in place to grow our own, through development, mentoring, apprentices, training etc. or recruiting pro-actively to ensure key roles. 5 posts are funded via MHCLG grants, which are subject to review and renewal. Currently these grants are single year and therefore forward planning , assessing delivery options and service continuity planning is restricted.

Recruitment and retention – It is becoming increasingly difficult to recruit to Housing Options Advisor posts and Housing Enforcement / Environmental Health officers.

Morale, health and wellbeing – Sickness levels in the department are slightly above the corporate target, however this is primarily due to an episode of long-term sickness. . Public Health are responsible for rolling out the Healthy Workplace programme throughout the council. Regular updates on action arising from the staff survey are provided to staff through annual staff seminar, Director Briefings and divisional meeting.

Leadership – The leadership of the department is key to the successful implementation of this plan.

The key issues faced include:
• Specialist / hard to recruit posts
• Discuss, engage and consult on all aspects of service delivery and planning
• Managing sickness levels
• Ensuring all staff have the right IT skills to utilise our IT fully and to support of flexible and home working.

Technology

The Housing Needs service has completed the procurement of a new hosted Housing System and this is being delivered by Home Connections during Q3 and Q4 of 2020/21. This has the full support of IT. The new system combines three systems into one - incorporating the Home Connections Choice Based Lettings and Hope systems and the Housing Register and Temporary Accommodation functionality from Capita Housing. This has been on the IT implementation plan.

Our Housing Enforcement team use M3PP. The lead department for this is E&R Shared regulatory services. The system moved to a cloud-based environment last year, provided by Northgate. The system will upgrade to the latest iteration, Assure.

The large amount of paper based files in Housing have been scanned during Q3 2020/21 and the service plans to have post scanned directly to SharePoint / O365 to prevent further paper being processed. The service will contribute its priorities for mobile and remote working, that enables greater efficiency in completion of processes and procedures. This will be fed through the Housing work stream of C&H Recovery & Reset and the Corporate Recovery & Modernisation programme, Digital by Design workstream.

Service improvement

The Housing team is currently in the midst of the largest ever change to work processes and procedures. We have worked with the Business Improvement team in order to map our processes for the existing workflow. Will continue to engage and seek their support to process map how we work with the new technology, with regards to the both Home Connections and Sharepoint.

The new Home Connections system with provide an improved customer experience by the use of on-line forms and a customer portal. Additionally, the implementation of this new technology should bring improved service delivery and benefit customers and staff

Financial Summary

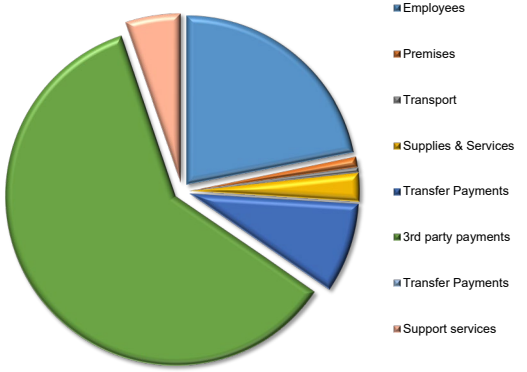
The housing needs and enabling service also encompasses prevention, rough sleepers and temporary accommodation. There are many challenges in this service such as the increase in demand for temporary accommodation and availability of properties in the borough. It is expected that the budget pressures experience during the current financial year will continue in future years until additional funding is identified either nationally or locally and more properties becomes available in the borough. Financial pressures is further compounded by the COVOID-19 restrictions which has affected the services' ability to effectively preform all its duties around Homes in Multiple Occupations and the licencing thereof.

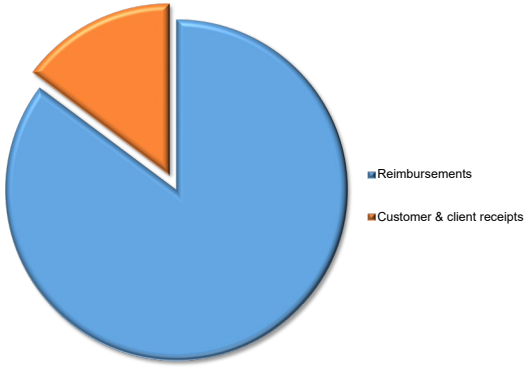
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**4,879**	**6,768**	**6,356**	**2,850**	**6,714**	**6,754**	**6,794**	**6,835**
Employees	1,256	1,156	1,425	(1)	1,457	1,458	1,458	1,458
Premises	75	64	63	2	64	65	66	66
Transport	30	15	30	(14)	31	31	32	32
Supplies & Services	169	216	172	40	174	177	179	182
Transfer Payments	571	1,542	571	1,545	571	571	571	571
3rd party payments	2,403	3,396	3,691	1,278	4,007	4,043	4,079	4,115
Transfer Payments	0	0	0	0	0	0	0	0
Support services	315	317	342	0	342	342	342	342
Depreciation	62	62	63	0	68	68	68	68

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**2,844**	**4,402**	**2,609**	**2,162**	**2,609**	**2,609**	**2,609**	**2,609**
Government grants	336	1,292	136	1,251	136	136	136	136
Reimbursements	2,174	2,597	2,108	832	2,108	2,108	2,108	2,108
Customer & client receipts	335	513	365	79	365	365	365	365
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	**2,035**	**2,366**	**3,747**	**688**	**4,104**	**4,145**	**4,185**	**4,226**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Disabled Facilities Grant		764	600	-	827	827	507	280
LD Affordable Housing		0	350	0	771	462	145	0
	0	**764**	**950**	**0**	**1,598**	**1,289**	**652**	**280**





Summary of major budget etc. changes

2020/21

Service is in receipt of several housing related grants to enable the service to perform its statutory duties:-
Prevention and Flexible Homelessness Support Grant
Rough sleepers Grant
Transfer of Housing Related Support budget from Adult Social Care to Housing from financial year 2020-21

2021/22

Service expects that grant allocations will continue

2022/23

Service expects that grant allocations will continue

2023/24

Service expects that grant allocations will continue

Service Plan for : Library & Heritage Service			
Service Manager:	*Anthony Hopkins*	Cabinet Member:	*Councillor Caroline Cooper-Marbiah*
Peer review date:		Name of peer:	
Date created:		Date of next review:	

Overview of the service

Merton Library & Heritage Service is a high performing and low cost service. It has some of the highest usage and satisfaction rates of any service in London and has delivered a number of high profile projects that have received national attention. It is a statutory service governed by the 1964 Public Libraries and Museums Act. The service aims to remain a high performing and low cost service and to support the objectives of the Council by delivering excellent customer service in all that it does; integrating services and providing a broader offer to residents wherever possible and required; develop its online facilities to put them at the forefront of library technology; make our services even more accessible.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The last customer survey was conducted in November 2019 and performance is summarised as follows: *- 100% of respondents were satisfied with their library experience with 97% of respondents rating the library as very good/good, a 4% increase on the previous survey.* *- 100% of respondents were satisfied with the overall customer service they experienced with 97% rating it as very good/good, a 4% increase since the previous survey.* *- 95% respondents rated the inside of the library as very good/good, up from 91% since the last survey.* *- 100% of respondents considered Merton's libraries to be a safe place with 95% of respondents rating the safety of the library as very good/good, an increase of 4% from the previous survey.* *- 83% of respondents rated the choice of books as very good/good, a 6% increase in satisfaction since the last survey.* *- 100% of respondents were satisfied with staff helpfulness with 96% rating it as very good/good, a 2% increase from the previous survey.* *- 88% of all respondents said that the library had helped them in some way, a 20% increase since the previous survey.* *The service is highly regarded and receives more compliments than complaints in an average year. The main areas for complaint are usually regarding public toilet and IT facilities.* *Libraries hold a unique place within the community as a public space that is open to all. Where customers cannot make it to libraries a Home Visits Library Service provides books and other materials to people's homes. Increasingly Library Connect (pop-up library solution) is also used as a way of engaging with underrepresented groups.* *Residents from BAME backgrounds make the most effective use of libraries with high proportions in particular of Asian and Black British people.*	*Usage of Merton's libraries has seen a steady increase year-on-year. In 2006 only 18% of the resident population regularly used their library service and this has now increased to 36% in March 2020. Figures have dropped off a little due to the current Covid-19 pandemic and the enforced closure of buildings. Whilst online services such as e-books and online reference materials have seen a significant increase in their usage they are still a small fraction of the overall service offering, which is mainly delivered through the library buildings. Reopening services safely and restoring customer confidence are key to regaining some of the previously high figures of usage.* *66% of Merton residents are library members and usage is at its highest amongst children and young people. Diversifying the service offer and enhancing digital services are key to increasing usage. A focus is also on improving the way that services report the impact of what they provide and demonstrating how they impact on wider agendas such as health, community resilience and employability.*	*There a number of national and regional policy documents that have implications for the service. The main documents to note are:* *- Public Libraries & Museums Act 1964* *- 'Libraries Deliver; Ambition for Public Libraries In England' - DCMS commissioned 5-year strategy for public libraries in England* *- 'Libraries Covid-19 Recovery Toolkit' - Libraries Connected* *- 'Levelling Up Our Communities' - Dannie Kreuger MP. The report highlights libraries heavily as catalysts for community and high street recovery.*	*Merton's Library & Heritage Service has played an important role in making Merton a great place to live, work and study and continue to contribute actively towards becoming London's best Council. It does this by working in a collaborative manner and in delivering on corporate objectives. The objectives in this Service Plan are aligned to making Merton's Library & Heritage Service an important part of the Council's ongoing continuous improvement plans and all objectives sit within the strategic themes of the Council's business planning documents.* *The impact of the Covid-19 pandemic has been significant to the service and has had an impact on the way that customers have traditionally accessed services and this will need to evolve and rely even more heavily on providing excellent digital services for customers. During lockdown the service played an important role in supporting the Council's community response to the pandemic including playing an active role in the Community Response Hub, Shielding Service and food distribution. The partnerships developed during this work has enabled new projects to be developed, which are outlined in the Delivery Plan. The service also has trained and knowledgeable staff available to support any additional corporate pressures with regards to the Covid-19 response, should they be needed.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Continue to develop partnership approach to delivering services in libraries. Increase health partnerships and lead on key actions agreed within the C&H TOM relating to prevention.	Enhanced suite of health services available in libraries and delivering prevention programs in partnership with local organisations.	Carry forward
Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding, improve income streams and undertake work to revise the Heritage Strategy.	Consultation has been completed and the new Heritage Strategy is in draft format and will shortly be considered by Cabinet / CMT. External funding was drawn in last year to deliver the 'Common Sense' project and to further enhance the services digital offer.	Carry forward
Continue to enhance the new library management system and make improvements to the customer website and app. Procure and install new self-service technology in 2021.	New library management system has been implemented along with some new technological developments including the library customer app. A further development of customer facing services is expected to be released by March 2020. Self-service technology tenders have been issued and are currently being evaluated. New solution is expected to be deployed between January and April 2020.	Carry forward
Continue to develop the Schools and Libraries Membership schemes for primary and high schools. Deliver the Arts Council England funded 'Project Sense' to enhance the offer for SEND children and to make physical improvements to the children's libraries at all sites.	Libraries and Schools Membership Scheme is embedded across all primary and high schools but will need to evolve into more of a digital offer as class visits etc. reduce due to the pandemic. The majority of the 'Project Sense' project deliverables have been achieved but some elements will be reviewed and delivered in new ways once it is safe to do so.	Carry forward
Undertake customer surveys to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.	Customer Survey completed in October 2019 and showed high levels of customer satisfaction. Consultation has also recently been completed regarding developing the new Heritage Strategy. Online resources and e-marketing has been enhanced throughout the pandemic and further work is currently being undertaken to upgrade the e-newsletter resource and to develop personalisation elements linked to customer accounts as part of the library services platform project.	Carry forward
Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities.	The service achieved its increased income targets for last year and had a good plan of activity for this year. Due to the impact of the pandemic this has had a major impact on the use of the Merton Arts Spaces and the coffee shops are also struggling to stay afloat due to reduced customer numbers. Recovering these services in new and innovative ways is crucial to achieving this objective for the future.	Carry forward
Increase volunteer numbers and skills in supporting customers with more complex IT needs and promote 'channel shift' to online services.	Volunteer review completed and new roles drawn up to reflect current needs. Volunteer policies and procedures have also been revised. Ongoing work is being undertaken to further support residents into improving their digital skills.	Carry forward
Embed the new security services contract in libraries and monitor performance of the contract so that security guards play an active role in supporting services.	New contractor started in April 2020. Ongoing monitoring of performance continues.	Close
Progress redevelopment opportunities for West Barnes Library and work collaboratively with partners to look at potential opportunities for other sites.	West Barnes Library redevelopment plans are currently under review to ascertain their feasibility in the current climate. Other integration opportunities regarding libraries with other services continues. Merton Arts Space has been a particular success in drawing in new audiences and developing the boroughs cultural offer.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Covid-19 Recovery Planning	Build resilient communities
	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Visitor figures	1,115,562	Amber	1,200,000	*1,200,000*	*1,200,000*	1,200,000	1,200,000	Monthly	High
No. of people accessing library by borrowing item or using a peoples network terminal at least once in previous 12 months	65,791	Green	56,500	*56,500*	*56,500*	56,500	56,500	Monthly	High
Active volunteers in libraries (rolling 12 month fig)	304	Green	230	*230*	*230*	230	230	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Library Opening Hours	Reopen library services in a manner that is safe to do so with the long term aim of recovering library opening hours to pre-Covid-19 levels	*Jul-20*	*Mar-22*
Library Income	Analyse the impact of library income and develop plans for trying to regain income somewhere	*Mar-21*	*Oct-21*
Site Reconfigurations	Configure library buildings so that they provide a safe experience for customers to regain trust in using them	*Apr-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Further national or local pandemic restrictions	*Work closely with Public Health and Health & Safety colleagues to ensure that guidance is being appropriately provided. Highlight impact of any closures and mitigations*
Customer confidence in using the spaces	*Proactive marketing and engagement plans to demonstrate the safety of the spaces and the services provided*

Impact on the customer/end user

Recovery of services to levels that customers are used to pre-pandemic whilst also developing new approaches to service delivery

Partners / interdependencies

The plans are dependent upon Public Health, Health & Safety and Human Resources guidance

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Improving residents health outcomes with a particular focus on the most vulnerable in our communities	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of participants reporting positive impact on their health and wellbeing as a result of attending a health focussed session	New indicator	Not Yet Known	*Not applicable*	60%	*65%*	70%	75%	Annually	High
Number of health sessions delivered in libraries	New indicator	Not Yet Known	Not applicable	360	360	360	360	Annually	High
Number of health partnerships developed	New indicator	Not Yet Known	Not applicable	10	11	12	14	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Prevention offer	Continue to enhance the health prevention offer in libraries working collaboratively with partners. Improve techniques for recording and evaluating the impact of services	*Apr-19*	*Mar-22*
Campaigns and Events	Ensure that key public health messages and events are well promoted and delivered both online and in libraries	*Apr-19*	*Ongoing*
Information Offer	Ensure that there are good levels of information available both online and through libraries. Deliver training to ensure that staff skills are continually developed.	*Apr-19*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Restrictions on access to using libraries and limits on events	*Continue to closely follow and apply government guidance. Use other channels to deliver the offer*
Capacity amongst health colleagues to support programmes	*Set out clear and realistic objectives that take into account potential scenarios*

Impact on the customer/end user

Improved health and wellbeing of customers and better joined up approach to promoting health services in the borough

Partners / interdependencies

This work involves close collaboration with health colleagues and in particular Public Health and Adult Social Care colleagues

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase community participation in heritage services and raise awareness amongst residents of Merton's rich heritage.	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Merton Memories web visits	New indicator	Not Yet Known	*Not applicable*	48,000	*52,000*	56,000	60,000	Monthly	High
Heritage Centre volunteer numbers	New indicator	Not Yet Known	Not applicable	25	30	32	32	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Heritage Strategy	Publish the new strategy and monitor the delivery action plan.	*Jan-21*	*Dec-25*
Community Involvement	Increase volunteering numbers for heritage services and increase community participation in services	*Apr-21*	*Mar-23*
Funding	Continue to apply for external funding to improve the services available for residents	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Limited resources to deliver outcomes	*Apply for external funding to support projects and be clear on what can be delivered with finite Council resources*
Impact on the way customers access service due to pandemic	*Expand digital channels further and develop marketing and engagement plans to support this*

Impact on the customer/end user

Increased access and understanding of the borough's rich heritage

Partners / interdependencies

This objective relies a lot on community response and in particular a number of heritage organisations that the service works closely with

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Improving residents economic and employment prospects	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of employability events / workshops delivered	New indicator	Not Yet Known	*Not applicable*	96	*96*	96	96	Annually	High
Number of participants attending IT training sessions	New indicator	Not Yet Known	Not applicable	1800	1850	1900	1950	Annually	High
% of participants reporting improved skills as a result of attending an employability and / or IT session	New indicator	Not Yet Known	Not applicable	80%	80%	80%	80%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Adult Learning offer	Enhance the adult learning offer in libraries working collaboratively with all partners	*Apr-19*	*Mar-23*
Library Space	Reconfigure space to facilitate residents in their search for new employment or to reskill. Develop more services in partnership with other organisations to support this	*Apr-21*	*Mar-23*
Digital Offer	Enhance the digital offer through libraries and provide focussed support sessions for residents to get online. As part of this provide an IT equipment loan scheme.	*Sep-20*	*Mar-23*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Capacity to be able to host events / activities	*Be clear with partners what can be hosted. Reconfigure spaces where necessary*
Funding to deliver anticipated changes	*Be clear on what can be delivered within existing budgets and apply for external funding when additional funds are required*

Impact on the customer/end user

Improved range of services available to help improve residents economical and educational outcomes

Partners / interdependencies

The projects highlighted work closely with adult learning providers and employment agencies to provide the enhanced offer

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Enhance the Library & Heritage Service digital offer	Continuously improve
	Create a great place to grow up and live in
	Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of visitors accessing the library service online	255,417	Green	235,000	*240,000*	*250,000*	260,000	270,000	Monthly	High
Number of e-book / e-magazine items borrowed	New indicator	Does Not Apply	90,000	100,000	112,000	125,000	135,000	Monthly	High
% of self-service transactions	96%	Amber	97%	97%	97%	97%	97%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Self-Service libraries	Implement new self-service offer and provide staffless library offer at the 4 branch libraries	*Jan-21*	*Apr-22*
Library Services Platform	Launch and further develop the LSP to provide an enhanced customer online experience	*Jan-21*	*Ongoing*
Merton Memories	Enhance the Merton Memories website and continue to provide more content online	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Budgetary constraints to implement new systems	*Ensure that budgets are profiled and in place. The majority of changes are currently included in the Capital Programme*
Capacity to maintain and improve systems including independencies with other departments	*Be clear on resources required and ensure that all projects are incorporated into IT Delivery Plans*
Supplier dependencies	*Ensure robust contract management is in place wit the option to enforce penalties for under performance*

Impact on the customer/end user

Maintain access to library buildings whilst developing new technological platforms to improve the customer experience

Partners / interdependencies

The projects highlighted rely on close collaboration with internal and external IT providers

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Children and young people's offer	Create a great place to grow up and live in
	Bridge the gap and reduce inequalities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of schools participating in Schools and Libraries Membership Scheme	New indicator	Not Yet Known	*Not applicable*	46	*46*	46	46	Annually	High
% of Merton school children regularly accessing library services	New indicator	Not Yet Known	Not applicable	70%	72%	74%	76%	Annually	High
Number of SEND tailored events and activities delivered	New indicator	Not Yet Known	Not applicable	168	168	168	168	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Study Space	Enhance space available to children and young people for studying and provide services to support with their educational development	*Sep-20*	*Ongoing*
Schools and Libraries Membership Scheme	Provide a membership and engagement offer for all Merton school children. Refine the offer to enhance the digital aspects of it	*Sep-20*	*Ongoing*
Project Sense	Complete activities outlined in Arts Council funded project and continue to improve the offer for SEND children and young people	*Apr-20*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Take up from schools	*Continue to enhance engagement plans with schools and act on any feedback given*
Customer confidence in accessing spaces	*Ongoing marketing and engagement plans*
Funding	*Be clear on what can be delivered within existing resources and apply for additional funding, should it be required*

Impact on the customer/end user

Improved service offer for children and young people that focuses in particular on underrepresented groups

Partners / interdependencies

The work involved will be in close collaboration with schools and the Council's Education department

People

The Library & Heritage Service has a comparable gender make up to other parts of the Council but is lower than most services in terms of overall age. Staff development will focus on providing staff with the skills in order to progress either through the service or develop transferable skills to make them more employable. Significant training will put into place for library staff to support the anticipated digital and operational changes highlighted in the Delivery Plan. A long standing developmental need of the service is to continue to improve staff commercial skills and this has been further highlighted due to the anticipated income challenges of the next few years.

All staff have now moved across to using Office 365 and ongoing support and training is required for some staff. The majority of staff work solely frontline but are all now set up to be able to work remotely should they need to self-isolate and carry out duties at home. The Service operates 7 public libraries and a Heritage and Local Studies Centre. Some adaptations to the buildings may be required to make them more Covid-safe. Plans to redevelop the West Barnes Library site are currently under review to ascertain the feasibility of this project given the current circumstances.

In this section, set out any plans for staff development, recruitment, retention and succession planning to ensure there is the right skills, experience and resources in place to deliver the objectives of the service plan. This should include how your workforce may need to change to meet future demand. This will enable HR to look at where support may be required.

Set out how you will support the organisation's move to Smarter Working (including remote working) as part of the delivery of your service. Service Plan Managers should speak to facilities / property for any major changes to physical space, and as part of Smarter Working consider how the physical space required to deliver the service can be reduced.

Technology

All staff computer solutions have recently been upgraded and are fit for purpose for the foreseeable future. The most significant changes will focus on our customer facing technology and in particular the implementation of new self-service technology and staffless libraries. There is also ongoing work to enhance the customer facing online offer. Where major IT projects have been identified they are included in the Capital Funding programme and IT resources have been agreed.

Service improvement

Consideration for further enhancing the services processes focusses on the digital elements identified and improving the commercial skills of staff to generate additional income.

The service currently shares a number of its ICT elements such as the Library Management System with other authorities as part of The Libraries Consortium (TLC). It also shares some procurement contracts with other authorities too. It has explored further shared service options and presented various options for outsourcing previously. The decision of previous reviews was to continue to maintain the service in house and considering the additional volatility in the outsourced library market at present it is recommended that the service continues to be delivered by an in house team. The service will continue to explore options to share services to improve outcomes and efficiencies for residents

Financial Summary

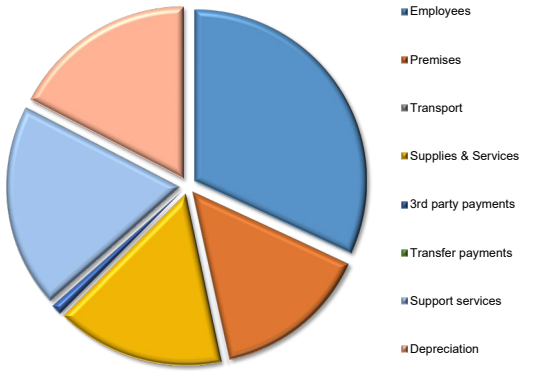
Merton has one of the most effective library services in London. Due to the current pandemic a number of the income generation elements such as hire of spaces and PC printing have had a negative impact on budgets. In order to achieve a balanced budget libraries will need to work creatively to attempt to bring people back into using the spaces, which is a challenge facing many sectors. Further deployment of technology will also enable the service to work in a more efficient way and as outlined in future savings plans.

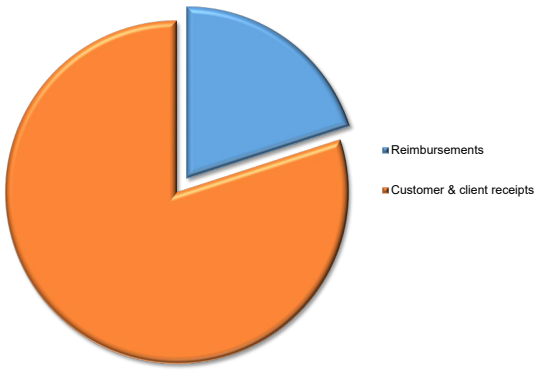
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**3,672**	**3,715**	**3,490**	**98**	**3,570**	**3,535**	**3,548**	**3,561**
Employees	1,083	1,095	1,119	(20)	1,138	1,139	1,139	1,139
Premises	586	647	523	143	523	527	531	535
Transport	4	6	4	(3)	4	4	4	4
Supplies & Services	742	652	556	(5)	565	525	533	542
3rd party payments	18	36	35	(17)	35	36	37	37
Transfer payments	0	0	0	0	0	0	0	0
Support services	669	709	683	0	683	683	683	683
Depreciation	570	570	570	0	621	621	621	621

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**655**	**587**	**454**	**118**	**454**	**469**	**469**	**469**
Government grants	68	65	29	-65	29	29	29	29
Reimbursements	209	167	0	73	85	85	85	85
Customer & client receipts	341	348	426	110	341	356	356	356
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	37	7	0	0	0	0	0	0
Council Funded Net Budget	**3,017**	**3,128**	**3,036**	**216**	**3,115**	**3,065**	**3,078**	**3,091**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Libraries Buildings		50	0	0	200	0	0	0
Libraries IT		61	374	0	0	140	0	0
	0	**111**	**374**	**0**	**200**	**140**	**0**	**0**





Summary of major budget etc. changes

2020/21

Capital: Library Self-Service £350k .
The service usually bid and receive a number of one-off grants for various projects during the financial year.

2021/22

2022/23

Capital: Library Management System £140k

Revenue includes savings of £60k

2023/24

Service Plan for : Merton Adult Learning			
Service Manager:	*Anthony Hopkins*	Cabinet Member:	*Councillor Eleanor Stringer*
Peer review date:		Name of peer:	
Date created:	*20-Oct-20*	Date of next review:	

Overview of the service

The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. This is delivered through a strategic investment approach: commissioning provision to the best providers in the field and using an evidence based approach to inform commissioning decisions.

The service aims to reduce inequalities across the borough by focussing investment on those most socially and / or economically disadvantaged whilst providing a broad range of learning opportunities to develop all resident's skills.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Feedback and evaluation is gathered from all learners. Learner feedback is very high with 99% of learners rating teaching and learning as good or above. *The service was Ofsted inspected in November 2019 was rated as 'Good' under the new Education Inspection Framework. Ofsted comments that:* *"Learners gain a range of benefits from their courses. They enjoy the subjects they study. Those facing social isolation build their self-confidence and form new friendships while they study. Learners are taught valuable skills that help increase their self-esteem and play a more active role in the community. Learners who are not confident with English improve their speaking and comprehension.* *Tutors create a positive work-ethic among learners. It helps learners to develop the behaviours they need to go on to study at a higher level or increase their prospects of employment.* *Learners receive a range of advice and guidance that enable them to make the right career and study choices. Specialist careers advisors know what learners who have been out of work for some time need to help them seek employment. Tutors help learners with learning difficulties and/or disabilities and their families find the right next step for them.* *Learners appreciate the high-quality accommodation at the community venues in which lessons take place. They make productive use of the resources at the various community settings. Learners feel safe and know whom to approach should they have any concerns.* *Tutors are experienced, knowledgeable and well qualified in their subjects. They have high expectations for their learners.* *Leaders and managers ensure that learners benefit from high-quality courses. They pay close attention to planning a curriculum that meets the social, economic and health priorities of the borough.* *Leaders and managers work well with local partners to shape and deliver the curriculum offer. They work with subcontractors who offer courses that meet their curricular ambitions.* *Effective governance has resulted in leaders working well together to improve the quality of the curriculum.* *Leaders and managers place a suitable priority on safeguarding. Leaders are thorough in checking the safeguarding arrangements at subcontractors before working with them. Staff are appropriately trained in safeguarding and the 'Prevent' duty. When they need to act to safeguard learners and promote their welfare they do so promptly."*	*1,843 learners enrolled on adult learning courses in the last academic year. This figure is expected to increase as services are redesigned to support residents to learn new skills in response to the Covid-19 pandemic. The service has also been successful in receiving additional grant funding from the Greater London Authority (GLA) and anticipates delivering an additional 30% of provision this year.* *The new strategic objectives for the service were agreed by Cabinet in January 2020 and they align with the objectives of the borough to be London's Best Council. They focus in particular on improving the social, economic and health outcomes of residents with a focus on supporting residents from more deprived wards.* *The new objectives fit well with local and national strategies and the curriculum will evolve to reflect the job and skills market of Merton residents and will utilise specialist providers to enable these changes. The borough relies significantly on local data intelligence to inform future curriculum decision.*	*Merton Adult Learning relies solely on external grants to provide its provision. From the 2019/20 academic year the majority of the grants are now administered by the GLA with a small amount of funding also allocated by the ESFA for any learners who do not live in the London area.* *The main policy documents for the sector are:* *'Skills for Londoners Strategy' - Greater London Authority* *'Education Inspection Framework' - Ofsted*	*Merton's Adult Learning service has transformed since becoming a commissioning service in 2016. It now provides excellent value for money, has a curriculum that addresses residents skills needs and provides excellent outcomes for learners.* *The recently agreed strategic objectives set out the ambition for the service and align closely with London's Best Council. As part of its improvement plans the service has a Quality Improvement Plan (QIP) with its providers that sets out plans for continuous improvement.* *The service will play a key role in supporting the recovery of the borough by providing high quality learning to resident's to support them into improving their social, health and economic outcomes. Impact is key to demonstrating this and the service will continue to further develop its quality processes to better record and demonstrate this.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Continue to improve quality across the provision and respond to issues identified in the last Ofsted inspection. Complete annual Self-Assessment Reports and Quality Improvement Plans and work collaboratively with providers to drive up performance.	Since the last service plan the service has been Ofsted inspected and has moved to the status of 'Good' across all judgment areas. Significant progress has been made in improving the quality of the provision and Self-Assessment Reports are produced annually and Quality Improvement Plans updated regularly.	Carry forward
Deliver against the 3-year strategic objectives outlined in the Merton Adult Learning Strategy.	New Adult Learning Strategy agreed by Cabinet in January 2020 and all projects identified are underway. The Strategy gives a good basis to continually transform the offer to respond to resident needs especially as a result of the impact from the Covid-19 pandemic.	Carry forward
Working with providers develop robust systems for the collection of progression and destination data to better inform curriculum development and the tracking of learner's development.	Improvements have been made in the capture and analysis of progression and destination data but further work still needs to be done and the service is working closely with its providers to achieve this.	Carry forward
Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs.	New contracts are in place to support this with a particular focus on provision in the east of the borough. Take up on courses has increased but could be higher as providers adapt to delivering course provision in new ways due to the pandemic.	Carry forward
Make more effective usage of learner and community data to inform the commissioning of adult learning courses whilst retaining a healthy breadth of provision.	Evidence base continues to be developed to make the most effective use of service and wider community data. This data has been used extensively to influence curriculum decisions.	Carry forward
Embed new contractor arrangements under new framework and procure main supplier contract whilst continuing to develop the provider market in the borough.	Multi-provider contracts are in place and have resulted in a more diverse curriculum offer that is improving reach into priority community groups. The main supplier contract is currently going through the procurement process with the winning bidder expected to be announced in spring 2021.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Covid-19 Recovery Plans	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of new learners per annum	1,717	Amber	1,985	*2,200*	*1,985*	1,985	1,985	Annually	High
% overall success rate of accredited courses per annum	87%	Green	88%	*90%*	*90%*	90%	90%	Annually	High
% of learners from deprived wards	13%	Red	30%	*32%*	*33%*	34%	35%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
GLA Covid-19 Recovery Funds	Implement agreed projects and programmes as a result of receiving additional GLA Covid-19 recovery fund grant monies	*Jul-20*	*Sep-21*
Provider Engagement	Work with providers to ensure that they have safe processes and procedures in place that encourage residents to recruit onto courses	*Apr-20*	*Apr-23*
Equipment loan scheme	Operate an equipment loaning scheme so that disadvantaged learners have access to good quality ICT to support with remote learning	*Aug-20*	*Aug-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Ability for providers to respond swiftly to changing priorities	*Work closely with providers and agree scope of what needs to be achieved*
Covid-19 Government Restrictions	*Monitor government guidance closely and work collaboratively with Public Health and Health & safety colleagues*

Impact on the customer/end user

This objective will mean that learners have access to a more diverse curriculum offer that is offered through different formats (e.g. class room, online) to assist them with improving their life chances

Partners / interdependencies

The projects are dependent on government guidance and will follow advice from colleagues in Public Health and Health & Safety. The service is fully funded by the Greater London Authority and the Education and Skills Funding Agency. As a result there are particular requirements of the funding that need to be met when delivering provision.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Embed new contractual arrangements	Continuously improve
	Bridge the gap and reduce inequalities
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of new learners per annum	1,717	Amber	1,985	*2,200*	*1,985*	1,985	1,985	Annually	High
Total enrolment numbers	3,619	Green	3,500	3,800	3,500	3,500	3,500	Annually	High
Cost per learner	£375.95	Green	£375	£375	£375	£375	£375	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Main Services Contract	Award new contract for main services contract and embed new arrangements	*Apr-20*	*Jan-22*
Contract Monitoring	Continue to embed new contract arrangements with other providers and develop the offer	*Apr-20*	*Apr-23*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Choice of suppliers available	*Continue strategy of market development to encourage a more diverse range of providers to be able to deliver services*
Capacity	*Be clear on what can be achieved within funding available and set realistic timescales*
Customer expectations of provision	*Be clear on the priority curriculum areas whilst seeking to provide a broad course offer*

Impact on the customer/end user

By improving the provider base learners should expect a higher quality and more diverse range of courses available that more effectively meet residents needs whilst providing good value for money.

Partners / interdependencies

The service works closely with Legal and Procurement colleagues to ensure that robust contracts are in place and that they are monitored effectively. As a commissioning service it is largely dependent on the good performance of its providers to deliver the desired outcomes.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Continue to drive up the performance and quality of the service	Continuously improve
	Bridge the gap and reduce inequalities
	Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% overall success rate of accredited courses per annum	TBC	Not Yet Known	88%	*90%*	*90%*	90%	90%	Annually	High
% of learners progressing onto another learning opportunity or career path	New Indicator	Does Not Apply	Not applicable	60%	62%	65%	67%	Annually	High
Retention rate of students on courses	98%	Green	Not applicable	95%	96%	97%	98%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Quality Improvement Plan	Embed Quality Improvement Plans across the provision and drive up performance and quality within providers.	*Sep-20*	*Sep-22*
Learning & Development	Ensure that Adult Learning team and providers receive appropriate training to support with development plans	*Apr-21*	*Ongoing*
Self-Assessment Report (SAR)	Publish annual SAR to demonstrate the impact of the service and how performance is improving	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Ability of providers to adapt to increased demands	*Be clear on expectations and ensure that they are closely aligned to the Ofsted Education Inspection Framework and other national, regional and local strategies*
Impact on performance due to current pandemic restrictions	*Adapt provision to accommodate new approaches and work closely with providers to embed these new arrangements*

Impact on the customer/end user

Improving the quality of the provision will mean that learners have a more diverse and tailored offer that will better to support them to achieve their outcomes

Partners / interdependencies

The service is dependent upon the delivery of its commissioned providers to achieve this objective and will do so through robust contract management processes.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Improve data quality and capture to better inform decision making	Continuously improve
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% monthly data returns submitted within deadlines	New indicator	Does Not Apply	*Not applicable*	99%	*100%*	100%	100%	Monthly	High
Accuracy of monthly data reports	New indicator	Does Not Apply	Not applicable	99%	100%	100%	100%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Management Information System	Embed new management information system across the whole of the provision	*Apr-20*	*Aug-21*
Data Reporting	Improve the timeliness of performance reporting to support with improving quality judgments	*Jan-21*	*Jul-21*
Progression and Destination Data	Improve systems for the recording and monitoring of progression and destination data to better demonstrate impact	*Apr-20*	*Apr-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Provider unable to deliver the required technical solution	*Robust contract management procedures and seek to learn from best practice elsewhere in the sector*
Single person dependencies	*Develop the skills and knowledge of all service staff to better support this*

Impact on the customer/end user

Not having up-to-date and qualitative data means that the service will struggle to monitor learner progress and quickly identify any improvement actions required

Partners / interdependencies

The service depends upon its commission providers to provide timely data submissions with little or no errors. The service also use an external company to host all of its data capture through the MIS

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver against the strategic objectives of the Merton Adult Learning Strategy	Bridge the gap and reduce inequalities
	Continuously improve
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of new learners per annum	1,717	Amber	1,985	*2,200*	*1,985*	1,985	1,985	Annually	High
% overall success rate of accredited courses per annum	87%	Green	88%	90%	90%	90%	90%	Annually	High
% of learners from deprived wards	13%	Red	30%	*32%*	*33%*	34%	35%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Adult Learning Strategy	Embed new Adult Learning Strategy across whole provision	*Jan-20*	*Sep-23*
Reporting	Produce annual scrutiny reports and updates to the Advisory Panel on the delivery of the strategy	*Apr-20*	*Ongoing*
Curriculum Development	Utilise the services evidence base to better inform commissioning and curriculum decisions. Evolve the curriculum so that it adapts to the needs of Merton residents	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Ability of providers to respond to the Strategy	*Embed the Strategy as a key part of contracts and provider Quality Improvement Plans. Adapt plans in the event of priorities changing*

Impact on the customer/end user

A clear strategy for improving the quality of adult learning means that learners will benefit from a more tailored provision in high quality settings with high quality tutors

Partners / interdependencies

This is a commissioning service and relies on its providers to embed the strategic objectives of the service and drive up quality amongst its teams

People
Merton Adult Learning has a Quality Improvement Plan (QIP) that incorporates all key training required by the commissioning team and its providers. Key to the QIP is keeping abreast of all developments from Ofsted and our funders the GLA and the ESFA. Training is incorporated into the plan to reflect this and individual CPD plans are in place for all staff, including those managed by providers. Core training around safeguarding is delivered annually. *Due to the Covid-19 pandemic providers are working in a more dynamic way delivering a blended mix of provision both online and in the classroom. Staff, and in particular tutors, are being supported to adapt to these new ways of working and funding from the GLA has been received to support with these changes. This is also a key feature of the QIP.* *Staff development will also be undertaken within the team to reduce the dependency on individuals. An example of this is the work being undertaken with the MIS provider to provide more automated and timely performance information.* *The commissioning team predominantly work remotely due to the pandemic and these arrangements are working well. Further work is being undertaken to determine how safe monitoring visits to providers can be undertaken to ensure that there is scrutiny both on class room based and online provision.*
Technology
The services IT requirements broadly meet the standard corporate ICT offer. The one exception is the specialist software used to manage learner data and for submissions to funders, which is the MIS system provided by Tribal. Whilst already deployed a key element of that will be further work this year with the MIS. The work being undertaken will be by the commissioning team with the supplier and in collaboration with providers. This is to ensure that timely reports and performance information are produced and more fit for purpose. Work will also be undertaken to better report and analyse progression and destination data of learners. No other significant technological updates have been identified apart from ongoing staff use of online platforms.
Service improvement
The service has good plans in place to continually drive up improvement within the provision and as demonstrated via the recent Ofsted inspection that moved the overall status of the service to 'Good'. Building on these platforms the service is now working towards 'Outstanding' in some of its areas of work and these will be clearly demonstrated in the QIP and SAR. *Key areas for improvement are in improving the way the service uses data to inform the curriculum and adapts to the new requirements of residents in a post Covid-19 skills world. Other areas include the better use of management information and reducing one person dependencies within the team.* *A full service review was concluded in 2016 with the move to the current commissioning model. This move has achieved the main aims of achieving financial sustainability and in developing a more dynamic curriculum that better meets the needs of Merton residents. The model is continually reviewed and best practice is viewed from across the sector.*

Financial summary

This is a commissioning model which has proved to be successful in delivering an efficient service to Merton residents and was rated as good by OFSTED in 2019. In class delivery has been impacted by the pandemic but providers have become creative in blending in class and online provision. The service has recently been successful in receiving significant grants from the GLA to support residents with retraining and to develop their employability skills in a post-Covid environment.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**1,513**	**2,225**	**1,425**	**0**	**1,499**	**1,499**	**1,499**	**1,499**
Contractor's Fee	1,254	1,967	1,160	(1)	1,228	1,228	1,228	1,228
Employees (Commissioning Team)	193	176	196	1	200	200	200	200
Employees (LDD Curriculum Manager)	0	0	0	0	0	0	0	0
Support Service	31	31	32	0	32	32	32	32
Other Costs	35	52	38	0	38	38	38	38
Revenue	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**1,490**	**2,203**	**1,397**	**0**	**1,466**	**1,466**	**1,466**	**1,466**
Adult Education Block Grant	1,490	2,202	1,397	0	1,466	1,466	1,466	1,466
Adult Apprenticeships Grant	0	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0	0
Council Funded Net Budget	**23**	**23**	**28**	**0**	**32**	**32**	**32**	**32**
Capital Expenditure	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**

Additional Expenditure Information

Annual grant is receivable from the GLA (Greater London Authority) of £ 1.3m plus other small grant allocation for the Educations & Skills Funding Agency for 2020-21. There is a small increase in grant for 2021/22 of £69k.

Service Plan for : Public Health			
Service Manager:	*Dagmar Zeuner*	Cabinet Member:	*Cllr Rebecca Lanning*
Peer review date:	*22-Dec-20*	Name of peer:	*Phil Howell*
Date created:	*Dec-20*	Date of next review:	*Dec-21*

Overview of the service

Main statutory duties for Public Health in Local Authority comprise:

-Strategy/system leadership for health – Health and Wellbeing Board, JSNA and Health and Wellbeing Strategy, independent Annual Public Health Report (all mandatory)

-Commissioning / securing provision of a defined range of Public Health Services (including the following mandatory services: sexual health, NHS health checks, healthy child 0-5 services, National Child Measurement Programme) and commissioning support to the NHS (mandatory) and council;

-Health protection oversight (mandatory), including screening, infection control, emergency preparedness and immunisations

COVID-19 Pandemic and recovery is the major public health priority in Merton, including:

- Outbreak control and containment/living with Covid - active outbreak control will continue until at least until end of Spring 2021; living with Covid including vaccination, will continue until at least September 2021.

-Recovery / learning from Covid - including addressing the disproportionate impact of COVID, this will apply to all public health duties outlined above.

This includes strategic leadership, working in partnership with NHS and London partners; delivery of the Merton Outbreak Control Plan; including identification of high-risk settings and vulnerable communities; proactive communication and engagement; infection control and prevention; data integration and surveillance. It also includes community response and recovery, mitigating impact and addressing the disproportionate impact of COVID, engaging residents, including BAME communities; promoting staff wellbeing.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The service plan is informed by customer insights from a programme of community engagement on COVID, including COVID community champions; BAME Voice engagement findings; Voluntary organisation outreach engagement. In addition, young people and parent engagement on commissioned services and strategy development, including surveys, focus group and young inspectors. *Equality impact assessment will be undertaken on any service developments, including 0-19 Healthy Child services*	*The Joint Strategic Needs Assessment/Merton Story provides evidence on demographic trends and will focus on the impact of COVID in Merton, including the disproportionate impact on the east of the borough, BAME and other groups, and health inequalities. This will inform the objective for COVID recovery.* *Public health intelligence contributes to LBM recovery and modernisation, through the development of intelligence streams and data sets.*	*Rapidly changing National policy and guidelines on COVID 19 will have a significant impact on how the public health service will operate. London guidelines through the London COVID Response Cell will have an impact. Sub-regional work across SW London will also be important.* *National changes in the NHS will have an impact including the development of Integrated Care systems and changes to strategic commissioning across the NHS, and the disestablishment of Public Health England.*	*The Public Health service plan will contribute to continuous improvement the implementation of public health strategies (diabetes, healthy weight, sexual health) and development of integrated commissioned services, to deliver improved outcomes.* *The service plan will contribute to modernisation and recovery through its objective on COVID recovery , which includes prevention and early help and healthy places.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Objective 1: Service integration and transformation - support SID and MHCT boards to further develop and implement their respective programmes including: integrated community health and care services (children and adults); a personal prevention offer for adults; whole system approach to diabetes and potentially other long-term conditions; life-course sexual health strategy	The impact of COVID-19 pandemic has resulted in a change to the timelines of integrated commissioning. NHS providers have been fully engaged in COVID response; staff have been redeployed to acute NHS roles; some services were halted and others adapted and shifted on-line, as providers worked under NHS command and control. In response to this service integration and transformation of community services was postponed by 12 months. This objective will be taken forward under new Service Objective 2 in 2021/22 with the ambition of further service integration and transformation, including links to C&H Recovery and Reset Programme, by 2022.	Carry forward
Objective 2: Deliver Health and Wellbeing Strategy - embed health & wellbeing into council and partner business; with a focus on implementing healthy workplaces programme linking health and climate change; supporting whole system approach to tackling childhood obesity and diabetes (see above); strengthen CYP leadership for healthy place, i.e. through school neighbourhood action plans (SNAP).	Progress towards the delivery of the Health and Wellbeing Strategy has been adapted in light of the impact of COVID-19 pandemic, including the disproportionate impact on BAME groups, older people, young people, carers and residents with learning disabilities. Work on childhood obesity shifted to focus on food poverty; schools based activity was paused due to lockdown. Work on healthy workplaces focused of mental wellbeing, ensuring staff had flu vaccination and engagement of businesses in our Business Improvement Districts. Tackling Diabetes actions have continued, with pilot programmes on supporting residents with newly diabetes going digital and working closely with Primary Care Network's to identify areas of community action. This objective will be taken forward under new Service Objective 2 in 2021/22.	Carry forward
Objective 3: Strengthen commissioning and commissioning support – develop integrated commissioning for children; public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes in order to deliver integrated service models.	The impact of COVID-19 pandemic has meant that commissioning and commissioning support has focused on supporting providers in adapting service models in response to COVID, to deliver safe services, shifting to on-line where appropriate and continuing to support most vulnerable service users. This objective will be taken forward under new Service Objective 3 in 2021/22.	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1: COVID-19 Response	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the**
COVID 19 - Effective Outbreak Control and developing flexible and scalable infrastructure to contain COVID in the future, in collaboration with Public Protection: including strategic leadership, working in partnership with NHS and London/PHE; underpinning intelligence function, delivery of the Merton Outbreak Control Plan; developing scalable local contact tracing partnership (including case finding, backwards tracing), testing (including symptomatic and asymptomatic) and vaccination support; and engaging residents, including BAME communities, older people, carers, young people and residents with learning disabilities.	Support our most vulnerable residents of all ages Bridge the gap and reduce inequalities Statutory requirement

Performance Measures

Indicator	***2019 / 20 Actual***	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
Number of Community Champions	new		tbc					Quarterly	high
COVID Situational Awareness Report	new		100%					Quarterly	High
BRF COVID Group engaging partners and	new		100%					Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1: Support Care Homes, Schools and High Risk settings. *SRO: Sylvia Garry/Julia Groom*	Provide outbreak management advice and infection prevention and control support to care homes, schools and other education settings and other high risk settings.	*Apr-21*	*Mar-22*
Project / activity 2: Delivery of community engagement activity. *SRO: Barry Causer*	Deliver a programme of proactive community engagement to build community trust and compliance with COVID-19 restrictions; to understand lived experience of residents; to understand and respond to the disproportionate impact of COVID. Develop COVID community champions; small grants to Voluntary sector; youth engagement.	*Apr-21*	*Mar-22*
Project / activity 3: Support the development of infrastructure to contain COVID *SRO: Dagmar Zeuner, Sylvia Garry*	Working in close collaboration with Public Protection (RSP), support the scalable development of targeted local testing approach and capacity (symptomatic and asymptomatic) and contact tracing partnership with NHS T&T, including case finding and backward tracing ; support to NHS on preparation and delivery of COVID Vaccination.	*Apr-21*	*Mar-22*
Project / activity 4: Development of COVID intelligence and surveillance functions *SRO: Sylvia Garry*	Continue to develop COVID surveillance functions and health intelligence, and disseminate key intelligence to stakeholders to inform and support COVID approach	*Apr-21*	*Mar-22*
Project / activity 5: Ensure Effective Governance of the Outbreak Control Plan *SRO: Dagmar Zeuner*	Maintain effective Governance through Merton Outbreak Control Officers Group (MOCOG), Borough Resilience COVID Core Group and Health and Wellbeing Board community sub-group.	*Apr-21*	*Mar-22*

Potential barriers to achieving objective:

Description of barrier	***Mitigating Actions***
Impact of increase in COVID on NHS provider capacity (Command and control)	*Work in partnership with SWL CCG*
Lack of Community engagement and compliance	*Communications and community engagement designed to promote community awareness and trust.*
Capacity in PH Team - ability to recruit and retain interim staff to work on COVID	*Close liaison with HR , ongoing recruitment*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan :
-Residents supported to understand and comply with COVID 19 measures and restrictions through engagement approach
-High-risk settings and Voluntary Organisations enabled to manage risk, comply with guidelines and communicate with stakeholders effectively
-Schools able to respond effectively to guidance and undertake risk assessment and infection control and prevention

Partners / interdependencies

PH works in strong collaboration with public protection (Regulatory Services Partnership, E&R).
Adult Social Care Team, C&H, School Improvement Team, CSF, SWL CCG, LCRC/PHE, SWL LAs, Voluntary Sector/MVSC, Schools and Education settings, Housing providers

Service Objective 2: COVID-19 Recovery	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
COVID Recovery - Healthy, fair and green in context of COVID 19: this includes addressing inequalities that have been exacerbated by the disproportionate impact of COVID; prevention and early help, promoting healthy and green place (focus on interventions with co-benefits for health and sustainability such as active travel); staff wellbeing.	Bridge the gap and reduce inequalities Create a great place to grow up and live in Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Prevention PI -tbc									
Gap in Childhood Obesity at Y6								Annually	Low
Delivery of annual JSNA	Y	Green						Annually	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1: Prevention and early help *SRO: Barry Causer*	Lead the implementation of the Prevention Priorities and influence wider aims and objectives of the C&H Recovery and Reset Programme and Health and Care Together Board priorities. Implement the '5 Prevention Priorities' model which focuses on: directory of services; network of connectors, staff training; healthy settings and embedding prevention into health and care pathways. Expanding priorities to include rehabilitation and Early Intervention and Prevention front-door, Delivery will be aligned with C&H Recovery and Reset and MHCT themes, with PH leads to support delivery planning, co-ordination, support and do-once tasks.	*Apr-21*	*Mar-22*
Project / activity 2: Delivery of public health strategies including Whole system approach to diabetes and childhood obesity; Sexual health strategy implementation *SRO: Julia Groom/Barry Causer*	Work with partners to implement public health strategies will be adapted to respond to COVID-19 recovery, including: -Whole systems Diabetes Action Plan - in context of COVID-19, delivery of three themes- clinical oversight and service improvement, holistic individual care and healthy place. -Child Healthy Weight Action Plan - 3 key themes: Making Childhood Obesity everybody's business; Supporting children young people and their families; healthy place, which includes healthy food and the physical environment. -Sexual health strategy: 3 priorities: education and training; easy access to sexual health and wellbeing services; comprehensive sexual health and wellbeing, including support for vulnerable groups.	*Apr-21*	*Mar-22*
Project / activity 3: Healthy place, including workplaces and staff wellbeing *SRO: Sylvia Garry/Barry Causer*	Working with partners to scale up healthy places and healthy work places across Merton, with a focus on mental health and active travel, focussed for the latter on the co-benefits with climate change. Within LBM, work with Corporate Services, including supporting progress towards the London Healthy Workplace Award, working through the Workforce Strategy Board. To be linked to the review of the council vehicle fleet, new arrangements for staff travel, and #MertonCan physical activity campaign and emerging priorities e.g. prehabilitation.	*Apr-21*	*Mar-22*
Project / activity 4: *SRO: Sylvia Garry*	Review health and impacts of COVID on Merton, including the JSNA/ Merton Story addressing health inequalities and the disproportionate impact of COVID in Merton.	*Apr-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Impact of increase in COVID on capacity in LA and NHS	*Work in partnership with E&R and SWL CCG*

Impact on the customer/end user

Disproportionate impact of COVID is a priority in recovery plans and services, with a focus on addressing inequalities in east of the borough.

Partners / interdependencies

PH works in strong collaboration with public protection (Regulatory Services Partnership, E&R),Adult Social Care Team, C&H, School Improvement Team,CSF, Corporate Services, SWL CCG, and LCRC/PHE, SWL LAs, Voluntary Sector/MVSC, Schools and Education settings, Housing providers

Service Objective 3: Strengthen commissioning and commissioning support	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Strengthen commissioning and commissioning support, making best use of our resources and benefits of integrated commissioning with partners: develop integrated commissioning for children; public health strategic commissioning (end-to-end) & public health support to	Support our most vulnerable residents of all ages Build resilient communities Continuously improve

Performance Measures (these are from last year)

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Health Visiting - % of New Birth Reviews in 14 days of birth	95.02%	Green	90%					Monthly	High
Breastfeeding at the 6-8 weeks review (partially or totally)	73.64%	Green	70%					Monthly	High
% of participation in National Child Measurement Programme at age 10-11 years (Year 6)	89.20%	Red	95%					Annually	High
% young people (under 25) leaving treatment where substance misuse has reduced or client become drug free.	98%	Green	90%					Quarterly	High
% of eligible people offered an HIV test and who accept	74.20%	Red	90%					Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1: Development of Integrated Community Services *SRO: Julia Groom/Barry Causer*	Support the long term ambition to develop integrated community health and care services, contributing to the NHS integrating care agenda and strategic commissioning reforms and Public Health England reforms. Contribute to NHS/ICS and PHE reform at London and sub-regional level.	*Jan-21*	*Mar-22*
Project / activity 2: Development of CYP Integrated Commissioning *SRO: Julia Groom*	Continue the development of CYP Integrated commissioning, across PH, CSF and SWLCCG, working jointly to secure quality services and value for money in context of financial pressures - priorities include Community health services; Risk and Resilience, Employability.	*Mar-21*	*Mar-22*
Project / activity 3: Sexual Health Services: *SRO: Julia Groom*	Develop an agree an approach to the commissioning of integrated sexual health services from Sept 2022, in order to improve outcomes and secure value for money.	*Apr-21*	*Sep-22*
Project / activity 4: C&H Commissioning Review *SRO: Barry Causer*	Input to the C&H review of commissioning, identifying lessons from elsewhere and implement agreed changes.	*Jan-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Ongoing impact of COVID on NHS provider capacity and services	*Work in partnership with SWL CCG*
Financial pressures	*Work with CCG and providers to maximise efficiency*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan:
Improved quality and access to services for residents
Improved health outcomes

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.
PH works in strong collaboration with Adult Social Care Team, C&H, CSF, SWL CCG, and Voluntary Sector/MVSC.

People

Additional staff have been funded from the COVID Outbreak control funds (add WTE) to expand capacity to deliver the Outbreak Plan , support mapping and risk assessment of high risk settings, undertake Infection Prevention and Control, undertake surveillance and engage with residents and vulnerable groups.

The core Public Health team workforce numbers have remained static (add WTE) however there are a number of new staff members and staff have taken on additional roles in response to COVID requirements, including enhanced health protection ; increase staff management etc.

The whole PH team is working remotely which adds pressures on management and team development needs. In particular a number of new and interim posts need effective remote management and support, and efficient HR processes.

Technology

In the move to remote working all staff in the PH team have been provided with Laptops, and mobile phones as appropriate. This enables the team to work collaboratively using Office 365; skype, Microsoft teams; access to I-Trent and E5.
The main technology need is to ensure that remote working is effectively supported by efficient technology, in particular virtual meetings via skype and teams, to ensure productivity.

For commissioned services COVID has resulted in a move to greater use of technologies, through an increase on-line virtual service delivery, and increase use of London e-service for sexual health. This will remain under review to assess which virtual approaches should be adapted in the longer term.

Service improvement

The main area of service improvements is the management of COVID and COVID recovery, which includes outbreak prevention and control, surveillance and intelligence and working with partners to support the development of infrastructure to contain COVID.

Service improvements in commissioned services include increase use of digital and remote technology, including addressing digital exclusion, to improve service access; and service modernisation through innovation and development of service models, such as development of skill mix.

Financial Summary

Public Health has many challenges and an increase role due as a result of the COVID pandemic. The current grant allocation is insufficient to meet the increasing demands on this service coupled with the annual pressures from to the increases in cost as a result agenda for change, pension costs and commissioned contracts.

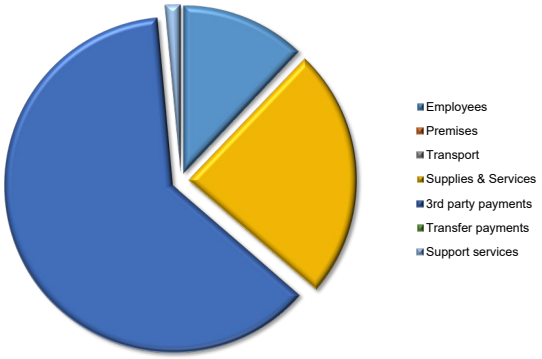
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**10,396**	**10,452**	**10,690**	**1,040**	**10,767**	**10,767**	**10,767**	**10,767**
Employees	1,173	1,153	1,284	223	1,299	1,299	1,299	1,299
Premises	3	1	2	0	2	2	2	2
Transport	2	1	2	0	2	2	2	2
Supplies & Services	2,556	2,574	2,617	17	2,608	2,608	2,608	2,608
3rd party payments	6,514	6,576	6,628	799	6,699	6,699	6,699	6,699
Transfer payments	0	0	0	0	0	0	0	0
Support services	148	148	157	0	157	157	157	157
Depreciation	0	0	0	0	0	0	0	0

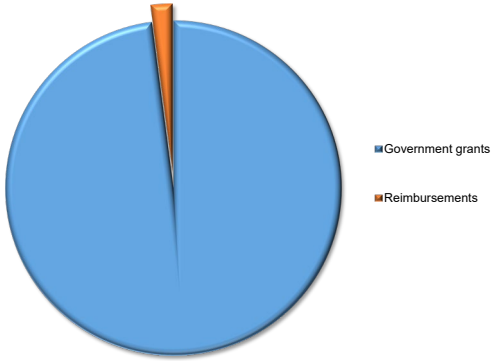
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**10,396**	**10,452**	**10,690**	**1,040**	**10,767**	**10,767**	**10,767**	**10,767**
Government grants	10,175	10,195	10,464	965	10,546	10,546	10,546	10,546
Reimbursements	221	257	227	75	221	221	221	221
Customer & client receipts	0	0	0	0	0	0	0	0
Recharges	0	0	0		0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
n/a								
		0	**0**	**0**	**0**	**0**	**0**	**0**

2020/21 Expenditure



2020/21 Income



Summary of major budget etc. changes

2020/21

Public Health Ring-fenced grant allocation has been increased by £299k which will be forwarded as per government instructions NHS providers for services commissioned by Public Health e.g. Sexual Health services. There are uncertainties about funding for agenda for change pay award and increased pension contributions for NHS staff on CLCH contracts relating to Children and Sexual Health and how this will impact on the services.

2021/22

Grant allocation for 2021-22 is expected to remain static.

2022/23

Assuming same level of funding as in years 2020/21 and 2021/22, pending confirmation from Government on funding distribution or business rates retention scheme.

2023/24

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Corporate Services

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Service Plan for : Corporate Governance			
Service Manager:	*Louise Round*	Cabinet Member:	*Councillor Tobin Byers*
Peer review date:		Name of peer:	
Date created:		Date of next review:	

Overview of the service

Corporate Governance provides a number of services underpinning the democratic functions of the Council (Democracy Services, information Governance and Electoral Services) and which are designed to assist it in upholding the highest standards of governance, as well as some outward facing services, namely complaints and local land charges. It also acts as the host for the South London Legal Partnership, which provided legal services for the 5 South West London Councils.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
SLLP asks its clients, who are officers in the five partner councils to complete customer satisfaction questionnaires at the completion of each matter. They consistently return ratings of excellent or very good across all categories. Democracy services have recently carried out a survey of members on the question of virtual meetings which shows 85% were satisfied or very satisfied with the new meeting format and 65% would like to retain some kind of virtual meetings on a permanent basis, law permitting.	*The demand in most parts of Corporate Governance is driven by the demands on other council teams. In SLLP there has been a large increase in requests for employment and procurement advice and the backlogs in the courts will keep pressure on the social care and litigation teams for the foreseeable future. The significant increase in land charges searches seems likely to continue well into next year. The postponed Mayoral and GLA elections will require significant resource in the run up to May, especially in light of the challenges presented by running the poll in a Covid secure way.*	*SLLP will need to remain alive to legislative changes attributable to Covid-19 and Brexit as well as other policy reform, including to the planning system.*	*The provision of high quality proactive legal advice across the whole range of local authority functions will enable Merton to be forward looking and efficient in the delivery of its business plan. That plan is underpinned by the democratic accountability of elected members so the support provided to them is crucial. When things do go wrong, it is important that residents receive an empathetic and swift response to their concerns and that lessons are learned. The Complaints team has a critical role to play in improving customer experience.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Efficiency programme -To further reduce spend on printing committee agendas by moving CMT members to paperless agendas for LSG, Council, Cabinet and other committees. To encourage Cabinet Members and level 2 managers to follow suit. To encourage the Mayor and Group Leaders to produce electronic Christmas cards to save money on print and postage. To continue to monitor and review the impact of the Service Level Agreement in the Mayor's office, in particularly in relation to the spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To promote online on line event bookings to save staff time and improve service for customers	Achieved paperless agendas for officers, some progress made with members but limitations in the modern.gov application make this a little difficult.	
Scrutiny Improvement Programme: To build on the recommendations of the review carried out by the Centre for Public Scrutiny in order to improve effectiveness and impact of the scrutiny function and to engage all non-executive councillors in scrutiny activities. The action plan will be developed by a cross party councillor working group and agreed by the Overview and Scrutiny Commission and reviewed each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.	Protocol for external scrutiny has been revised and will be in place for the next municipal year.	
Creation of centralised Local Land Charges Register Review of LLC service delivery; dependent on national directive	Onoing- scoping work just beginning on project work to put in place foundations for transfer to HM Land Registry - preparation stage 22/23. Migration 23/24	
2018/22 Administer statutory elections, referendums and ballots. Administer full borough council elections in 2022, Mayor of London and London Assembly elections in 2020, and the next parliamentary General Election (currently scheduled for 2024) together with any other referendums and ballots that may be required.	Mayoral election postponed to May 2021 because of Covid, but project plan in place.	
Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections Council size proposal due March 2019, warding patterns proposal due July 2019. Draft	Final recommendations received end October 2020 - preparations in hand for implementation in time for May 2022 local elections.	
Data Protection Act (DPA18) / General Data Protection Regulation (GDPR) Refresh of all IG related policies and strategies and promote to all staff.	Ongoing	
To reduce printing costs Roll out Modern Gov App to encourage councillors and senior officers to go paperless at Committee meetings. Identify champions. Cascade from CMT.		
Increase 3rd party income To increase income from fees and charges of 3rd parties across all partner councils and explore generating income from providing legal advice and support to other authorities. Target: £230k	Target reduced mid-year but looks likely to be achieved.	
Further expansion of SLLP To provide an expanded legal support and advice service to Achieving for Children. Income target for 2019/20 - £50k; target for 2020/21: £80k	RBWM work did not proceed	
Develop Transactional Team To establish a transactional team for high volume routine matters to deliver efficiency savings	Partially complete. Property notices being dealt with by PM team	

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To implement the boundary commission review in time for the May 2022 elections and to prepare to run those elections in a safe and efficient manner	Continuously improve Statutory requirement Select

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of audits completed against plan	93.48%	Green	90%					Quarterly	High
Number of overdue audit actions against agreed audit actions	93.51% (equivalent to 6.49% against "flipped" target)	Green	10%					Quarterly	High
Number of new electors added to the register of electors	27.778	Green	25,000					Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Work with the GIS team to review the ward boundaries, carry out a polling district review, allocate	*Jun-21*	*Jan-22*
Project / activity 2	produce project plan for elections and implement it	*Nov-21*	*May-22*
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Prepare the local land charges function for migration to the Land registry in 23/24	Continuously improve Statutory requirement Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Turnaround time for land charges searches									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Carry out data quality assurance review	*Jan-21*	
Project / activity 2	transfer function to E&R	*spring 21*	
Project / activity 3	Draw up project plan in conjunction with the Land Registry	*Spring 21*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
quality of current data	*commission data improvement support*
Skills and capacity to oversee the project	*Commission bespoke project support*

Impact on the customer/end user

This work should improve the quality of the information being given to the end user and enable a more effective electronic solution

Partners / interdependencies

E & R planning and building control team, IT M3 manger, the Land Registry

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Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Improve the Council's response to Ombudsman Complaints	Continuously improve Statutory requirement Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
All LGO complaints responded to in time									
No formal reports issued by the LGO									
% FOI requests dealt with in time (20 days)	87.81%	Red	90%					Monthly	High
% of Complaints dealt with in time	83.54%	Red	90%					Monthly	High
% of Complaints progressed to Stage 2	7.01%	Green	9%					Quarterly	Low
% of Ombudsman investigations answered in time	N/A - New indicator for 202-21	Does Not Apply	90%					Quarterly	High
% of Ombudsman contact answered in time	N/A - New indicator for 202-21	Does Not Apply	90%					Monthly	High
% of Ombudsman complaints partially or fully upheld	45.50%	Red	60%					Quarterly	High
								Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Commision training from the LGO about how to respond to complaints	*Mar-21*	*Ongoing*
Project / activity 2	Run lessons learned workshops with key council departments	*May-21*	*ongoing*
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
SLLP - implement service improvement plan agreed by the Governance Board to include: "onboard" work currently carried out by Ashfords for WBC, develop and implement a career development programme, increase the amount of work carried out for non-partner councils	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

People

SLLP has just completed a full review of its establishment in order to ensure that the service is properly resourced to provide high quality responsive services to all five partner councils next year. this was approved by the Governance Board on the 7 December 2020. The People and Tech task group has commissioned a recruitment microsite to be launched in January to ensure that we attract well qualified candidates for the roles on offer, making clear the unique opportunity offered by working in a service serving 5 councils. As part of this exercise we are recruiting 3 new trainee solicitors, one in each of 3 specialisms, including in regeneration. We will continue the programme of apprenticeships. We have redesigned our induction programme and will implement a mentoring scheme in March. a staff engagement group has been established to improve communication and we are facilitating a BAME staff group. The newly merged Democratic Services and election teams are working well together and will provide resilience for May's elections. the Complaints teams is now fully resourced, with a good balance between new young recruits and experienced staff. wea re arranging for LGSCO training for the team and more widely across the council.

Technology

The Democratic Services team quickly implemented virtual Council meetings and will continue to improve functionality in this area, including the use of the Zoom polling function. Sharepoint is increasingly in use to enable collaborative working, for instance in the information asset register. There will be close working with IT to understand the requirements of migration of the land charges function to MH Land Registry and a scoping exercise to produce a business case for a case management system to manage complaints. Consideration will be given to using tablets in polling stations for 2022 elections. In SLLP, we are working with the courts service to implement an automated single justice procedure and with the county court to allow for bulk uploads of debt recovery work. An upgrade to the legal case management system is in progress to facilitate this. We are developing a rolling programme of workflows in high volume cases to optimise the system functionality.

Service improvement

Financial Summary

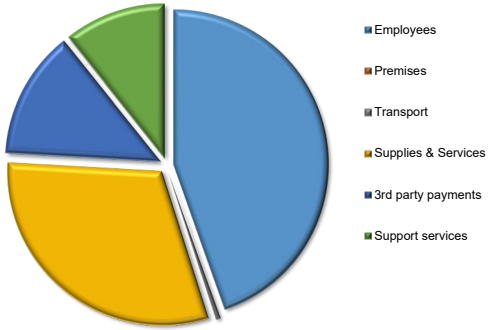
The Corporate Governance division has had favourable variances in recent years but is now forecasting a small adverse variance following the impact of covid-19 on LBM legal income. There are three savings (totalling £115k) relating to reducing legal demand which are built in to 2020/21 budgets but are not yet being achieved.

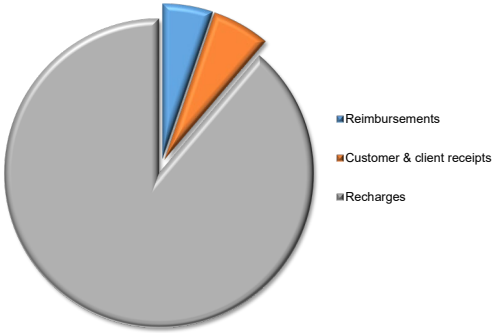
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**3,363**	**3,187**	**2,918**	**0**	**3,041**	**3,063**	**3,084**	**3,106**
Employees	1,514	1,449	1,270	(48)	1,358	1,358	1,358	1,358
Premises	0	47	0	0	0	0	0	0
Transport	14	13	15	(5)	14	14	14	15
Supplies & Services	1,087	950	907	45	936	952	967	982
3rd party payments	396	383	402	7	408	414	420	426
Support services	352	344	325	0	325	325	325	325
Depreciation								

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**2,917**	**2,811**	**2,492**	**13**	**2,505**	**2,505**	**2,505**	**2,505**
Government grants	46	46	0	(22)	13	13	13	13
Reimbursements	130	63	130	(14)	130	130	130	130
Customer & client receipts	148	216	150	48	150	150	150	150
Recharges	2,466	2,360	2,212	0	2,212	2,212	2,212	2,212
Reserves	127	127	0	0	0	0	0	0
Capital Funded								
Council Funded Net Budget	**446**	**376**	**426**	**13**	**536**	**558**	**580**	**601**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P5	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
		0	0	0	0	0	0	0





Summary of major budget etc. changes

2021/22

2021-22 CS04 Establish income grant budget for transparency agenda £13k

2022/23

2023/24

2024/25

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Service Plan for: Customers, Policy and Improvement			
Service Manager:	*John Dimmer*	Cabinet Member:	*Cllr Owen Pritchard*
Peer review date:		Name of peer:	
Date created:		Date of next review:	

Overview of the service

Providing strategic and policy direction to shape the vision, we are facilitators, supporters and advocates of change. As a team we ensure connections are made that promote partnership building and collaboration with the voluntary sector, communities, residents, councillors and wider stakeholders to achieve the aims of the council and Merton's ambition. Collectively, we have a diverse mixture of skills, backgrounds, experience, and ways of thinking. We are the glue which sticks the different departments of the organisation together and turns plans into deliverables through a flexible, adaptable, and responsive approach. Our team is in a unique position and we play an important role in horizon scanning both internally and externally. We use the insights we gain to provide positive leadership for change and to get things done!

Policy, Strategy and Partnerships:
- Support the council's partnership framework including the Merton Partnership Executive Board, Compact Board and annual meeting of the partnership
- Commission community advice and voluntary sector support services
- Manage the councils performance framework and reporting on the councils performance on KPIs
- Provide advice on equalities and preventing terrorism
- Provide policy support to CMT including facilitation of the forward plan

Scrutiny:
- Maintain an independent Scrutiny function, providing advice and support to Councillors as well as officer and partner witnesses

Continuous Improvement:
- Develop and support a Recovery and Modernisation Programme
- Support DMTs to embed a culture of continuous improvement within the organisation through the provision of tools, techniques, advice and support
- Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodology

Communications
- To develop, own and drive the Council's internal and external narrative among key stakeholder groups and audiences
- To manage delivery of core campaigns to deliver the narrative, as well as communications & engagement improvement via the 2021 Communications & Engagement Strategy

Customer Contact
- Through Merton Link provide a first point of contact for most council customers and visitors, both face-to-face and by the telephone, ensuring first contact resolution wherever possible or signpost to the most appropriate team.
- Provide a high quality contact service, regardless of channel used, wherever possible using a 24/7, 365 days a year digital solution.
- Deliver the statutory Registration Service for Births, Deaths and Marriages while also marketing and maximising the income generation at Morden Park House.
- Procure and deliver a hosted, outsourced Translation Service.
- Discharge the Concessionary Travel Scheme and review mechanism.
- Act as a client for the multi-Borough Coronial Service.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Customers: All Council departments & Senior Officers, CMT, Councillors, Statutory Partners, Voluntary and Community Sector Groups, sub-regional and pan London networks. Service delivery feedback is taken from: Annual Councillor Scrutiny survey, Residents Perception Survey & Bi-annual Merton Partnership Executive Awayday.	*The Merton the Place project will produce insight from residents, partners and wider stakeholders through a borough wide engagement approach, including a Residents Perception Survey; which will improve the use of data in Merton to drive informed decision making* *Merton Partnership performance data (Thematics)* *Annual funding database* *For commissioning/recommissioning: evidence of service provision/demand; service user feedback; wider needs data e.g. JSNA* *BREXIT preparations driven by stats from central government on the EUSS take-up*	*Brexit regulations and legislation; pan-London and sub-regional VCS funding policy changes; PREVENT regulations and related anti-terrorism policy updates*	*The joint team works collaboratively across all parts of Policy, Strategy and Partnerships, Scrutiny and Continuous Improvement to lead the Recovery and Modernisation programme. They drive the development of key projects that shape the council's future direction, including creating the conditions for mobile and remote working practice, a strategic long-term place based ambition; and an integrated, strength base approach to early intervention practice.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Manage the workstreams implementing the recommendations from the Internal Review and LGA Peer Challenge. Provide programme, project and policy support to the workstreams	Recovery and modernisation programme scoped and established using evidence and feedback from internal review and peer challenge. Key projects identified, resourced and delivery plans are in motion.	Carry forward
Ensuring the council is aware of the key risks arising from the UK's departure from the EU and that mitigating actions are in place. To play our part in the regional planning for Brexit working with London Councils and MHCLG	BREXIT task group established with corporate sponsor chair (Caroline Holland). Departmental checklist established to manage immediate preparation during transition period. Risk register established to monitor post transition impact and issues.	Carry forward
To build on the recommendations of the review carried out by the Centre for Public Scrutiny in order to improve effectiveness and impact of the scrutiny function and to engage all non-executive councillors in scrutiny activities. The action plan will be developed by a cross party councillor working group and agreed by the Overview and Scrutiny Commission and reviewed each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.	Action plan developed and adopted by Scrutiny Commission. Implementation of actions is underway by officers including reviews of the external witness protocol in partnership with MVSC.	Carry forward
Redesign of Merton Link. Implement the redesign of Merton Link to improve the customer experience and increase self-service.	Outline design principles explored and indicative costings given. Clear that requirements were too costly to implement and would not have been fit for purpose given lessons learned during pandemic. Adapt a differing approach and utilise experiences and actions of neighbouring Boroughs.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Drive the council's recovery programme using insight from COVID-19 and BREXIT; developing a clear future ambition for Merton that sets direction for the councils business plan from 2022.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Build resilient communities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Resident Perception Survey returns to support development of ambition				*tbc*	*tbc*				High
COVID weekly reporting to CMT				*n/a*					High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Produce a clear place-based future ambition for Merton, based on robust and transparent engagement with communities, partners, staff & wider stakeholders		*Sep-21*
Project / activity 2	Develop an evidence led approach to data and intelligence that supports delivery of Merton the Place ambition; and drives a culture of evidence based decision making		
Project / activity 3	BREXIT support through facilitation of a sound planning approach and robust risk management post January 2021		*Jul-21*
Project / activity 4	COVID impact monitoring through dashboard reporting to CMT		*tbc*
Project / activity 5	Outsource a translation/interpretation service		*Mar-21*
Project / activity 6	Reconsider the service delivery model of the ground floor reception area in light of works already undertaken, potential cost implications and lessons learned during the pandemic.		*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of engagement to build the ambition	*Clear and concise engagement plan that utilises all partner channels, supported by third party expertise*
Financial pressures on the council and its partners to deliver	*Performance monitoring to CMT*
Long term implications of BREXIT resulting from a 'no-deal' exit	*Continuation of internal task group, horizon scanning and risk register monitoring*

Impact on the customer/end user

Transparent priority setting through a clear and engaged identification of Merton's ambition

Partners / interdependencies

All departments across the council need to embrace the opportunity to shape and develop the ambition; E&R DMT as Programme Board; Partner organisations and wider stakeholders to contribution to the development of the ambition themselves, as well as actively supporting the engagement of a broad range of service users through their networks as part of the conversation.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Develop a collaborative approach to building long term strength based community resilience that uses learning from the COVID-19 response and embeds strategic system-led decision making	Build resilient communities
	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Merton Partnership Executive meetings				2				Biennially	High
Number of volunteers recruited through			**350**	367	385	404	424	Quarterly	High
Increased readership of Merton Together			400	460				Biennially	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Merton Partnership governance review to streamline reporting and strengthen system-led priority setting		
Project / activity 2	Develop a strength-based commissioning model for preventative services that builds on evidence and intelligence from the community response hub model		
Project / activity 3	Support community capacity building through facilitation of the Strategic Partners Programme - Infrastructure Support and Information and Advice elements		
Project / activity 4			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Capacity and strengths of the VCS to respond to the preventative model	*State of the sector mapping as part of the design phase*
	Performance monitoring of current funding agreements for pressure points and risks
Financial challenge to Year 3 SPP funding	*Financial planning and cost analysis*

Impact on the customer/end user

Streamlined services that provide clear access to early intervention models delivered from within the community

Partners / interdependencies

Departmental commissioners and grant funders (minimum of Adults, Childrens, Public Health and Housing); dependency on partnership funding to commission state of the sector report

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Lead an effective and adaptable Scrutiny function that promotes and underpins service improvements that matter to local people. Using a range of methods that support strong collaboration with officers and partners and drives a focus on impact.	Continuously improve
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% Councillors who agree scrutiny function is effective			82%	75%	75%	80%		Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Continuing to implement improvement action plan with a renewed focus on governance and outcome focused task groups	*ongoing*	*end March 2022*
Project / activity 2	Exploring new delivery models and use of technology to build a portfolio of techniques to support effective scrutiny panels and task groups	*ongoing*	*end March 2022*
Project / activity 3	Refreshing and raising the external profile of Scrutiny to increase local knowledge, engagement and interaction with residents, partners and stakeholders	*ongoing*	*end March 2022*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Impact of reduced scrutiny resources	*Embed scrutiny within wider policy team exploit synergies and provide support to scrutiny officers*
Demand for additional scrutiny activities in light of financial pressures	
Lack of engagement by partners, officers and stakeholders	*Revitalise external scrutiny protocol and raise positive profile with partners*

Impact on the customer/end user

That scrutiny work programmes reflect the concerns of the public and work undertaken in the Commission, Panels and task group reviews can demonstrate tangible outcomes and improved services for local co

Partners / interdependencies

All departments, partners and wider stakeholders being called to present or as witnesses to in-depth inquiries; all Councillors including Cabinet.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Lead the council's modernisation programme, building on evidence and feedback to establish effective new ways of working; managing delivery through clear project management and evidential staff engagement and participation.	Continuously improve Select Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Monthly progress report to CMT			N/A					Monthly	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Develop and embed remote working as part of the organisations long-term business operating model	*ongoing*	*tbc*
Project / activity 2	Explore options through the development of a digital strategy to enhance and redesign service delivery across key customer facing services	*ongoing*	*tbc*
Project / activity 3	Redesign approach to passenger transport	*ongoing*	*tbc*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Staff changes/turnover resulting in lack of continuity, skills and organisational intelligence	*Reduce number of fixed term posts and embed function with joint Policy & Improvement Team*
Project capacity	*Weekly team catchups and monitoring/alignment of tasks and deadlines through a team dashboard*
Organisational understanding of and capacity to respond to the projects effectively	*Clear communication and engagement plan for staff*

Impact on the customer/end user

Delivery of a modernisation programme that fully supports and enables the council to work effectively and efficiently into the immediate future

Partners / interdependencies

All departments and staff across the council will need to embrace the opportunities presented by the modernisation programme. Particular dependencies for delivery are with HR & ICT.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
To deliver an updated communications & engagement strategy, in order to align communications to council priorities, deliver a consistent narrative, and deliver internal change	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Deliver Comms Strategy proposal in first quarter 2020		Green	*Deliver by Feb*					Monthly	Yes/No
% of positive and neutral media coverage		Green	*75%*	75%	*75%*	75%	75%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
To continue to deliver public health communications & engagement in line with emerging trends, data and announcements, as part of Keep Merton Safe	Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Monthly CMT evaluation report		Green						Monthly	
Alignment with London communications		Green						Monthly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

Service Objective 7	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Customer Contact	

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
First contact resolution (Merton Link)				75%	76%	77%	78%	Monthly	High
Income from Registrars' events				400,000	400,000	400,000	400,000	Monthly	High
Digital take up (CRM services)				61%	63%	65%	67%	Monthly	High
Ease of use of website - %				46%	47%	48%	49%	Monthly	High
ppointment availability of Registration Service				95%	95%	95%	95%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

People
HR input and support is a key dependency for delivery of this service plan, with particular focus on outcome 4 and the modernisation programme.
Technology
ICT input and support is a key dependency for delivery of this service plan, with particular focus on outcome 4 and the modernisation programme.
Service improvement
Continuous improvement is a key theme throughout this service plan. The team continues to work from the corporate centre to support and challenge the organisation and its departments to deliver ongoing improvements through the objectives detailed in the delivery plan.

Financial Summary

The CPI division has savings of £458k built in to the MTFS over the coming 4 years, as detailed below. The financial performance of the division has been impacted by covid-19, particularly in the Registrars Service, but recovered well towards the end of summer 2020. There is currently significant pressure within the Customer Contact/o365 budget, for which growth has been built in from 2021/22.

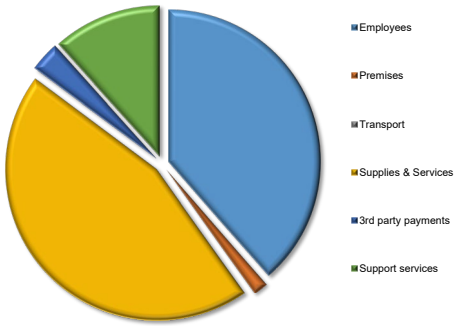
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**5,079**	**4,957**	**5,397**	**569**	**6,071**	**5,940**	**5,926**	**5,961**
Employees	2,139	2,141	2,345	(45)	2,344	2,344	2,294	2,294
Premises	98	117	117	(1)	94	96	98	99
Transport	3	1	1	(1)	1	1	1	1
Supplies & Services	1,989	2,098	1,995	804	2,732	2,596	2,626	2,656
3rd party payments	242	3	233	(188)	195	198	202	205
Support services	609	597	705	0	705	705	705	705
Depreciation								

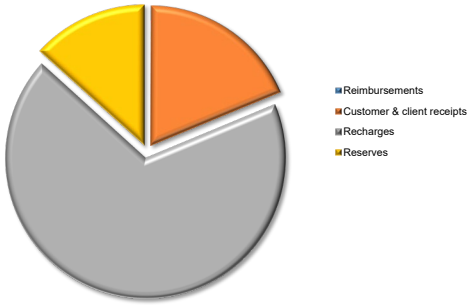
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**3,948**	**4,053**	**4,359**	**365**	**3,859**	**4,022**	**4,557**	**4,557**
Government grants	0	56	0	(53)	0	0	0	0
Reimbursements	3	1	3	2	3	3	3	3
Customer & client receipts	967	974	982	415	982	982	982	982
Recharges	3,126	3,171	3,571	0	3,571	3,571	3,571	3,571
Reserves	(148)	(148)	(198)	0	(698)	(535)	0	0
Capital Funded								
Council Funded Net Budget	**1,131**	**904**	**1,038**	**934**	**2,213**	**1,918**	**1,369**	**1,404**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	0	0	0	0	0	0	0

2021/22 Expenditure



2021/22 Income



Summary of major budget etc. changes

2021/22

2019-20 CS28 Cash Collection reduction £19k
2021-22 CS01 Cash Collection contract £23k
2021-22 CS05 Contract savings and IT procurement £200k
2021-22 CSG1 Growth for o365 £900k

2022/23

2019-20 CS28 Cash Collection reduction £13k
2019-20 CS04 Reduce strategic partner grant by 10% £78k
2020-21 CS7 Staff Reductions £75k

2023/24

2018-19 CS15 Policy & Partnerships - reduce headcount £50k

2024/25

Service Plan for : *Human Resources*			
Service Manager:	*Liz Hammond*	Cabinet Member:	*Cllr. Tobin Byers*
Peer review date:		Name of peer:	
Date created:	*08/12/2020*	Date of next review:	

Overview of the service

The HR Service's objective is to ensure that:

- *An agile workforce, which is responsive to changing needs*
- *Managers who are able to manage remote teams and are sensitive to the needs of all individuals in the team*
- *A workforce which is representative of and sensitive to the community which is serves*
- *HR policies which are clear and consistent, and which are focussed on a manager-led approach to managing staff issues.*

We will achieve this by ensuring that we can attract and retain the very best talent, that we can grow and develop internally the skills that we need by maximising the apprenticeship levy and encourage our staff to grow and develop and progress within the organisation. The HR Service aims to provide the strategic advice and support that Merton needs in order to meet its objectives

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
HR have recently sent the top 70 Managers a brief outlining the history of the function, how the team is structured and how it works currently, the tasks and initiatives that we are currently working on and an outline of the main deliverables required over the coming 12 months. The respondents were asked a number of questions about the HR service, with the opportunity to score the service out of a range of 1 - 5 and provide qualitative text responses. *A proposal on the HR Operating Model for the future has also been prepared for CMT, based on the feedback received and containing options for the most suitable HR Operating Model for the Council to adopt.* *The Workforce Strategy was reviewed in June 2020 as a result of the pandemic as an element of how we deliver has clearly been impacted by the pandemic. As an example, all face to face training had to stop with immediate effect and move to online and we have quickly had to adapt our advice and guidance for the large majority of staff who are now home working and will be for the foreseeable future. This could include survey results, consultations, complaints/compliments and set how the way in which you are planning to deliver your service reflects feedback from customers/service users.* *The key customers of the service are the Directorates of the Council, the Members and Merton Schools. EIA assessments are undertaken at all appropriate times.*	*Black Lives Matters and the COVID related issues that have shown that BAME staff are at higher risk of COVID have focused our need for enhanced data and intelligence on our BAME staff workforce. Equality and diversity monitoring across all the main protected characteristics have been increased culminating in an Annual Equalities and Diversity in Employment Report being run, initially focusing on BAME staff but with the intention that when it is run in April each year it will focus on all protected characteristics. The BAME Staff forum has been re-grouped and will be a key source of intelligence for the HR team concerning policy reviews, training, Staff Pulse survey on RACE and a number of other initiatives that we can seek their views on. The bi-annual staff survey will run in December and has also been enhanced with Equality questions. The survey responses can be broken down into all the equality strands and the Equalities Steering Group will be responsible, together with the BAME staff forum for designing an action plan that addresses and responds to any key themes arising. CMT will be regularly updated with progress on all actions. We are also planning a specific Pulse survey on RACE for January/February 2021. We also rely heavily on data to monitor the impact of COVID on the workforce, provide senior management with intelligence and analysis of trends in workforce health and wellbeing, the impact of training and training needs and the data from customer insight in how to design our service offering.*	*COVID 19 has clearly impacted on our ability to deliver face to face training with the majority of training now being delivered on line. We have also had to continually keep updating all our COVID related guidance as the pandemic and the Government's approach to it has changed. We have also had to put in place a lot of guidance and support for Managers and staff who are now predominately home working. Health and wellbeing has been prioritised. The Remote Working group is working on proposals for CMT to agree, with a view to a more permanent move to home working as the office environment changes as a result of a new working environment emerging.*	*HR are contributing to or leading on a number of workstreams in the Modernising Merton programme. From the Remote Working element, to the HR Operating Model, to supporting other directorates need to change their organisational structures as a result of the pandemic and it becoming clear that in many areas of our services there is another more efficient and effective method of engaging with our customers and the services that we provide. HR has been a team that have continually been looked to for advice and to lead the way on supporting the council's COVID response.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Workforce Strategy - Delivery the 5 key strands of the Council's workforce Strategy to support the Wider TOM programme for organisational change	The Workforce Strategy was delivered with the exception of Talent Management and Succession Planning frameworks. The Workforce Strategy has been completely updated in the light of the COVID pandemic and its impact on the way that we need to amend our delivery of learning and development and move it almost wholly into an on-line environment	Carry forward
Establishment and workforce - Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim Staff.	Delivered but will always be an ongoing situation to have to continually monitor	Close
Apprenticeships - Processes in place to increase the number of apprentices in schools and the organisation. Maximise the use of the Levy.	Good progress being made but an ongoing project	Carry forward
Review and retender key HR Contractors - Commission occupational health, agency contract, Schools SLAs and Recruitment system.	All delivered	Close
Member Development - Ensure Induction ad Development activities are in place to enable Members to undertake their role	A full programme of Member Development has been put forward and approved	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
The performance measures below are corporate as opposed to measuring HR performance. Therefore Service Objective 1 has been left deliberately blank and service objectives will commence at no. 2 below.	Continuously improve

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
No. of working days per FTE lost to sickness absence excluding schools	9.39	Red	7					Quarterly	Low
Length of time from Job being advertised to offer being made (REVISED SCOPE)	85.7 days	Green	45 days					Monthly	Low
Completion of all performance appraisals	2019/20 result delayed - CV19 pushed appraisals forward	Does Not Apply	100%					Annually	High
Voluntary turnover rate (the rate of resignations)	9.04%	Green	12%					Quarterly	Low
No. of Apprentices excluding schools (Govt Apprenticeship Levy Scheme)	29	Red	60					Quarterly	High
No. of Apprentices in schools (Govt Apprenticeship Levy Scheme)	12	Red	30					Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			

Potential barriers to achieving objective

Description of barrier	
Many of these indicators are corporate indicators for Merton Council and are not owned by HR	

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Developing our Talent (this links to and forms part of the Workforce Strategy action plan)	Bridge the gap and reduce inequalities
	Continuously improve
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Completion of all Performance Reviews	Suspended	Red	*100%*	100%	*100%*	100%	100%	Annually	
Oher performance measures will be put									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Develop New On-line Induction Programme Phase 2	*Jan-21*	*Apr-21*
Project / activity 2	Develop New On-line Being a Manager in Merton Induction Programme Phase 2	*Jan-21*	*Apr-21*
Project / activity 3	New Appraisal Process	*Dec-20*	*Jan-22*
Project / activity 4	Develop and Embed Talent Management programme (max on Apprenticeship Levy)	*Sep-20*	*May-21*
Project / activity 5	Develop and Embed Succession Planning Programme	*Sep-20*	*May-21*
Project / activity 6	Develop HIPO Model (aligned to appraisals software)	*Apr-21*	*Jun-21*
Project / activity 7	Supporting the Kickstart government initiative of at least 30 kickstart placements in Merton	*Oct-20*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	
Managers who do not engage with the talent management and succession planning frameworks and do	

Impact on the customer/end user

Partners / interdependencies

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Members Development (this links to and forms part of the Workforce Strategy action plan)	Continuously improve
	Support our most vulnerable residents of all ages
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
An appropriate performance indicator will									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Develop Members Training Programme & Material for remainder of 21-22	*Dec-20*	*Jul-21*
Project / activity 2			

Potential barriers to achieving objective

Description of barrier	
Despite providing a comprehensive list of training that members have identified that they need there is	

Impact on the customer/end user

Partners / interdependencies

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Health and Wellbeing (this links to and is part of the Workforce Strategy Action plan)	Bridge the gap and reduce inequalities
	Continuously improve
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Completion of bi-annual staff survey	56%	Amber	56%		60%		65%	Biennially	
Reduction in % of total absence being	21.60%	Amber	24.90%	20%				Quarterly	
Accreditation against the Healthy Workpla	N/A	Green	Foundation	Achievemen t	Excellence			Annually	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Develop Training timetable of MHFA/MHFA awareness for Staff & Members	*Nov-20*	*May-21*
Project / activity 2	Develop Network Group of Trained MHFA Champions support for staff	*Jan-21*	*May-21*
Project / activity 3	Responding to the feedback from the Staff Survey	*Feb-21*	*Sep-21*
Project / activity 4	Regular Pulse Surveys regarding Health & Wellbeing	*Feb-21*	*Mar-22*
Project / activity 5	Achievement of the London Healthy Workplace Charter	*Oct-20*	*Dec-21*
Project / activity 6			
Project / activity 7			

Potential barriers to achieving objective

Description of barrier	
Despite our best endeavours staff not engaging with the help and support that they are being provided with	

Impact on the customer/end user

Partners / interdependencies

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Remote Working	Bridge the gap and reduce inequalities
	Continuously improve
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Engagement with the Remote Working	47%	Amber	50%					Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Design of material and upkeep of dedicated HUB page on all the HR support for Remote Working	*Jan-21*	*Jun-21*
Project / activity 2	Design and roll out of training to support Managers, Manage Remote Teams	*Jan-21*	*Dec-21*
Project / activity 3	Being a Manager in Merton	*Ongoing*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	
Managers who fail to manage remote teams well and do not respond to training interventions	

Impact on the customer/end user

Partners / interdependencies

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Equalities and Diversity	Bridge the gap and reduce inequalities
	Continuously improve
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Equality & Diversity in Employment Report	To be produced and made public. Trends identified and solutions put in place							Annually	
Black Lives Matter Action Plan	Actions progressed and monitored by Equalities Steering Group							Quarterly	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Annual Equalities and Diversity in Employment Report	*Apr-21*	*Annually*
Project / activity 2	Adoption of the WRES Standards (reported in the above report)	*Ongoing*	*Ongoing*
Project / activity 3	Black Lives Matter Action Plan	*Jan-21*	*Ongoing*
Project / activity 4	Policy Review (prioritised to those policies which could impact disproportionately on BAME staff	*Jan-21*	*Dec-21*
Project / activity 5			
Project / activity 6			
Project / activity 7			

Potential barriers to achieving objective

Description of barrier	
Some individuals perceive there is racism present within Merton	

Impact on the customer/end user

Partners / interdependencies

Service Objective 7	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
HR Operating Model	Continuously improve
	Select
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Deliver a new HR Operating Model									
								Quarterly	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Deliver an HR Structure that is fit for purpose for the next 3 - 5 years	*Apr-21*	*Sep-21*
Project / activity 2			

Potential barriers to achieving objective

Description of barrier	
CMT need to decide what the HR Operating Model will be	

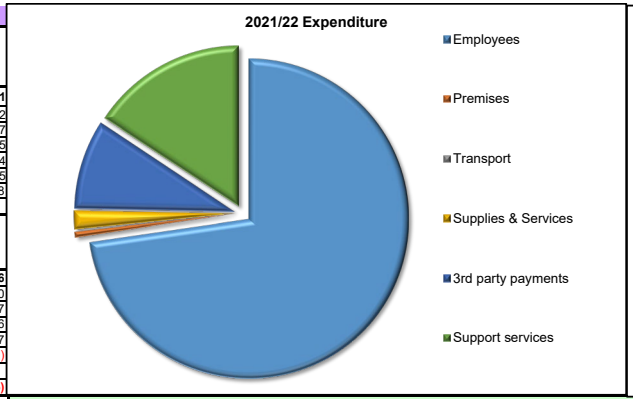
Impact on the customer/end user

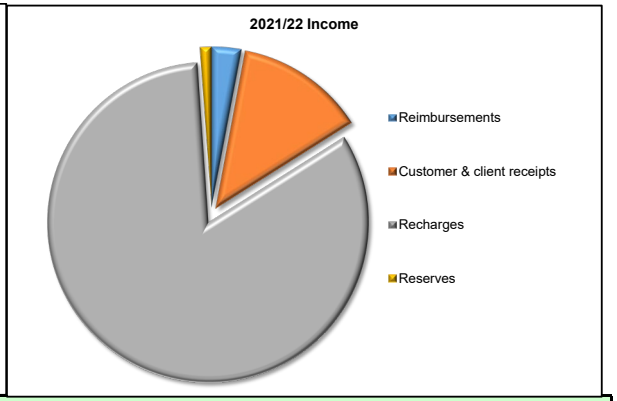
Partners / interdependencies

People
In order to deliver on the extensive work programme that HR have to support the delivery of the Workforce Action plan, the response to COVID-19 and the move to remote working and the Modernising Merton programme HR have asked for the additional support of an L&D Officer and an L&D Administrator. We also have another L&D Officer interim post that may require to be further extended. In order to deliver the Remote Working element of the Modernising Merton programme we will provide extensive tools and guidance to be made available on a dedicated page on the HUB, together with support and training for Managers in managing remote teams. The Workforce Strategy action plan has been reviewed and updated to take into account the changes in service delivery that have been brought about by the rapid move to Remote/Home working as a result of the COVID-19 pandemic. The HR Operating Model has also been reviewed with initial proposals ready for presentation to CMT
Technology
There are no specific additional technology needs other than to have the current tools available to continue to work well. We will be looking to implement some form of appraisal software and if this is agreed will require appropriate IT support with this implementation.
Service improvement
HR are proposing an in-house HR model (accepting that payroll, iTrent and DBS are all currently outsourced at the moment), and would like to grow the commercial model already in place with 52 Schools and some charities who already purchase HR services as satisfied customers. The plan would be to expand the client base and bring in a modest income into the Council. The process that requires the most improvement is the Appraisal process which is currently paper based and very resource intensive to administer. It is proposed that this process will be automated through an on-line appraisal software but this has yet to be proposed to and agreed by CMT.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**2,914**	**2,952**	**2,841**	**151**	**2,783**	**2,792**	**2,802**	**2,811**
Employees	1,983	2,100	1,970	159	2,023	2,026	2,029	2,032
Premises	15	15	16	(11)	16	16	16	17
Transport	4	2	4	(1)	4	5	5	5
Supplies & Services	178	126	49	66	52	53	53	54
3rd party payments	303	292	364	(62)	249	254	260	265
Support services	432	418	438	0	438	438	438	438
Depreciation								
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**2,777**	**2,985**	**2,768**	**5**	**2,888**	**2,887**	**2,887**	**2,886**
Government grants			0	0	0	0	0	0
Reimbursements	79	100	87	(1)	87	87	87	87
Customer & client receipts	524	369	386	6	386	386	386	386
Recharges	2,292	2,635	2,447	0	2,447	2,447	2,447	2,447
Reserves	(118)	(118)	(152)	0	(32)	(33)	(33)	(34)
Capital Funded								
Council Funded Net Budget	**138**	**(32)**	**73**	**156**	**(105)**	**(95)**	**(85)**	**(75)**





Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
		0	0	0	0	0	0	0

Summary of major budget etc. changes

2021/22

2019-20 CS26 Review of contract arrangements £120k

2022/23

2023/24

2024/25

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Service Plan for : *Infrastructure and Technology*			
Service Manager:	*Mark Humphries - Assistant Director Infrastructure & Technology*	Cabinet Member:	*Cllr Tobin Byers & Cllr Owen Pritchard*
Peer review date:		Name of peer:	*David Keppler*
Date created:	*Nov-20*	Date of next review:	

Overview of the service

Infrastructure & Technology Division (I&T) is made up of seven functions: **IT Service Delivery** - IT (SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facility, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security. **IT Business Systems** - IT (BS) works with the organisation to establish and deliver the IT strategy and associated implementation plan, ensure a coordinated and planned approach for the implementation and support of technology whilst complying with the agreed corporate IT strategy and standards to support business efficiency and improve service delivery. **Facilities Management** - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of 110 corporate buildings, energy management and conservation, cleaning, catering, print and postal services, security and other associated hard and soft FM services. **Transactional Services** - Incorporates Accounts Payable, Accounts Receivable, Mosaic administration and vendor maintenance. Ensuring prompt and accurate payment for all goods and services provided by the Council. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and up to date. **Safety Services**- Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all associated regulations. **Client Financial Affairs** - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act code of practice to ensure that they act in the best interests of the person who lacks capacity. **Commercial Services**- Are the strategic centre for procurement and category management, guidance training and advice including ownership of the Councils Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with procurement legislation, benchmarking and best practice including ownership of the Councils contracts register.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The Infrastructure & Technology division is responsible for providing internal support services across the Council, which in turn supports the delivery of business critical services to residents, external customers and the wider community. Each individual team collects customer satisfaction information about the quality of service being provided, some of which is then feed into strategic performance reports that are reviewed at both a departmental and corporate level. The customer satisfaction information is analysed by the divisional management team in order to identify any specific issues or longer term trends and used to drive continuous service improvement. No specific key customers identified.	*Generally demand for services provided by the division increase year on year, but with some specific areas such as IT experiencing more significant increases in demand, due to an ever increasing reliance on IT, which is being utilised in order to reduce operating costs, improve service delivery and efficiency. The Covid-19 pandemic has seen a significant shift in the way that the Council has traditionally operated, with a massive shift towards remote working and a requirement to provide more online services. This situation has created some significant increases in demand for every team within the division who have been heavily involved in supporting the Councils wider response to the Covid situation.*	*The Covid-19 situation has created a unique situation where over a very short period of time, the Council has had to make a shift to remote and home working, virtual meetings and delivering more online services. This has resulted in a reduction in the Councils need for office accommodation and longer term potentially the number of operational premises that it operates is likely to reduce quite significantly. This will create opportunities to work collaboratively with other public sector organisations to share resources and reduce operating costs through initiatives like 'The One Public Estate'.*	*The division is heavily involved in the Council's Covid recovery planning activities and also the Modernising Merton programme, which is made up of a number of individual work streams and specific projects that are being lead and works delivered by teams within I&T. In addition the division is also taking a lead role in the delivery of both central Government's initiatives aimed at reducing carbon emissions, which are complemented by the Councils pledge to reduce carbon emissions across the borough. The challenging target of making all of the Councils operational buildings carbon neutral by 2030 and the whole borough by 2050 requires a large input from the Facilities Management Energy & Sustainability team who are working to identify and deliver projects and national initiatives that will reduce our use of carbon based fossil fuels within Councils premises and schools.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Implementation of IT Strategy and Plan	Partly achieved but an ongoing objective.	Carry forward
Implementation of 4P's project	Partly achieved but an ongoing objective.	Carry forward
Upgrade to O365	Partly achieved but an ongoing objective.	Carry forward
Undertake 'Make/Buy/Share' reviews of key service provision	Partly achieved but an ongoing objective.	Carry forward
Implement SMARTER working.	Programme paused due to Covid-19 and has now been rolled into the Modernising Merton programme.	Close
Energy Invest to Save' initiatives	Partly achieved but an ongoing objective.	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Complete planned statutory Health & Safety workplace inspections	Statutory requirement
	Maintain a clean and safe environment

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Complete planned statutory Health & Safety workplace inspections	52	Green	*50*	*100*	*100*	100	100	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Development of an 'Online' Health & safety assessment tool to enable building managers to complete self-service inspections which will then be subject to remote verification by the Safety Services team and therefore avoiding the need for numerous site visits.	*Jan-21*	*Dec-21*
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Building managers will become responsible for undertaking H&S assessments of their own premises using a purpose made template and user guidance.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department. ***None***

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Develop detailed Category Management plans	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of influencible spend published on the contract register	91%	Green	*95%*	96%	*97%*	98%	98%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Commercial Services Category Managers working collectively with each of the service departments to determine and agree the key strategic procurement activities across the Council and then use this to identify opportunities to consolidate spend and drive savings based on economies of scale.	*Jan-21*	*Jul-21*
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Potential unwillingness for directorates to adequately engage with the process, due to a perceived lack of time or resources.	*A detailed plan will be developed identifying the potential areas where strategy category plans could be of most benefit to the business, and progress will be reviewed by the Procurement Board on a quarterly basis to ensure that agreed timescales are achieved.*

Impact on the customer/end user

Partners / interdependencies

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Implement agreed IT Infrastructure Roadmap	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
First time fix rate for IT Service Desk	78%	Green	*75%*	75%	*75%*	75%	75%	Monthly	High
Customer satisfaction - incident resolution rated good or excellent	96%	Green	90%	91%	92%	93%	94%	Monthly	High
IT Systems availability	99%	Green	99%	99%	99%	99%	99%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Complete works identified within Year 1 (2021/22) of the IT Infrastructure Roadmap	*Apr-21*	*Apr-22*
Project / activity 2	Complete works identified within Year 2 (2022/23) of the IT Infrastructure Roadmap	*Apr-22*	*Apr-23*
Project / activity 3	Complete works identified within Year 3 (2023/24) of the IT Infrastructure Roadmap	*Apr-23*	*Apr-24*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Implement the relevant recommendations from the CMT report covering the Remote working and Modernising Merton programme of works. Extent of works and timescales for completion are still to be determined and service plan will be updated with more detailed	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

People
Staff Development - Using information collected from the annual appraisals, I&T division has developed a detailed plan which identifies any specialist training that is required, in order to ensure that team members acquire and maintain a suitable level of specialist knowledge for both statutory and CPD requirements. Retention/Recruitment/Vacancies - Due to the very specialist nature of some of the work undertaken within the division, staff retention and recruitment is a constant issue, with people regularly leaving to join private sector organisations, where pay rates historically are higher than in the public sector. This situation then creates a constant churn of resources in areas such as IT and Procurement, which due to their specialist nature make recruitment to fill vacancies very challenging. SMARTER Working - The Covid-19 situation has meant that a large proportion of the staff have been working very effectively from home, with a small number of people continuing to work in the office providing physical support to the wider business and maintaining business critical systems/operations. On that basis work it is clear that the office space currently occupied by the division is not required and therefore work has started to consolidate the our operations into a smaller space which will subsequently allow the vacant space to be let commercially to one of the Councils key service providers and generate additional income.
Technology
The I&T division is responsible for working across the Council to develop an IT strategy and associated implementation plan. This includes the roll out of new technology, equipment and systems identified by each the service departments, and to undertake planned replacements in accordance with recognised industry good practice.
Service improvement
Following completion of a recent LGA peer review, one of the recommendations was to undertake an external review the Councils IT Service to determine amongst other things, if there was a case for increasing IT capacity and capability, and whether it was able to provide the required strategic visioning and support that was required by the service departments. The review is currently underway and a report with a number of key recommendations is due to be presented to CMT in December 2020.

Financial Summary

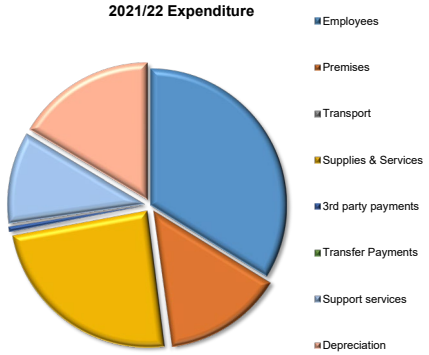
Whilst there have been favourable variances for the I&T division over recent years, the current financial position is a forecast overspend which is reflective of the impact of covid-19. The division will be impacted by the recovery from Covid in terms of both external demand for services and internal decisions which shape the ways of working in the medium to long term, such as around the level of remote working and the potential effects on the IT services and building facilities required.

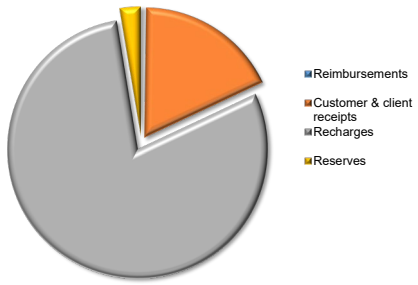
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**15,138**	**14,391**	**16,236**	**(809)**	**17,041**	**17,088**	**16,938**	**17,034**
Employees	5,546	5,654	5,540	(245)	5,755	5,706	5,606	5,606
Premises	2,211	2,235	2,368	127	2,394	2,429	2,319	2,354
Transport	28	19	23	(5)	26	26	26	27
Supplies & Services	3,473	2,338	3,916	(592)	4,107	4,166	4,224	4,283
3rd party payments	100	0	101	(97)	103	104	106	107
Transfer Payments	10	11	10	2	10	10	10	10
Support services	1,333	1,696	1,843	0	1,843	1,843	1,843	1,843
Depreciation	2,438	2,438	2,436	0	2,805	2,805	2,805	2,805

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**14,725**	**14,554**	**15,705**	**1,088**	**15,971**	**16,361**	**16,407**	**16,407**
Government grants			0	0	0	0	0	0
Reimbursements	36	142	36	8	36	36	36	36
Customer & client receipts	2,608	2,071	2,826	1,080	3,000	3,000	3,000	3,000
Recharges	12,283	12,543	13,370	0	13,370	13,370	13,370	13,370
Reserves	(202)	(202)	(528)	0	(435)	(46)	0	0
Capital Funded								
Council Funded Net Budget	**413**	**(163)**	**532**	**280**	**1,070**	**727**	**531**	**627**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Capital Building Works		758	970	0	917	950	1,375	650
Invest to Save		99	82	0	553	300	300	300
Business Systems		257	533	0	966	365	0	650
Social Care IT System		152	246	0	0	0	2,100	0
IT Planned Replacement		1,688	1,517	0	870	905	770	1,405
Customer Contact Programme		296	282	0	2,218	0	0	0
	0	**3,250**	**3,630**	**0**	**5,524**	**2,520**	**4,545**	**3,005**





Summary of major budget etc. changes 2020/21

2021/22

2019-20 CS21 Implement phase 2 of the Flexible Working Programme to generate additional vacant floor space and generate income from commercial lease arrangements £90k
2019-20 CS23 Implement a means assessed charging scheme for appointeeships undertaken by the CFA team £30k

2022/23

2020-21 CS11 Restructure of the Commercial Services (Procurement) team and deletion of 1 permanent FTE post £50k

2023/24

2019-20 CS17 Closure of Chaucer centre and relocation of operational teams at the Civic centre £77k
2019-20 CS18 Closure of Gifford House and relocation of SLLP to the Civic centre £69k
2020-21 CS10 Further restructuring of the Transactional Services team deferred from 2021/22 £100k

2024/25

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Service Plan for : Resources			
Service Manager:	*Roger Kershaw*	Cabinet Member:	*Councillor Tobin Byers*
Peer review date:		Name of peer:	
Date created:	*01/10/2020*	Date of next review:	

Overview of the service

Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years, we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.
Financial Strategy and Capital - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development & Strategic and Operational Risk Management. The team facilitate multi-year planning target resources, manage risk & integrate financial, business information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their risk management. The Team is also responsible for the support and maintenance of e5 in accordance with legislation and best practice.
Treasury and Pensions - manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Senior management including Councillors, CMT and DMTs Budget and Risk Managers and Project Managers A survey of budget managers undertaken in Autumn 2019 found that at least 87.5% of respondents rated professional support as good/very good	Demand - It is envisaged that the level of budget managers (160 individuals) and standard financial/risk reporting will remain constant over the planning period. Specifically, assessing the impact of Covid 19 has placed considerable pressure on staff. Generally, as resources become tighter this requires additional input from financial staff to improve the accuracy of forecasting.	Required to meet International Accounting Standards for Local Authorities, Regulations and Best Practice. It has proved challenging for local authorities to respond to changes in requirements in the past. There will be changes in leasing legislation that need to be accounted for in 2020-21 account closure and also we need to account for VAT digitally by 1 April 2021. A considerable amount of staff time is being spent fully assessing the impact of Covid 19 and the additional savings required from it. The general uncertainty on Central Government funding of Local Government provides significant challenges for medium term financial planning. Treatment of the Deficit on the Dedicated Schools Grant remains an issue to all local authorities.	The Council's continuous improvement programme - officers will be involved in supporting the continuous improvement programme and helping with the assessment of make or buy decisions The long term recovery & modernising Merton programme - officers are spending considerable time ensuring that the impact of Covid 19/Brexit are estimated and that the Authority remains a going concern

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Closing Accounts by the due date (Publish draft accounts by 31 May, and External Auditor sign off by 31 July)	Lessons learned review to improve next year's closing processes Attention paid to the valuations required for closing	Carry forward
Compiling a Medium Term Financial Strategy (MTFS) with a balanced budget for at least the next financial year by the March Council Meeting for Approval	Cabinet has agreed a timetable to ensure that a balanced budget and MTFS can be agreed by Council in March. The MTFS is reviewed throughout the Business Planning process and Members have been advised of progress at Cabinet meetings in September, November and December	Carry forward
Regular monitoring of the ongoing financial position of the Council.	Forecasting accuracy of outturn and savings achievement was lower this year than previous years in part due to the initial impact of Covid 19	Carry forward
Develop and maintain the Financial Information System	Moved to e5.5 and Collaborative Planning 9 There were also developments on interfaces regarding payroll and moving towards making tax digital Exacom system for CIL recording, reporting and accounting implemented along with an interface to e5 Response times through e5 mailbox reduced Considerable work was undertaken regarding the Dunning Cycle for the impact of Covid 19	Carry forward
Develop and maintain risk registers throughout the authority ensuring that processes and practices are in accordance with best practice	Risks were reviewed at least quarterly throughout the year with 100% of red risks with current control measures Separate register established for Covid 19 which is reviewed every two weeks and reviewed and reported to CMT, DMT and CMRG as appropriate	Carry forward

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Closing Accounts by the due date (Publish draft accounts by 31 May, and External Auditor sign off by 31 July)	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Closing Accounts by the due date (Publish draft accounts by 31 May, and External Auditor sign off by 31 July)	N/A - New indicator for 2020-21	Does Not Apply	Yes					Annually	Yes/No
Delivery against current year MTFS savings targets	71.82%	Red	100%					Quarterly	High
Accuracy of P10 Revenue Forecast (compared to outturn)	25%	Red	90%					Annually	High
Accuracy of P8 (P9 to 2013/14) Capital Forecast	87.19%	Red	90%					Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Property Valuations	Working with Property Team regarding the delivery of Valuations Information	Sep-20	31-Mar-21
Fixed Asset System	Working with Property and Facilities Management to re-tender the computerised system	Sep-20	Mar-21
Lessons Learned	Reviewing issues arising during closing to minimise or resolve for next year	Sep-20	Dec-20

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Material Variance on Property Valuations	Property valuations project above
Efficient Processes	Lessons Learned above

Impact on the customer/end user

Breach of the statutory duty to close the accounts also provides key information.

Partners / interdependencies

This activity involves Budget Managers, Senior Management, CHAS , the Housing Company and Merton and Sutton Joint Cemetery Board

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Compiling a Medium Term Financial Strategy (MTFS) with a balanced budget for at least the next financial year by the March Council Meeting for Approval	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Compiling a MTFS with a balanced budget for at least the next financial year by the March Council Meeting for Approval	N/A - New indicator for 2020-21	Does Not Apply	Yes					Annually	Yes/No
Delivery against current year MTFS savings targets	71.82%	Red	100%					Quarterly	High
Accuracy of P10 Revenue Forecast (compared to outturn)	25%	Red	90%					Annually	High
Accuracy of P8 (P9 to 2013/14) Capital Forecast	87.19%	Red	90%					Annually	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Updating MTFS Model and providing regular reports to Senior Management, Cabinet and Council	Modelling MTFS position for current year plus 4 and options to aid decision making and updating this model appropriately - including the impact of Covid 19 and Brexit	Summer/Early Autumn	End January
Updating the Capital Forecasting Model and production of the Capital and Treasury Management Strategies	Modelling MTFS position for current year plus 4 and options to aid decision making and updating this model appropriately - including the impact of Covid 19 and Brexit	Summer/Early Autumn	End January
Delivery against current year Medium Term Financial Strategy Savings Targets	Monthly monitoring of delivery of savings targets and forecast delivery at year end by RAG rating - including the impact of Covid 19 and Brexit	Summer	February

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Impact of Covid 19/Brexit	Monitoring additional costs and impact on savings
Incorrect forecasting	Refine forecast information monthly with debt and cashflow revised quarterly

Impact on the customer/end user

Provides key decision making information to meet statutory requirements to set a balanced budget, maintain a going concern and detailed budget information

Partners / interdependencies

Requires liaison with budget managers and senior management to incorporate all budget information for all services and the delivery of all objectives

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Regular monitoring of the ongoing financial position of the Council.	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Delivery against current year MTFS savings targets	71.82%	Red	100%					Quarterly	High
Accuracy of P10 Revenue Forecast (compared to outturn)	25%	Red	90%					Annually	High
Accuracy of P8 (P9 to 2013/14) Capital Forecast	87.19%	Red	90%					Annually	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Cash Flow and Debt Monitoring undertaken Quarterly	Quarterly update of Cash Flow and Debt levels, debt levels to be included in the monitoring report - including the impact of Covid 19 and Brexit	Summer	February
Delivery against current year Medium Term Financial Strategy Savings Targets	Monthly monitoring of delivery of savings targets and forecast delivery at year end by RAG rating - including the impact of Covid 19 and Brexit	Summer	February
Continuous Improvement	Supporting the continuous improvement programme and helping with the assessment of make or buy decisions	Ongoing	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Impact of Covid 19/Brexit	Monitoring additional costs and impact on savings
Incorrect forecasting	Refine forecast information monthly with debt and cashflow revised quarterly

Impact on the customer/end user

Provides key decision making information to meet statutory requirements to maintain a going concern and detailed budget information

Partners / interdependencies

Requires budget managers to review their financial position and forecast to year end and the resulting information is then utilised by senior management for decision making information.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Develop and maintain the Financial Information System	Statutory requirement Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
System should be available 24 hours a day 365 days per annum	New for 2020-21		99%					Monthly	High
Response to Queries within 24 hours	New for 2020-21		99%					Monthly	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Re-tendering the Financial Management Sy	Current contract ceases on 6-2-21, with the two year extension will cease 6-2-23 the re-tendering process has just started	Summer 20	Feb-23
Business Process Manager	BPM has a similar functionality to e-forms as and interfaces, module and support has been purcha	Sep-20	31-Mar-21
Making Tax Digital	Digital determination of input and output tax due by 1-4-21	Mar-19	31-Mar-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Anyone staff member who enters or extracts information from the system

Partners / interdependencies

System is used by CHAS (apart from Stripe), Housing Company and Merton and Sutton Joint Cemetery Board

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Develop and maintain risk registers throughout the authority ensuring that processes and practices are in accordance with best practice	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of red risks with current control measures	100%	Green	90%					Quarterly	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Bi-annual review of risk/issue classification	Risk/Issue Classification incorrect on the risk register	Summer 20	Autumn 20
Ensuring use and consistency in application of risk management to projects	OPG training to ensure consistency in risk management and scoring and discussion of the difference between standard and Covid risk management		
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Omission of a key risk or issue form the register	Processes established to review the register and report to DMTs and CMT and officers are currently considering the best way to make inter authority comparisons of Risk Registers
All projects should have a risk register and this register fails to identify key risk/issues that undermine the success of the project.	OPG training to ensure consistency in risk management and scoring and discussion of the difference between standard and Covid risk management

Impact on the customer/end user

Effective risk management should minimise the impact of occurrence and maximise the effectiveness of change

Partners / interdependencies

Appropriate identification, classification and mitigation of risks and issues impacting on strategic and operational activity is an essential management tool

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
96% of Insurance Claims responded to within 5 working days	Other (insert text) Select Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of Insurance Claims responded to within 5 working days	95.33%	Red	96%					Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

People

On the job training is provided to all new appointees, this is supplemented with internal training to ensure all staff have the appropriate professional and technical skills to undertake their jobs efficiently. In addition, key staff attend essential external training sessions for key areas such as account closure, forecasting and legislative change to ensure that processes and outputs reflect best practice and legislation.
In recent years officers have struggled to appoint suitably qualified staff from outside the organisation, this difficulty is not unique to Merton. To ease this difficulty the Resources has re-instigated it's trainee programme.
Trainee Programme - There are currently 4 trainees working towards a CCAB accounting qualification under the Apprenticeship scheme
Smarter working works particularly well for Resources as long as staff have adequate access to the internet/IT equipment.

Technology

Financial Management Information System including General Ledger, Accounts Receivable, Accounts Payable and Purchasing Management (e5.5) and Collaborative Planning @CP9.Fit for Purpose]. Also require a budgeting and forecasting element (Collaborative Planning) [Fit for Purpose]
In addition require a Cash Receipting System (Currently CIVICA will be Adelante) [Fit for Purpose], Payments and Collections System (Paygate) [Fit for Purpose] and also use Lloyds SMARTCARDS for Authentication. [Fit for Purpose]
Require an Asset Accounting System it is essential that its operation reflects the requirements of Local Authority Accounting and that the company providing the system is capable of responding to legislative change in a timely manner (System currently provided by CIPFA just entering into a tendering process) This is an off the peg solution guaranteed to be updated for legislative change in a timely manner.
Making Tax Digital is currently underway and will come under the Advanced (e5) Umbrella through December 2020/January 2021.
The current 4 year contract expires with ADV in February 2021, therefore the contract for ADV for the e5 Family of products is to be extended and is under discussion within LBM and with ADV.
This will be for the agreed plus 2 years with the potential for a 3rd year to be added. Within this proposal, LBM are proposing to introduce Spend Analysis and eSupplier, to upgrade to CP11 from CP9, and potentially review the eMarketplace product which would bring in the opportunity to punch out to Amason, Office depot (we do this today) and open up an eshop to 450 further suppliers.

Also have a number of detailed spreadsheets for MTFS, Capital Modelling, SEN Placements and School Advances for which it would be advantageous to provide an alternative IT Solution

Service improvement

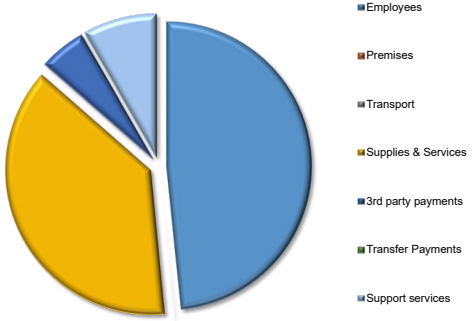
Financial Summary

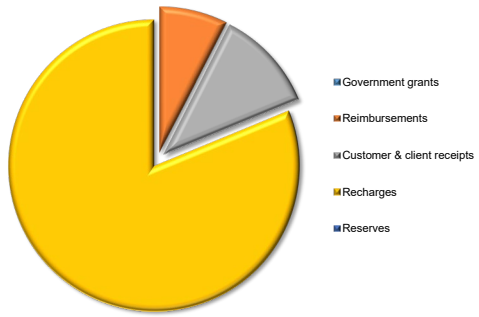
The Resources division (excluding the Revenues & Benefits service areas) have a saving in the MTFS for 2021/22 in relation to the retendering of insurance contracts which have recently been completed. Another budget change built into the MTFS is reversing a one-off saving in the 2020/21 budget. Currently the budget pressures within the division are largely around the use of agency staff and Covid related consultancy as well as supplies and services within various teams.

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**6,183**	**6,457**	**6,279**	**555**	**6,387**	**6,429**	**6,470**	**6,512**
Employees	2,949	3,144	2,981	259	3,090	3,090	3,090	3,090
Premises	2	3	2	(2)	2	2	2	2
Transport	2	4	2	0	3	3	3	3
Supplies & Services	2,617	2,618	2,463	298	2,428	2,465	2,501	2,538
3rd party payments	96	189	303	0	335	340	345	349
Transfer Payments	0	0	0	0	0	0	0	0
Support services	517	499	529	0	529	529	529	529

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**6,135**	**6,487**	**6,272**	**(150)**	**6,279**	**6,279**	**6,279**	**6,279**
Government grants			0	0	0	0	0	0
Reimbursements	235	470	465	(181)	472	472	472	472
Customer & client receipts	710	680	710	31	710	710	710	710
Recharges	5,270	5,417	5,098	0	5,098	5,098	5,098	5,098
Reserves	(80)	(80)	0	0	0	0	0	0
Council Funded Net Budget	**49**	**(30)**	**7**	**405**	**108**	**149**	**191**	**232**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Financial Systems		26	0	0	0	700	0	0
Multi-Function Device		0	270	0	0	0	0	600
Acquisitions Budget		0	0	0	0	0	0	6,985
Capital Building Fund		0	0	0	0	0	0	1,000
Housing Company		1,900	6,817	0	10,558	6,000	0	0
Westminster Coroners Court		0	460	0	0	0	0	0
Corporate Capital Contingency		0	0	0	0	0	0	2,144
CPOs Clarion		0	4,079	0	3,144	0	0	0
	0	**1,926**	**11,626**	**0**	**13,702**	**6,700**	**0**	**10,729**





Summary of major budget etc changes

2021/22

2018-19 CS07 Retender of insurance contract £25k
2020-21 CS15 Miscellaneous savings (e.g. Subscriptions) -£29k (removal of one off saving in 2020/21 budget)

2022/23

2023/24

2024/25

Service Plan for : Revenues and Benefits			
Service Manager:	*David Keppler*	Cabinet Member:	*Councillor Tobin Byers*
Peer review date:		Name of peer:	
Date created:		Date of next review:	

Overview of the service

Administration and collection of council tax and business rates. Administration and payment of housing benefit and council tax support. Administration of Local Welfare Support Scheme. Inhouse shared enforcement service (Bailiff)

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Customers are council tax and business rate payers, benefit claimants. The shared enforcement service provides service to Merton Parking and Sutton Council. Demand in some areas will increase. The service receives the most complaints within the department. Each year the complaints details are reported to CMT and General Purposes Committee.	*Demand for some services is likely to increase, business support, welfare support scheme, council tax support scheme. In addition collection of council tax and business rates is likely to be more challenging and therefore increase in staff time required. When furlough scheme ends there is likely to be a large increase in work. The one service that will see a reduction of workload is the shared enforcement service*	*The Covid-19 situation has created a unique situation where over a very short period of time, the service has had to provide numerous additional and support schemes to residents and businesses. It is not known at this stage how many of these schemes will continue into 21/22.*	*Outline how as part of the delivery of your service you will contribute to:* *1) The council's continuous improvement programme of working to be London's best* *2) The long term recovery & modernising Merton programme*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**

How will we get there?

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver Performance Indicators	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of Council tax collected	97.79%	Green	97.25%	97.25%	97.50%	97.50%	97.75%	Monthly	High
% Business Rates collected	97.95%	Green	97.50%	97%	97.25%	97.50%	97.50%	Monthly	High
Number of processing days for new Housing Benefit claims	7.48 days	Green	14 days	14 days	14 days	14 days	14 days	Monthly	Low
Number of processing days for Housing Benefit change of circumstances	7.2 days	Green	8 days	8 days	8 days	8 days	8 days	Monthly	Low
Accuracy of benefit payments over £1500	95.02%	Green	95%	95%	95%	95%	95%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Business as normal	*Apr-21*	*Mar-22*
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Impact of Covid-19 on residents and businesses to pay	*Additional resource to target collection*
Increase in demand	*Initiative to retain apprentices beyond original contracts*

Impact on the customer/end user

Impact on residents and businesses in the borough - supporting the most vulnerable - raising income for the Council

Partners / interdependencies

Collect council tax and business rates for GLA and Government - administer housing benefits for Department of Work and Pensions

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver Government support and grant schemes	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Spend ARG funding by March 22			*N/A*	100%	*N/A*	N/A	N/A		

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Deliver ARG scheme in 2021/22	*Dec-20*	*Mar-22*
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Demand higher than funds available	*Communications*
Time pressures on delivering support	*Communications and clear plan to manage expectations*

Impact on the customer/end user

Support for businesses - both short to medium and longer term impacts on Merton businesses

Partners / interdependencies

Support schemes are Government initiatives - but some schemes are discretionary so the Council can determine priorities

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review Council Tax Support Scheme	Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Reduced funding to maintain existing scheme	

Impact on the customer/end user

A revised scheme that does not support residents to current level will result in possible hardship for residents and impact on council tax collection rate

Partners / interdependencies

GLA - as they contribute to part of the cost of the scheme

People
The service has utilised working from home for 20 years. We have permanent homeworkers and up until the recent crisis staff were able to work from home up to 4 days aa week. Working from home is business as usual. The vast majority of staff use their own IT equipment so there may be a need to invest in 60 plus laptops. The age profile of the staff is high - so succession planning is needed in the near future. However, the service has made good use of apprentices and currently have three. A business case is being developed to extend the contracts. Turnover of staff is relatively low
Technology
As mentioned above there may be the need to invest in laptops to provide for all the staff working at home. The Revenues and Benefits system is on a rolling one year contract and this needs to be addressed in the next year. The Council will look for a hosted solution. The system supplier has enabled the service to react quickly to all the different government support schemes for businesses and residents implemented this year
Service improvement
A Make or Buy review has been completed on the service. *A review is currently underway of the Enforcement service/shared service. The impact of Covid 19 has resulted in reduced workloads and it is expected that this will continue for the medium term. A service review will address this. The DWP continue to place more work on to benefit services and from April 21 will commence a compulsory project to address Accuracy of Benefit claims - in effect ensuring regular reviews are carried out on high risk cases. This will increase work load*

Financial Summary

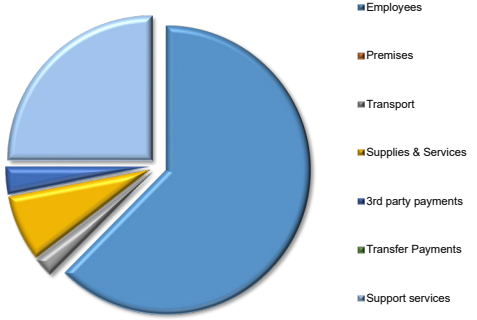
The Revenues and Benefits service has one saving built into the MTFS for 2021/22 as shown below, and another deferred to 2022/23. The adverse forecasts in the service is a result of the pandemic and its impact on enforcement and court cost income. It's not yet clear when or if the levels of income from those services will achieve pre-covid-19 levels but a pressure is likely to remain in the service for the coming year.

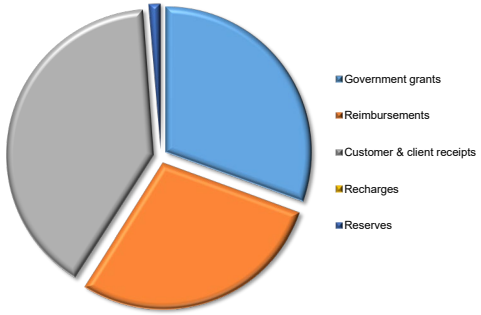
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**5,861**	**6,552**	**5,818**	**388**	**5,936**	**5,947**	**5,958**	**5,969**
Employees	3,698	4,329	3,604	557	3,704	3,704	3,704	3,704
Premises	0	4	0	(0)	0	0	0	0
Transport	123	165	125	6	129	131	133	135
Supplies & Services	423	559	429	120	441	447	454	460
3rd party payments	173	55	175	(295)	178	181	183	186
Transfer Payments	0	0	0	0	0	0	0	0
Support services	1,445	1,439	1,483	0	1,483	1,483	1,483	1,483

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**3,299**	**3,987**	**3,351**	**1,196**	**3,325**	**3,345**	**3,345**	**3,345**
Government grants	1,050	1,125	1,050	(162)	1,039	1,039	1,039	1,039
Reimbursements	970	1,063	970	547	970	970	970	970
Customer & client receipts	1,341	1,861	1,361	811	1,356	1,376	1,376	1,376
Recharges	0	0	0	0	0	0	0	0
Reserves	-62	-62	-30	0	-40	-40	-40	-40
Council Funded Net Budget	**2,561**	**2,565**	**2,467**	**1,584**	**2,611**	**2,602**	**2,613**	**2,624**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**





Summary of major budget etc changes

2021/22

2018-19 CS08 Increase in income from Enforcement Service £15k
2018-19 CS08 Increase in income from Enforcement Service saving in 2020/21 deferred to 2022/23 - £20k

2022/23

2018-19 CS08 Increase in income from Enforcement Service saving in 2020/21 deferred to 2022/23 £20k

2023/24

2024/25

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Environment & Regeneration

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Service Plan for : *Development & Building Control*			
Service Manager:	*Neil Milligan*	Cabinet Member:	*Councillor Martin Whelton*
Peer review date:		Name of peer:	
Date created:	*16/11/2020*	Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Planning and Building Control legislation is a major component of national , regional and Local policy driving actions to support the Climate Emergency. Future sustainable regeneration of the borough is a key component of the Council's strategy to create a clean and safe environment and to create more resilient communities. One of the main priorities across the team is to ensure income generation opportunities are maximised wherever possible. The main priority in the last TOM revolved around mobile and electronic working. This has progressed slower than was hoped but the main starting component, the M3 database upgrade, is imminent.

The DC section has seen a steady consolidation in the number of statutory planning applications received in recent years, although there has been a slight drop during 2019 and a further small decline during 2020 as a result of Covid. Throughput efficiency per officer has also doubled in the last 10 years as a result of leaner working methods, improved technology and hard work by the teams. Efficiencies in more recent years have been harder to achieve following that success due to the quality of service that is required to deliver sustainable schemes. Expectations around the rising housing delivery target will be challenging and the service will need to train and retain staff to deliver by securing and improving established funding streams.

In recent years the team have formally investigated shared services for DC, firstly with Wandsworth and then with Sutton and Kingston with BC and DC. Neither of these shared options were considered appropriate, although limited collaboration with Kingston/Sutton remains in terms of BC services. There is pressure on the team due to a high turnover of temporary staff, whilst the major recent proposed legislative changed to both BC and DC are not yet fully understood. At the same time, key performance has been generally maintained to a statutory minimum although complaints about the quality of the service have risen with the public becoming more involved year on year. The service is recognised as being highly regarded and is a key facilitator in the continued regeneration success in the borough, with a very high profile for such a small team. Customers are residents, businesses, Councillors, MP's and other Merton service areas.

The team will continue to implement and expand its successful income generating pre-application services and planning performance agreements and also investigate other income generating options. We have also been looking at other service delivery models and have outsourced a small element of the service to a contractor. However, this has not proved particularly successful or efficient. The M3 data base re-procurement is complete and the DC team's structure will be reviewed and a majors/minors team initiated. Channel shift towards e-forms and electronic booking will continue wherever possible and will be progressed with the support of IT. Government legislation on planning and BC is changing quickly and this is being carefully monitored as it impacts on service provision. Processes in the teams will be subject to further lean reviews to ensure efficient working models throughout the service.

There is a recognised continuing need to further develop the BC services provided by the team and also to ensure existing services meet customer's needs in the face of increasing competition. The service is an income generator and is cost neutral to the Council. We will continue to develop its commercial potential. The enforcement and dangerous structures components of the service is statutory and must be maintained given the potential serious consequences of unsafe buildings. Challenges around recruitment, training and retention of staff is key to meeting the challenges ahead, as will be more joined up working with DC alongside functioning mobile working solutions. The Approved Inspectors compete directly with the service and strategies are being deployed to protect the Council's market share. This is proving difficult and a more permanent solution to the existing staffing problem is proposed.

The BC and DC service has experienced long-standing staff recruitment/retention issues, which has been temporarily resolved with the use of agency staff. The reliance on this type of expensive employee base will be resolved by this TOM to ensure the cost efficient operation of the service.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data | The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Our customers comprise residents, councillors, other council service areas and businesses both inside and outside the borough. Notwithstanding a small decline in applications in 2017 and 2020, the number of customers is expected to continue to rise given the increase in population growth and new housing delivery targets. There is still significant competition in building control from approved inspectors and there have been strategies devised to try to maintain that business share of the market. We await the result of the Grenfell Inquiry to see how service delivery may change. The number of customers is likely to change with the introduction of new legislation and although those changes will be difficult to predict in the longer term, recent deregulation has actually resulted in more, not fewer applications being received. It is inherent within the planning service that when some customers are satisfied with decisions others most certainly are not. This is reflected in the constant stream of complaints regarding actions taken by the section	*Apart from small variations, Planning applications received have been relatively static in recent years. The number of customers is likely to change with the introduction of new legislation and although those changes will be difficult to predict in the longer term especially given Covid, recent deregulation has actually resulted in more, not fewer applications being received in relation to those changes. The share of Building Control applications received against the Approved Inspector has remained relatively constant in recent year.*	*New National changes to the planning system legislation are imminent although not yet finalised at the time of writing. The changed may fundamentally change the way planning works with more emphasis on forward planning for individual sites and establishing permissions in principle. Applications will still need to be assessed but many of the principles may already be established resulting in less analysis at the application stage. There are also significant legislative changes proposed to Building Control services primarily as a result of the Grenfell disaster. Again these are not fully developed but will result in changes to regulations and processes around tall and other buildings in scope and with extreme scrutiny of staff competency levels.*	*The B @ DC teams will continue to operate and provide a quality professional service and to contribute to the council's continuous improvement programme of working to be London's best. The imminent IT upgrades of M3 will ensure support of the long term recovery & modernising Merton programme. The reaction to and transformation as a result of the new legislative changes, will be key moving forward*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Roll out of appropriate Mobile working equipment across the DC and BC Teams where relevant including purchase of relevant equipment	Delayed as upgrade to 'assure' required. However, significant progress and effort made to make all systems and processes electronic during Covid. All Templates (100 plus) being re written	Carry forward
Upgrade to 'Assure' following successful Re-procurement of Northgate M3	Imminent: see above	Carry forward
Roll out various service eforms. Priority the Enforcement web form	BC form still being worked on. DC : likely need eliminated due to Portal/M3 upgrade	Carry forward
Continue to replace temps with entry level development officers in both DC and BC	This was very successful up until Covid. Due to uncertainties around the future permanent recruitment ceased.	Carry forward
Succession planning for BC team including team manager and commercial manager	This has not been authorised due to potential changes in the BC legislation and awaiting an LABC service report to inform. Talks being initiated again with Kingston and Sutton	Carry forward
Establish a training programme to facilitate BC and DC apprenticeships	Success in 2019 in recruiting an 'apprentice' in BC . Training courses undertaken. No success in planning to adopt a formal process , however, the team has successfully trained up a number of admin officers to become fully qualified planning officers	Close
Investigate reorganising DC to ensure optimal delivery of major regeneration schemes	This was implemented with varying success	Carry forward
Commercialisation of BC if recruitment allows	Delayed due to recruitment and lack of knowledge where BC legislation was headed	carry forward
Assess the financial implications of the Capita contract with potential expansion or retraction	Capita have proven useful but are not considered to be a future part of the team model. Permanent and temp staff are more committed and easier to manage.	Close
Fast track householder service	No progress. Initial 'rumours ' of income generation elsewhere unfounded	close
Various lean reviews to be implemented	LABC service review awaited. Ongoing review of DC processes as part of 'Assure' upgrade	Carry forward
Protocol to reduce enforcement investigations	Drafted but not implemented	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Maintain or exceed key performance indicators.	Build resilient communities
	Create a great place to grow up and live in
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% Major planning applications processed within 13 weeks	74.22%	Green	68%	80	81	81	82	Monthly	High
% minor applications determined within 8 weeks	80.79%	Green	71%	72	73	73	74	Monthly	High
% "other" applications determined within 8 weeks	85.83%	Green	82%	83	84	84	85	Monthly	High
% of appeals lost	40.58%	Red	35%	35	35	35	35	Quarterly	Low
Income (Development & Building Control)	£1,873,276	Red	£1,886,000	£ 1,966,000	£ 1,966,000	£ 1,966,000	£ 1,966,000	Monthly	High
% of Market share retained by local authority (building control)	51%	Red	54%	54	55	55	56	Monthly	High
No. of planning enforcement cases closed	1,072	Green	520	530	540	550	560	Monthly	High
No. of backlog planning enforcement cases	492	Green	500	490	480	470	490	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Upgrade reporting as part of 'Assure'	Ensure targets are embedded into Assure day to day reporting systems	*Apr-21*	*Apr-22*
Generate more PPA income from Majors minors team	Generate income by concentrating efforts on majors applications	*Apr-21*	*Apr-22*
supporting regeneration and growth	Facilitate sustainable regeneration by improved performance overall	*Apr-21*	

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
M3 systems support failings	*Arrange IT support*

Impact on the customer/end user

Maintaining service quality and performance

Partners / interdependencies

Future Merton are a close partner in delivering regeneration in the Borough and supply detailed professional advice on planning applications.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Finalise the upgrade of M3 Assure and roll out mobile working where appropriate.	Statutory requirement
	Build resilient communities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Success will be measured by the upgrade when it occurs	n/a	Green	*finish by 2022*					Biennially	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Upgrade to cloud version	done		
Upgrade all templates	being done		*Apr-22*
Upgrade to Assure	Migrate to Assure	*ongoing*	*Jul-22*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Training	*being planned as part of project*
Resources	*for training*
new process review	*Business improvement team involved in looking at processes.*

Impact on the customer/end user

better performance monitoring and system enhancements should allow improved ability of customers to follow progress on cases

Partners / interdependencies

Future Merton also accesses the system and provide professional advice

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Reorganising DC to ensure optimal delivery of major regeneration schemes by creating a Majors/minors team	Create a great place to grow up and live in
	Build resilient communities
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Majors performance	74%	Green	*68*	80	*81*	81	82		
Minors performance	81%	Green	71	72	73	73	74		
Others performance	86%	Green	82	83	84	84	85		

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Establish majors/minors team	Reorganise and split DC team to Majors/minors. Potentially incorporate some of Future Merton team	*Apr-21*	*Mar-21*
Establish new detailed charging schedule	Embed new charges in the team	*Apr-21*	*Mar-21*
Support regeneration	Facilitate sustainable regeneration by improved performance overall especially on Majors	*Apr-21*	

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Time. Embedding and setting up charging schedule by Apr 2021 may be problematic without any additional resources to assist	*If it is a 'light touch' managed and agreed change then it may be non-controversial.*
Will job description's need reviewing /changing?	*as above , seek HR advice*
Impacting on professional development and motivation of those in the minors team.	*There should be sufficient large minors and maybe majors to keep staff interested. No reason why staff should not 'float' between the teams if required*

Impact on the customer/end user

Majors should receive better funding proportionately so the service should improve . However, minors and others may suffer as a result unless the finances are balanced. It is well known and accepted nationally that majors subsidise the smaller applications so it will be essential that majors do not soak up all the share income.

Partners / interdependencies

Future Merton works closely with DC in providing professional advice.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Succession and structural planning for BC team including recruitment of an operations manager.	Statutory requirement
	Continuously improve
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Full team establishment implemented	n/a	Red							Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Recruitment of qualified Team Manager and review of the team structure once the LABC report and new legislation is available	It is highly likely that the new regulations will require all those working in the BC field to be fully qualified to an adequate level. The current B and DC Manager is not qualified so there is potential risk.	*Jan-21*	*Mar-21*
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Authorisation: This has been a TOM aim since 2015 but authorisation has not been provided due to	*Continue to run the service without an operations manager*

Impact on the customer/end user

Improved service provision overall but especially in relation to building in scope and requiring input from the new national Safety Building Regulator.

Partners / interdependencies

BC interact with other sections as required when building works are occurring. Especially new schools with CSF

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Preparing BC team for significant legislative changes as result of the new BC Regulations Bill following Grenfell.	Statutory requirement
	Continuously improve
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Individual surveyor CPD and qualifications	All sufficiently qualified	Amber	*All sufficiently qualified*	All sufficiently qualified	*All sufficiently qualified*	All sufficiently qualified	All sufficiently qualified	Quarterly	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Ensure surveyors are at least level 4	It is likely that anyone working in the BC environment will have to be at least level 4 to work	*Apr-21*	*Jul-21*
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
The B @ DC manager is not and realistically will not be qualified as he has no expertise in the field or relevant qualifications	*Employ an operations manager*
Surveyors given the time to train	*Surveyors are already undertaking the relevant courses in anticipation.*

Impact on the customer/end user

Following Grenfell there is no choice but to implement. Any buildings in scope will have to be dealt with under the new Joint Regulatory Group

Partners / interdependencies

Other sections such as CSF when new buildings are being constructed.

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review of enforcement team and performance	Create a great place to grow up and live in
	Build resilient communities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Enforcement case closures	1072	Green	*520*	530	*540*	550	560	Monthly	Low
backlog of enforcement vases	492	Green	500	490	480	470	480		Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Utilise the new M3 Assure for reporting	Although the RAG's are green above, performance for 2021 is down with some individual performance a significant issue	*ongoing*	*Mar-21*
Ensure individual performance is monitored and action tales accordingly	as above	*ongoing*	*Mar-21*
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
The B @ DC Manager having insufficient capacity to progress given other pressures of work	*some actions already underway*

Impact on the customer/end user

Improved responses to Enforcement investigations and reduced ombudsman investigations

Partners / interdependencies

Supports the general Planning functions of the Council

People

1) Currently the team has slipped back to nearly 30% temps overall having fought very hard to get it down to 10% in 2019 . Permanent recruitment has been paused due to Covid and significant imminent legislative changes to both BC and DC . Permanent recruitment to reduce temps to 10% will start in the new year when those legislative changes are established. 2) Succession planning in BC is already recognised as an objective of this plan. There are difficulties in starting apprenticeship as post grad education is not allowed in that scenario, whereas most surveyors are qualified to degree level already. The Hackett report and legislation will effectively dictate improvement required. 3) Training in both BC and DC is required for professional reasons. The new BC legislation is almost certainly going to require improved accredited standards. This is already underway but level 6 attainment to deal with high buildings has not yet been achieved. 4) Smarter working: mobile working and devices for Enforcement and BC as required. Remote working for all staff with reduced office space requirements even after Covid. Appropriate home working facilities to be better established. 5) Staff will predominantly work at home and only come into the office if required for collaborative days when required. It is anticipated that this will be for 1 or 2 days per week in any event once Covid is eradicated. Officers will travel from home to site visits and directly back to home without the need to visit the offices. 6) The admin team are still having to visits the office to continue paper printing and the letter printing project will continue to try to make all correspondence electronic with all letters going direct to the post room.

Technology

1) Upgrade of M3 to 'assure' imminent in any event. Mobile devices will be required for required for BC and Enforcement . It is anticipated that this will be in the form of a tablet, however, a tablet for site and laptop for home may be required as a combined unit may be prohibitively expensive. (seek advice from Northgate and IT about what equipment suits the system) 2) All team member will require an up to date laptop and either one or 2 large screens at home. 3) Upgrade of all M3 templates currently being undertaken . 4) full home working environment to be assessed. 5) GIS system to be utilised to provide all information to the public to ensure avoidable contact is reduced.

Service improvement

1) Various aspect of the administration and registration process undertaken by the admin team and planners: Uploading docs to M3. pre-app storage , document naming . It is hoped Assure will resolve but that is unknown at this stage. 2) We are collaborating with Sutton and Kingston on BC services , mainly to anticipate helping each other in response to new legislative changes. Previous shared service investigation did not realise any potential savings

Financial Summary - Development & Building Control

Covid-19 has severely impacted on the section's ability to generate income. However, although it is currently impossible to predict the permanent impacts, no long term issues are expected.

No significant changes currently built into the MTFS.

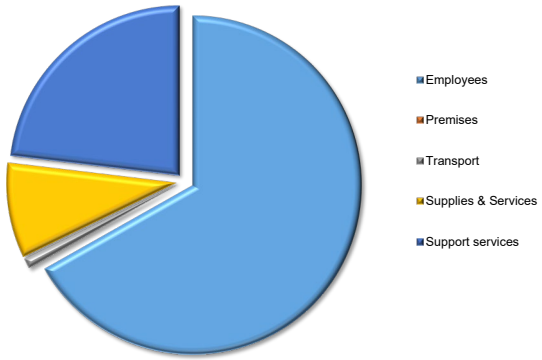
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**2,580**	**2,592**	**2,732**	**(104)**	**2,785**	**2,790**	**2,795**	**2,799**
Employees	1,707	1,818	1811	(127)	1861	1861	1862	1863
Premises	2	5	2	(1)	2	2	2	2
Transport	27	13	27	(18)	27	28	28	28
Supplies & Services	254	297	248	42	251	255	259	262
3rd party payments	0		0	0	0	0	0	0
Transfer payments	0		0	0	0	0	0	0
Support services	590	459	644	0	644	644	644	644
Depreciation								

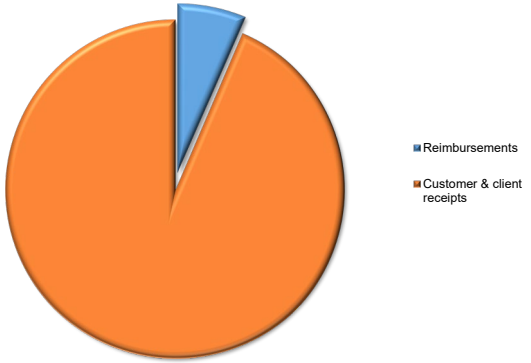
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**1,986**	**2,095**	**2,046**	**306**	**2,129**	**2,129**	**2,129**	**2,129**
Government grants	0	8	0	0	0	0	0	0
Reimbursements	99	224	134	(11)	137	137	137	137
Customer & client receipts	1,887	1,863	1912	317	1992	1992	1992	1992
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	**594**	**497**	**686**	**202**	**656**	**661**	**666**	**670**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**

2020/21 Expenditure



2020/21 Income



Summary of major budget etc. changes

2021/22

ENV2021-02 = (£80k) - increase PPA income.

2022/23

No significant changes

2023/24

No significant changes

2024/25

No significant changes

Service Plan for : Future Merton

Service Manager:	*Paul McGarry*	Cabinet Member:	*Cllr Whelton, Cllr Lanning, Cllr Pritchard, Cllr Cooper-Marbiah*
Peer review date:	*04/12/2020*	Name of peer:	*Neil Milligan*
Date created:	*19/11/2020*	Date of next review:	*08/12/2020*

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Our primary objective is to contribute to Merton the place and enhance the quality of life for our residents. The service leads on the Local Plan and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's highways and street lighting contracts to ensure that the borough's network of roads, footways, cycle lanes and street lighting are well maintained and safe. Future Merton also lead on town centre and estate regeneration projects as well as leading on the Climate Emergency and Covid-19 high streets recovery. We are also responsible for delivering locally, the objectives of the Mayor of London's Transport Strategy and London Plan. Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities Transport Partnership (SCTP) Economic Wellbeing Group, Employment & Skills sub-group, Housing Group and Climate Emergency Steering Group. The team also services the Borough Plan Advisory Committee (BPAC), the Design Review Panel (DRP) and leads on South London Partnership's Transport, Growth and Skills boards. Key service areas include; Regeneration, Placemaking, Strategic Planning, Housing Strategy, Economic Development, Traffic & Highways, Road Safety, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and management of Vestry Hall voluntary sector hub.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Our customer base is wide ranging, from residents and councillors to external customers such as developers, utility companies and partners including GLA, TFL, SLP and Merton Partnership. Future Merton regularly engages residents through the creation of the Local Plan (surveys and face-to-face engagement) as well as day-to day consultations on Traffic, Road Safety and Highway projects. The team also inputs heavily to the Planning Applications process providing specialist policy input to Development Control in areas such as design, flooding, transport, housing, climate change, highways, ecology and economy. The service area attracts a high volume of Member Enquiries and direct enquiries from residents. Future Merton has the highest volume of ME's in E&R and this has been steadily increasing over the past 3 years; correlating to the increase in residents and councillors engaging with and reacting to issues on social media (Twitter/NextDoor) The increase in complaints and other customer contact relates heavily to perceptions of development and resistance to change (for planning and changes to the road network such as LTNs/Cycling/School Streets)	Demand for our service will increase as the borough's housing target has increased by over 200%. The Council needs to double its housing delivery output which will require more input to the Planning Service and greater impacts on Design, Traffic, Sustainable Travel and developer engagement. There will also be a resulting increase in enquiries and complaints around Planning proposals. Merton Also declared a climate emergency that will place additional pressure on the service to deliver cross-departmental actions. The increase in development and population will lead to an increase in CIL and the number of CIL funded projects to be delivered to mitigate the impacts of development.	Significant national changes to planning legislation are imminent and will place greater emphasis on housing delivery and more pressure on 'up-front' plan making, masterplans or briefs for individual sites to guide quality, where permission is likely to be pre-approved in principle. These changes will place greater pressure and scrutiny on specialised skills that will still input to the process such as design, sustainability and transport. Economic recovery from Covid-19 will be at the forefront of the Council's agenda and will require increased resources for the economic development service and greater partnership working.	The Future Merton team will continue to provide a quality, wide ranging service with a focus on placemaking to drive forward the growth agenda. Continual improvements already embedded in the team include the Mayrise system, enabling Highway inspection and permitting to be conducted on-site / mobile working. The team has also digitised how it engages residents on the Local Plan with greater use of online tools which attract greater levels of feedback from a more representative demographic spread. Increased digitisation of the Planning System will continue and new systems such as Merton's GIS as well as online tools like Commonplace and VuCity will enable Merton produce better outcomes for customers

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
GIS system. To be customer facing as well as internal. Build in use of GIS for web-based consultation and 3D capability to support the GLA digitising planning	New GIS system procured but not active. Public facing and 3D functions to be developed and launched	Carry forward
Office Environment: Call-centre layout of 9th Floor is not conducive to collaborative working with design teams. More breakout and flexible space needed.	Somewhat taken over by events in Home Working. This project is largely out of scope, but FutureMerton will feed into any new plans for Civic Centre reorganisation	Carry forward
Roll out of Mobile Working for Streetworks and Highway Inspections	Complete	Close
Reorganisation of Streetworks Permitting team to merge permitting/inspection roles and revise work/inspection area patches from 3-4	Complete	Close
Review of organisation and ToR of Design Review Panel.	Scoped out but delayed due to Covid. Digitisation of DRP complete thanks to Zoom. Review to be re-booted with new Chairs	Carry forward
Review of Project Programming processes for Traffic and Highways teams and integration with FMC contract. Review also includes public engagement process on	Scoped out Nov 2020, but not concluded	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Performance Monitoring	Create a great place to grow up and live in
	Build resilient communities
	Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
New homes built annually	273 (18/19)	Red	918	*918*	*918*	*918*	*918*	Annually	High
Number of publicly available Electric Vehicles Charging Points (cumulative)	71	Green	*145*	*200*	*250*	*300*	*350*	Annually	High
Number of business premises improved	15	Green	10	*10*	*10*	*0*	*0*	Annually	High
Average number of days taken to repair an out of light street light	1.16 days	Green	3 days	*3 days*	*3 days*	*3 days*	*3 days*	Quarterly	Low
Road emergency call outs (% attended to)	99.47%	Green	98%	*98%*	*98%*	*98%*	*98%*	Monthly	High
Carriage way condition - unclassified roads defectiveness condition indicator	83.90%	Green	75%	*75%*	*75%*	*75%*	*75%*	Annually	High
Footway condition (% not defective, unclassified road)	83.60%	Green	75%	*75%*	*75%*	*75%*	*75%*	Annually	High
Streetworks permitting determined	99.92%	Green	98%	*98%*	*98%*	*98%*	*98%*	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Authority Monitoring Report	Annual report on Planning Policy & Housing Delivery (for2019/20)	*Oct-20*	*Jan-21*
Business Premises Improved	CIL funded programme of parade improvements (CIL allocated to 2023)	*Apr-20*	*Apr-23*
EV Charging Infrastructure	Ongoing out of TFL / GULCS funded chargers	*01-Apr-20*	*01-Apr-21*
Highways PIs	Monthly / Annual reporting via Performance Boards	*01-Apr-20*	*01-Apr-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Housing Target: barrier includes land availability and planning risk (higher density schemes)	*Local Plan policies and site allocations mitigate some risk, ultimately PAC decisions.*

Impact on the customer/end user

Increasing housing supply offers more housing choice for residents. Supporting businesses through CIL investment benefits the local environment and amenity for residents.

Highways infrastructure ensures Merton's roads are well maintained and safe for all road users

Partners / interdependencies

Development Control (Planning), Housing, Legal, TFL, GLA, FM Conway (contractor)

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Estate Regeneration programme (in partnership with Clarion Housing) to deliver	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
No LBM indicators - CHG responsibility								Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Reserved Matters Planning Apps	Progress phased planning applications as per planning performance agreements	*01-Apr-18*	*01-Apr-24*
CPO authority	Progress reports seeking use of CPO powers as per CHG project programmes	*01-Apr-21*	*01-Apr-24*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
CHG business plan	*Joint review of CHG business plan and programme*

Impact on the customer/end user

Working with CHG to improve housing conditions for existing residents and increase the supply of new housing in Merton.

Partners / interdependencies

Clarion Housing Group, LBM Housing Needs, Development Control (Planning)

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Merton's New Local Plan 2020	Statutory requirement
	Create a great place to grow up and live in
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Adoption of New Local Plan 2021	S3 consultation live Nov 2020	Green	*Submit Plan to SoS*	Adoption of Plan Q4 21/22	*N/A*	N/A	N/A	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Consultation on Stage 3	Public consultation on draft Local Plan	*13-Nov-20*	*01-Feb-21*
Submission of Plan to Inspector	Plan submission to Secretary of State / Planning Inspector.	*Jul-21*	*Aug-21*
Public Enquiry	Plan examination in Public (dates set by Inspector TBC)	*Sep-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
National changes to planning policies requiring further re-draft of the Plan	*Representations to Gov on changes, watching brief*
Further delays to the London Plan adoption and housing target changes.	*Watching brief*

Impact on the customer/end user

New Local Plan provides greater clarity on growth objectives, housing delivery and decision making on planning apps. (customer = developers / applicants)

Partners / interdependencies

Development Control (Planning)

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Morden Town Centre Regeneration	Create a great place to grow up and live in
	Bridge the gap and reduce inequalities
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Refresh Vision for Morden in Local Plan	in Local Plan	Green	*Adopt Local Plan*					Annually	Low
Procure Development Partner	Due diligence	Amber	Prep procurement strategy	Launch Procurement	Finalise JV	Planning Apps	Site delivery	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Strategic development framework	Morden masterplan / SDF as part of the new Local Plan	*Nov-20*	*Dec-21*
Secure external investment	Funding bids to external agencies to underpin the project delivery (de-risk)	*Nov-20*	*Jul-21*
Procure Development Partner	Joint procurement of a delivery partner with TFL	*Apr-21*	*Jul-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Buy-in to local plan policies and scale of growth	*Engagement with residents and cross-party Morden Regen group*
Securing external funding to underpin the project and launch to market	*Joint LBM-TFL bids progressing with MHCLG*
Macro-economic factors affective development industry	*Soft market engagement and competitive dialogue with bidders*

Impact on the customer/end user

Regenerated Morden town centre will add vastly to the borough's housing stock, increase local tax base and provide a better town centre for residents.

Partners / interdependencies

Interdependencies: Transport for London, Mayor of London, MHCLG/Homes England

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Highways maintenance	Statutory requirement
	Maintain a clean and safe environment
	Select

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Carriage way condition - unclassified roads defectiveness condition indicator	83.90%	Green	75%	75%	75%	75%	75%	Annually	Within a range
Footway condition (% not defective, unclassified road)	83.60%	Green	75%	75%	75%	75%	75%	Annually	Within a range
Road emergency call outs (% attended to)	99.47%	Green	98%	98%	98%	98%	98%	Monthly	Low
Streetworks permitting determined	99.92%	Green	98%	98%	98%	98%	98%	Monthly	Low
Average number of days taken to repair an out of light street light	1.16 days	Green	3 days	3 days	3 days	3 days	3 days	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Footway & Carriageway Renewal	Capital Programme of planned maintenance	*01-Apr-21*	*01-Apr-22*
Reactive Maintenance	Street inspector and customer feedback - reactive repairs	*01-Apr-21*	*01-Apr-22*
Streetworks Permitting Team restructure	Reorganisation of Permitting and Streetwork Inspectors areas and duties	*Sep-20*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Supply chain issues due to Brexit	*Monitoring via FMC monthly contract meetings*

Impact on the customer/end user

Highway, Footway maintenance, street lighting and winter maintenance ensures Merton's residents have a safe, well maintained and useable public highway

Partners / interdependencies

FM Conway (Highway Services term contract) Utility Companies and developers permitted to work on LBM Highway.

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
TFL Local Implementation Plan, Traffic, Road Safety and Active Travel	Statutory requirement
	Maintain a clean and safe environment
	Create a great place to grow up and live in

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of publicly available Electric Vehicles Charging Points (cumulative)	71	Green	*145*	*200*	*250*	*300*	*350*	Annually	Low
TFL LIP Programme	Ongoing delivery	Amber						Annually	Low
Active & Healthy Travel response to Covid	Ongoing roll-out	Green						Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Too many to list here	https://www.merton.gov.uk/streets-parking-transport/lip3	*01-Dec-20*	*01-Apr-21*
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
TFL suspension and reinstatement of LIP due to Covid places greater pressure on delivery (Dec-April)	*Prioritising LIP spend over CIL projects that can carry on past April 2021*

Impact on the customer/end user

Road safety improvements, particularly in the vicinity of schools creates a safer healthier environment for all

Partners / interdependencies

TFL, FM Conway.

People
The team's staffing compliment is relatively stable reflecting the long-term nature of some of the team's projects. The team have adopted flexible working for both field workers (Highways) and office workers (now working at home). A phased return to the office in some format will need planned as some aspects of project collaboration, design functions and inter-team support with Development Control is better conducted in a face-to-face environment rather than 100% digital/remote. The team is likely to be under greater pressure to deliver homes and focus on greater design quality in Planning Applications. This requires more skills in Traffic Engineering, Transport Planning, Plan Making, Policy Development and Architecture and Urban Design that could be sourced in partnership with GLA Public Practice and funded through enhancements in the PreApp and PPA fee structures with Development Control. Major projects such as Morden Regeneration have been supported with existing staff respaces in the Local Plan team. As Morden Regeneration goes live, it will need a dedicated team and resource (business case to be developed)
Technology
Future Merton is a tech-savvy team with Mobile Working (Mayrise) embedded in Highways and recent improvements to software such as AutoCAD upgrades and Adobe Creative Cloud supporting greater design output for the team. There is a need for some laptop spec's to be improved to account for the increasing demand of these systems. The team regularly engages residents through consultations on Local Plan, Highways and Traffic schemes. Particularly in Traffic, the process is laborious, too email/letter based and we wish to explore systems that can fully digitise this element of our work. Systems exist such as Commonplace / SurveyMonkey/YourShout/Iceni type interfaces that are more engaging and provide stronger data analytics in the background. The Local Plan team also process a large number of data sets are port into the GLA on housing delivery. As 'Big-Data' across Planning in London grows, we may need support to allow/embed new web-based systems such as ViCity. With more people working at home, emails and attachments are increasing and fill's up laptop memory quicker. Increased personal storage in Sharepoint is required
Service improvement
For continuous improvement, the service would like to move forward in digitising how we engage/consult our residents on projects. Local Plan / Traffic / Regeneration schemes will require higher profile and more engaging web-presence. We'd also like to set up fully digitised online consultation process and portals for Traffic Schemes to minimise the amount of phone/letter/email/Member Enquiry/Complaints we receive. Member Enquiries are increasing as a result of residents and members engaging more digitally and via social media. Customer expectation on speed of response is mis-aligned with service standards and capacity to handle enquiries.

Financial Summary - FutureMerton

£70k saving relating to highways advertising income comes into effect in 2021/22, whilst some work funded from earmarked reserves is due to complete over the next year or two. The section will continue to incur unbudgeted costs until at least 2021/22 in relation to the redevelopment of Bishopsford Bridge.

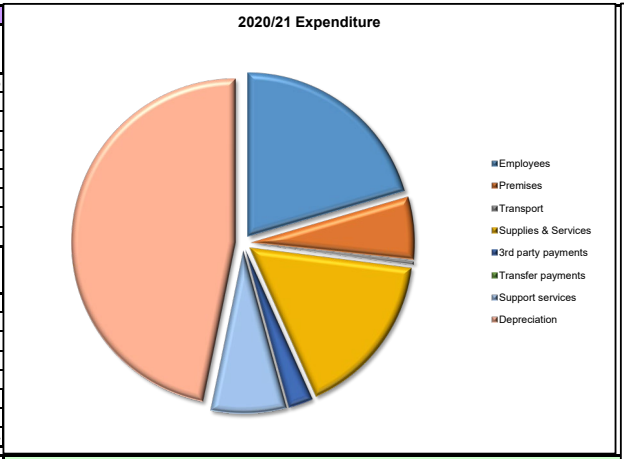
In addition, the 2019/20 reprocurement of the highways maintenance contract has led to a general increase in unit costs against an historically insufficient budget, which will continue to cause a budget pressure in future years despite management efforts to keep costs to a statutory minimum.

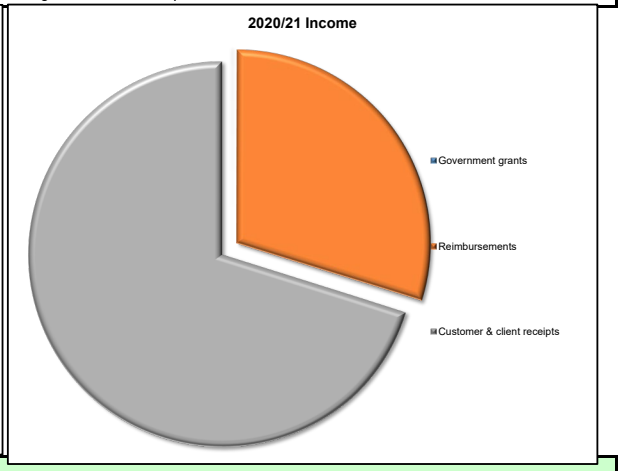
Covid-19 has severely impacted on the section's ability to generate income, whether that be from street furniture advertising or rental & lettings income. However, although it is currently impossible to predict the permanent impacts, no long term issues are expected.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**15,175**	**15,562**	**14,589**	**58**	**14,701**	**14,758**	**14,817**	**14,875**
Employees	3,127	3,082	2,858	(81)	3,015	3,021	3,028	3,034
Premises	1,188	1,273	896	76	903	916	929	942
Transport	59	47	61	(15)	51	52	53	54
Supplies & Services	2,594	2,778	2,588	118	2,402	2,434	2,467	2,500
3rd party payments	372	340	352	(40)	357	362	367	372
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,093	1,300	1,092	0	1,092	1,092	1,092	1,092
Depreciation	6,742	6,742	6,742	0	6,881	6,881	6,881	6,881
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**3,651**	**3,834**	**2,778**	**283**	**2,961**	**2,961**	**2,961**	**2,961**
Government grants	27	45	1	1	1	1	1	1
Reimbursements	1,482	1,498	813	120	883	883	883	883
Customer & client receipts	2,142	2,291	1,964	162	2,077	2,077	2,077	2,077
Recharges	0	0	0	0	0	0	0	0
Council Funded Net Budget	**11,524**	**11,728**	**11,811**	**341**	**11,740**	**11,797**	**11,856**	**11,914**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Highway Maintenance		4,475	7,293	0	7,115	4,390	4,390	4,390
Transport Improvement		1,641	565	0	0	0	0	0
Regeneration		451	4,754	0	3,822	2,208	2,252	0
	0	**6,567**	**12,612**	**0**	**10,937**	**6,598**	**6,642**	**4,390**





Summary of major budget etc changes

2021/22

ENV1920-06 = (£70k) - Highways advertising income
ENV2021-01 = (£100k) - Street works income
Reserve = (£50k) - Morden Growth
Reserve = (£15k) - Custom Build Grant
Reserve = (£70k) - One Public Estate

2022/23

2023/24

2024/25

Service Plan for : Leisure & Culture Development Team			
Service Manager:	Francis McParland	Cabinet Member:	Councillor Cooper-Marbiah
Peer review date:		Name of peer:	
Date created:	26-Oct-20	Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Main Activities:
The Leisure and Culture Team work to build and manage infrastructure and work in partnership with Service Providers to ensure that people can engage in healthy living and lifestyle changes through participation in sports, arts, cultural and physical activities and events. We lead and work with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.
Main Objectives:
- To develop solutions and implement plans to mitigate flood risk at Wimbledon Park Lake with Statutory Duty under Reservoir Safety Act
- To develop long term action plans for the delivery of the Wimbledon Park Master Plan
- To manage the Leisure Centres Contract; Wimbledon Theatre Lease; Strategic Arts Grants
- To deliver core service functionalities including operation of Watersports Centre with its Statutory Duty under the Outdoor Adventure and Licensing Act
- To deliver core service functionalities including the operation of Morden Assembly Hall, etc.
- To commission culture, arts & sports services where funding allows or with external funding
- To deliver Merton's contribution to Ride London, Mini Marathon, Commemorative and Celebratory Events, etc.
Outcomes for residents / service users:
- Opportunities for improved physical and mental health and well-being
- Contributing to creating a great place in which to grow up and live
- Working to bridge the health and participation gap and reduce inequalities

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Merton Data		The Merton Story	
Customer Insight	**Data and intelligence**	**National / Regional policy implications**	**Working to be London's Best Council**
Participation in Sport The Sport England Active Survey 2017/8 shows that:- In Merton 40.3% of people 16+ participate in sport at least once a day, this compares favourably with London at 37.8% and England at 36.1% The gender split in Merton is 42.6% male and 34.6% female **Physical Activity** Active Residents in Merton: 58.7% - compared to London average: 57.8% and England average: 57% Inactive Residents in Merton: 28% - compared to London average: 28.1% and England average: 28.7% **Sports Provision** 84% of sports facilities in Merton are publicly accessible compared with London average: 57.6% and England average: 62.1% Of this in Merton, 38% of sports facilities are owned by the authority The **Annual Residents Survey** shows that: 70.2% of Merton residents are very / fairly satisfied with the local sports provision 66.1% of adults want to do more sport 41.8% of active adults want to do more sport 27.8% of inactive adults want to do more sport **Provision of a Universal Service:** Our services are available for all of the population. We keep a strategic overview of culture and sport to ensure that a range of activities, events, facilities and services exist to meet residents' needs and to maintain engagement in commemorative and special events where prudent and appropriate to do. We supplement this approach with an emphasis on two distinct strands of delivery: • Commercial strand – primarily focussing on the more affluent west as well as extending beyond the borough boundaries in the north and west. Expanding the range and number of our business partners, culture, leisure and sports providers providing products and services to generate surpluses including at the Watersports Centre where we are looking to generate income from both Merton and surrounding boroughs for anybody eligible to come along. Current COVID-19 adaptions to age range will be reviewed, hoping to return to age 8 years and above for some products from Easter 2021 • Community strand – primarily focussing on the east of the borough working to attract inward investment, external funding and then commissioning services to provide culture, leisure and sport benefits.	Merton Statistics (source: https://data.merton.gov.uk/population/): Merton has a current population of 211,787, with an approximate 50/50 gender split. By 2030 the population is predicted to be 224,502 again with an approximate 50/50 gender split. In 2020 the proportion of the Merton population from a Black, Asian & Minority Ethnic (BAME) background 36.9% compared to a London Average of 43.5%. The employment rate for Merton residents aged 16-64 is 81% compared to a London Average of 75.5% and an England average of 76.5%. The proportion of the Merton population with a registered disability is 11.7% (source Merton Hub) compared to a London Average of 17.2% and an England average of 21%. Self-reported health: The proportion of people in Merton who say their health is fair to very good is 96.1% compared to a London Average of 95% and an England average of 94.5%. Health outcomes for people in Merton are generally better than those in London and largely in line with or above the rest of England. The predicted increased population will put considerable pressure the borough's leisure and cultural facilities, playing pitches and open spaces as well as the community needs, facility types and provisions changing with the times / fads. In Merton overall life expectancy at birth is longer than the England average, but there is a difference between the most and least deprived areas within the borough. In general the East of the borough is younger, household incomes and economic activity are lower, people are ethnically more diverse and with relatively lower levels of education outcomes than the West. In addition, there is poor transport access and limited cultural activity. In the East of the borough, film and music are the most requested / popular activities, yet Mitcham and Morden residents are less engaged. Insight tools, provide us with greater detail as to the likely culture and sporting needs of our residents. These findings are combined with annual residents' survey views, customer feedback, JSNA and local knowledge to inform service needs. These tools are used to underpin the planning and delivery of strategic developments ensuring that at the time of implementation all community cultural, sporting and leisure needs are included. Merton has a younger population than the England average. This historical increase in births in Merton, together with other demographic factors such as migration of families into the borough, has already created the need for more services for children and young people. The Watersports Centre continues to review and develop its offer to ensure an improved range / variety of programmes and sessions to appeal to all user groups.	The only current statutory obligation is to run the Watersports centre under the Outdoor Activity and Licencing Act. Our services have been heavily affected by the Covid-19 pandemic and the varying Government Guidelines that have been published at different stages of the pandemic. Our services and Leisure Service Providers have responded well to the imposed changes to ways of operating. This has been reflected in the customer confidence in using our facilities with attendance increasing on a weekly basis. Our Leisure Service Providers have operated within the guidelines and have worked to keep Leisure Centres Open where allowed and we continue to communicate with them regarding Government guidance and service provision. Smaller group sizes and new ways of operating to ensure social distancing and deep cleansing of equipment, which is enforceable by law has affected the types of sessions available at the Watersports Centre and reduced the number of people able to attend the Centre. The Team have worked to develop new services and courses within the new guidelines which has allowed activity to continue whilst still allowing the staff sufficient time off to achieve a work / life balance. Theatres have been heavily affected by the pandemic and we have kept in touch with them throughout, including supporting volunteer activity. Our Leisure and Culture provision has a vital role to play in tackling rising levels of obesity, inactivity and mental health issues.	We constantly review our services to ensure we are improving and meeting the council's strategic targets. The core staff team are responsible for strategic planning; major leisure projects; client-side management, performance monitoring; understanding public needs; contracting; commissioning; service agreements; compliance with public duties; generating income and reducing expenditure. Covid-19 had a huge impact on the services we provide. All services had to close during lockdown and this has had a significant impact on income. All with the exception of Morden Assembly Hall are now operating and recovering the business position. MAH was used as the distribution hub for Operation Shield, the team both managed and worked in the hub for the duration of the 1st lockdown. Theatres also remain closed. Business Continuity and Business Recovery plans are updated regularly and we and our contractors (GLL) are able to react to changing scenarios very quickly, including close-down if required. We will continue to work flexibly, including working from home, using technology wherever possible. We focus on resident and customer needs, whilst driving down costs at the same time as generating as much income as possible. We will be increasing our partnership working with Service Providers and other stakeholders, strengthening partnerships that already exist and creating new ones to maximise the impacts and outcomes for our residents and customers, ensuring that they get the best access possible through professional and efficient interactions with all staff that represent and are responsible for our service delivery The Watersports Centre will continue to work with our partners to offer much more tailored products, programmes and courses, generate income and still engage directly with our clients through social media.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Develop solutions and implement plans to mitigate flood risk at Wimbledon Park Lake	All consultant posts procured. Main Design and Build contractor procured. Council-wide Officer Advisory Group in place with fortnightly meetings. All surveys and studies completed. Design solution is underway.	Carry forward
Develop plans for the delivery of the Wimbledon Park Master Plan	Work concentrated on Flood Risk and developing working group and Memorandum of Understanding with adjacent landowners so that the whole park can be developed in partnership. Registered whole park with Heritage Lottery Fund and attended workshop on Major Funding Applications.	Carry forward
Deliver final elements of the London Borough of Culture plans in partnership with the Culture Advisory Group	Film screenings by the community, for the community - 10 seasons of films and 99 film screenings in pop up locations all over the borough. Over 30 individuals were involved in selecting the films and designing the seasons – all of whom received support and mentoring over the course of the year. Merton itself starred in four short films, specially funded to showcase the talents of local emerging, as well as more established directors. March 2020 saw Mitcham's very first Virtual Reality (VR) Festival - All the Fun of the Fair – a highlight of the festival – was a newly built interactive app that used the latest augmented reality technology to animate old photographs of Mitcham Fair against an atmospheric soundtrack.	Close
Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Polka and Attic Theatre's Grants	Leisure Centres Contract - centres performing well until March 2020 when Covid-19 hit. On 20 March 2020 centres closed. Polka Theatre capital works going well and theatre should have a delayed reopening in Spring 2021, meanwhile arranged sharing with New Wimbledon Theatre until 31 Dec 2020. New Wimbledon Theatre - the year went well with the traditional Mayor's Charity Pantomime and the theatre supported the Mayor's Office across her other events where possible. Attic Theatre - another successful year bringing in significant match funding to deliver works across the borough, primarily in the east of the borough.	Carry forward
Commission culture, arts and sports services where funding allows or with external funding	Commissioned consultants and contractors to deliver works funded through the LB of Culture and through the associated CIL funding including funding for past events such as a Radio Local event in Mitcham and a company to build a creative Industry's network in the borough linked to Future Merton's Economic Development Team.	Carry forward
Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, etc.	Watersports Centre delivered a very good year in 2019-20 and has done well to operate in a Covid secure way since June 2020. Morden Assembly Hall did not perform well in 2019-20 and at the tail end of that year was utilised as a food storage and distribution centre for people having to shield due to Covid-19. The hall is too small to reopen in a Covid secure way, but refurbishment of the facility has been completed while the Hall is unable to re-open, ensuring that the facility is better able to serve the community when it is open.	Carry forward
Deliver Merton's contribution to Ride London, Mini Marathon, VE day celebrations, etc.	Ride London, Mini Marathon, VE and VJ day not delivered in 2020 due to Covid-19. The Leisure and Culture Team provided VE and VJ day public information on how they could commemorate and celebrate via the council's comms team.	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Manage the Leisure Management Contract for the borough's three leisure centres	Create a great place to grow up and live in
	Select
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
14 - 25 year old fitness participation at leisure centres	84,975	Red	106,120	*86,675*	*89,275*	91,954	95,632	Monthly	High
Total number of users of Merton's Leisure Centres	1,029,183	Red	1,102,026	850,00	892,500	937,125	983,981	Monthly	High
% of the Users of Leisure & Sports rating facilities Good to Excellent	N/A - New indicator for 2020-21	Does Not Apply	78%					Biennially	High
% of the young people using Leisure & Sports rating facilities Good to Excellent	N/A - New indicator for 2020-21	Does Not Apply	66%					Biennially	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Facilities Fit for purpose	Capital investment made in the infrastructure of the building and plant	*01-Apr-21*	*Ongoing*
Financial Management	Monitor the financial performance with a view to the operators repaying grants from Covid-19	*01-Apr-21*	*Ongoing*
Users / Targeted Interventions	Local people access the facilities included some targeted interventions where this is required	*01-Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Finances	*Seek out alternative sources of funding, grants etc.*
Users expectations versus possibilities	*Understand users expectations and ensure that where possible and appropriate these can be met*
Lack of facilities at times users might want	*Review programming to see if changes can be made*

Impact on the customer/end user

Customers may not always get the outcome they would wish for as it might not be appropriate for some of the other users and/or the business

Partners / interdependencies

Operators and other agencies working to deliver their service outcomes through our Leisure Centres e.g. schools for school swimming lessons; public health for health and well-being programmes. The epidemic has highlighted the need to be healthy and opportunities will arise from this.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver a range of water sports activities and outdoor educational events in accordance with the Outdoor Adventure and Licensing Act and operate the Morden Assembly for financial and community benefit.	Create a great place to grow up and live in
	Statutory requirement
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Income from Watersports Centre (£)	404,949	Green	385,000	385,000	385,000	385,000	385,000	Monthly	High
Satisfaction with activities Good / Very Good	New	Not Yet Known						Monthly	Select
								Monthly	Select
								Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Staffing	Recruit temporary contract staff and refresh the casual staff pool	*Oct-20*	*Feb-21*
Programmes & Products	Establish products and programmes for the new season	*Oct-20*	*Jan-21*
Equipment & resources	Procure new & repair existing equipment & resources for the new season	*Oct-20*	*Mar-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Insufficient qualified staff applying to work	Recruit as highly qualified as possible and mentor or consider increasing pay to get qualified staff
Programmes & products do not sell well	Review programmes and products and redevelop into more saleable services / products
Delay in equipment arriving to site	Adjust programmes and products on offer so services can be run with existing equipment. Chase suppli

Impact on the customer/end user

Users may not get the activity delivered in quite the manner it was anticipated but a service will still be provided at an appropriate cost and quality.

Partners / interdependencies

Human Resources - for recruitment of staff and finance for signing off budget and resources. Procurement - purchasing of equipment and goods. IT - for the CRM support for putting all the products on the CRM system and making sure it works efficiently and effectively throughout the year

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Develop solutions and implement plans to mitigate flood risk at Wimbledon Park Lake	Statutory requirement
	Maintain a clean and safe environment
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Capital Cost		Does Not Apply						Monthly	Benchmark
Planning Approval Gained								Annually	Select
Key Project Milestones in project plan Met								Quarterly	Select
								Select	Select
								Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Planning Approval	Develop compliant, affordable design within budget that gains a planning approval	Nov-20	Jun-21
Build Solution before Jan 2022	Statutory Duty is that this Reservoir Safety compliance must be in place by 31 Jan 2022	Jun-21	Feb-22
Deliver in Budget	Capital Budget of £1.39m set aside by LBM	Mar-18	Feb-23

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Scope creep by project team as opportunities arise that are originally out of scope	Opportunities register established as well as a Potential Issues register so that what is in and out of scope is clearly documented and understood.
Objections at planning stage making planning approval more difficult to achieve or costly	Taking account of risk, opportunities and potential issues register; consulting with planning and all advisors as well as key stakeholders once initial design is in place
Competing factors that delay timetable for build out - planning, weather, ecological, etc.	Planning to develop a design that can be built out in stages so that the building works can commence as early as possible allowing the greatest possible time for the build and to overcome any issues that might arise

Impact on the customer/end user

This flood attenuation scheme seeks to retain water in the lake and the park, rather than causing risk to flooding and risks to life and structures downstream of the lake. The benefits would be to those users downstream in the event of a flooding incident.

Partners / interdependencies

This project has a council-wide officer group with representatives from Finance, Legal, Planning, Procurement, Greenspaces, Future Merton, Insurance, etc. The Future Merton team's Flood Management Officers are jointly leading on this project with all the technical expertise. External partners are also engaged from landowners, Thames Water, Environment Agency, Historic England, LB Wandsworth, etc.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Manage the Wimbledon Theatre Lease; Polka and Attic Theatre's Grants; Commission culture, arts and sports services where funding allows or with external funding	Create a great place to grow up and live in
	Bridge the gap and reduce inequalities
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Annual plans agreed, monitoring in place and reports received								Quarterly	Yes/No
Total number of users of Polka Theatre	21,624	Green	22,164	*22,718*	23,286	23,868	24,465	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Receive and agree annual plans	Monitoring meeting to review and discuss	*Apr-21*	*Jun-21*
Monitoring and payment of funds	Monitoring meeting to review and discuss followed by processes to pay funds	*Apr-21*	*Mar-22*
Receipt of reports	Monitoring meeting to review and discuss followed by processes to pay funds	*Jun-21*	*Apr-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Timeliness from both parties	Set dates and timelines early in the year

Impact on the customer/end user

The customer will benefit from our partnership working.

Partners / interdependencies

Property Team are involved in the Wimbledon Theatre Lease. Other departments including CSF and C&H are able to offer benefits to some of their clientele through these arrangements and partnerships that this team works with.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver Merton's contribution to Ride London, AELTC Tennis Championships - Staff Tennis Draw; London Mini Marathon, Commemorative Celebrations and Jubilees, etc.	Create a great place to grow up and live in
	Select
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Activities actually delivered within available budgets to sufficient standards		Red						Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Annual Calendar- Resource Implications	Establish annual calendar and the likely resources - people and money - needed to deliver	*Feb-21*	*Mar-22*
Action Plans	Establish Action Plans and Action Teams to deliver as necessary	asap once activity is known	once activity completes
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Not a priority to other key people	Seek alternative solutions or address the priority levels
No finances available	Seek alternative funding or scope activities to fit within available funds

Impact on the customer/end user

The end users in these activities and events ordinarily get as much out of the activity as they are prepared to put in. Some will find these activities rewarding, whilst others will not.

Partners / interdependencies

Cross-council officer working groups are established as and when required to deliver activities and events. Groups with external partners are also used as and when needed. Other council departments and teams are called on to support these activities. Particularly the Mayor's Office and often Highways, Waste Services and Parking Services, etc.

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Develop plans for the delivery of the Wimbledon Park Master Plan	Create a great place to grow up and live in
	Select
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Action Plan created, prioritised and consulted upon		Does Not Apply						Annually	Yes/No
Financial Plan in place and potential sources of funding determined								Annually	Yes/No
Create Strategic Board Q3.									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Action Plan	Create action plan, prioritise and consult and finalise for approval	Jun-21	Dec-21
Financial Plan	Create financial plan with proposed funding sources and timescales for applications	Dec-21	Mar-22
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Competing demands and priorities	Ensure everybody is able to express their response and ensure they understand how priorities and demands will be ranked from the outset. The Master Plan is already agreed and in place to set that
Finances not readily forthcoming from potential sources	Refresh the priorities to align with available funding and seek out funding specifically for the early priorities ensuring a planned and phased approach to implementation.

Impact on the customer/end user

Some customers and users will welcome the changes and delivery of the Master Plan, whilst others will not want the changes - all views will need to be fully considered in the process.

Partners / interdependencies

Customer Contact Centre and the Communications Team will be key in the consultation phases. The Greenspaces Team as the responsible team for the wider park and all that is delivered within the park, except for the Watersports Centre. The Watersports Centre staff. Wider external partners and neighbouring land owners.

People
The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure. Our staff are our greatest asset and will need to adapt and grow to new ways of working. The focus of this is to ensure that we build greater resilience and flexibility in the service, along with identifying any skills gaps which may be identified and relevant training and development support provided to staff and Teams where appropriate. Both in house (where possible) and external training accessed (where required). HR support required for: • Recruitment, annual 8 month contracts etc. • Itrent paying casual staff • Annual pay uplift and correct formula in pay claim forms for casual staff • New staff to receive sufficient training and support for council specific courses and support for non-council training where identified for the needs of the business or employee Facilities support and partnership working will be required for: • The building needs e.g. weekly water testing, utilities issues, building/capital improvements across our portfolio • Training for all staff for NGB qualifications to do their jobs and other identified needs e.g. from health and safety audits/inspections such as fire, legionella courses etc. Finance and Procurement support required for and including project management tools: • Procurement and access for project docs. outside the organisation Finance support require for: • Using E5 and other financial processes
Technology
The CRM system has limited capability and the Team have reported malfunctions such as over-booking and issues with age checks. The process of the creation and addition of new courses is slowed down due to the time taken to upload these onto the CRM. It is highly likely that working from home will become a much larger feature of working for London Borough of Merton. While much has been done to ensure IT accessibility for staff, if members of the Leisure and Culture Team are to continue to work remotely, it is likely that additional IT equipment such as updated / working laptops, additional screens and lap top stands / docking stations will be required to ensure the Health and wellbeing of staff working from home. Training on the full capabilities of the current systems and any new systems will be required to ensure the efficacy of the Team. IT support required for: • CRM system - malfunctions such as over booking, age checking etc. • CRM system - duplication of course information to speed up creating new courses • Working laptops for all full time staff and any other contracted staff as identified. • Access to and training on council systems such as E5, procurement protocols, SharePoint, ATS recruitment, DBS, etc. • Support for staff working from home or non- council buildings
Service improvement
Service improvement will come from first of all the restructure. The restructure will provide a business and development function which will aid in customer service, reporting, documenting and project management functions which will increase efficiency and efficacy of the service. Use of Business intelligence and development of team Project Management skills will enable the service to improve.

Financial Summary - Leisure & Culture

Covid-19 has severely impacted on the section's budgeted income expectations, namely Morden Assembly Hall, the Watersports Centre and the guaranteed income from leisure centres. However, although it is too early to predict any permanent impacts, no long term issues are currently expected.

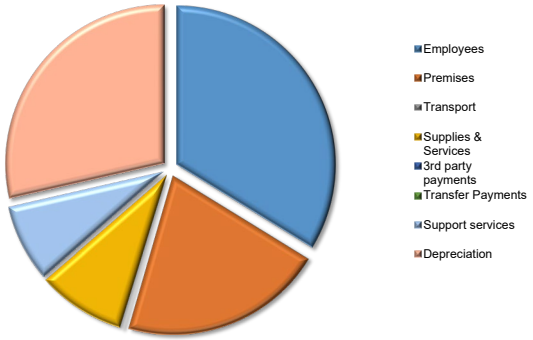
No significant changes currently built into the MTFS.

DEPARTMENTAL BUDGET AND RESOURCES

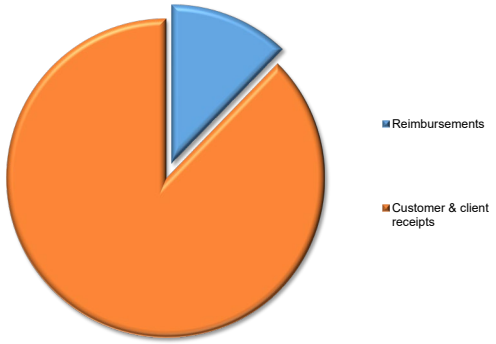
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**2,002**	**1,895**	**2,076**	**(264)**	**2,158**	**2,167**	**2,178**	**2,186**
Employees	527	529	716	(98)	728	728	729	729
Premises	435	374	442	(122)	448	454	461	467
Transport	5	5	5	(1)	5	5	5	5
Supplies & Services	321	283	188	(43)	191	194	197	199
3rd party payments	0	2	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0	0
Support services	159	147	170	0	170	170	170	170
Depreciation	555	555	555	0	616	616	616	616
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**1,352**	**1,592**	**1,439**	**948**	**1,439**	**1,439**	**1,439**	**1,439**
Government grants	0	0	0	0	0	0	0	0
Reimbursements	119	120	176	1	176	176	176	176
Customer & client receipts	1,233	1,472	1,263	947	1,263	1,263	1,263	1,263
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	**650**	**303**	**637**	**684**	**719**	**728**	**739**	**747**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Morden Leisure Centre		301	55	0	0	0	0	0
Wimbledon Park Reservoir Safety		50	180	0	1,157	0	0	0
Other		436	219	0	410	250	250	250
	0	**787**	**454**	**0**	**1,567**	**250**	**250**	**250**

2020/21 Expenditure



2020/21 Income



Summary of major budget etc changes

2021/22

No significant changes

2022/23

No significant changes

2023/24

No significant changes

2024/25

No significant changes

Service Plan for : *Parking*			
Service Manager:	*Ben Stephens*	Cabinet Member:	*Cllr Lanning*
Peer review date:		Name of peer:	
Date created:	*7th December 2020*	Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Overview of the service and services provided

The section is responsible for:

Implementing and manage a parking and permit charging structure that meets policy objectives. To ensure all parking facilities including 14 car parks within the borough along with the management of 400+ P&D machines, and payment solutions are working well and are easy to use by our customer. To manage cash collections and reconciliation and the management of cashless parking and IT systems to deliver the charging structure. .(Service object 2) .

Enforce parking regulations across the borough including Controlled Parking Zones and bus lanes and moving traffic contraventions. and school street .(Service objective 3)

Management of all appeals to PCNs issued and the processing of all Parking Permits including responsibility policies and processes to deliver the service. (Service objective 3)

Desired outcomes and objectives

Effective management and monitoring of an Emission Based Charging structure to contribute to key council objectives such as Public Health, Air Quality, Mayor's Transport Strategy and the Local Implementation Plan. To provide parking facilities and payment solutions which are working well and are easy to use by our customers.
(Service objective 2)

To have an effective enforce policy and practices to manage the boroughs parking and moving traffic contraventions, through the use of Civil Enforcement Officer and ANPR, contributing to improve road safety and contributing to the traffic management objectives of the council. (Service objective 3)

To provide an excellent customer service in the management of Permit processing, PCN appeals and associated email and phone communications. (Service objective 4)

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help y

Merton Data The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Emission based charging effects all customers and many residents. The proposed changes were consulted on during 2020 and findings have been put before committee. An EA has been completed to address proposed changes. *The service has a high number of transactions and interactions with feedback and comment feeding into future processes.* *The Service has a high number of transactions and interactions with customers and service users. Circa 150,000 PCNs are issued,* *CEO commutate with thousands more on a day to day basis, 40,000 post PCN communications (appeals) are received where customers often offer opinion or feedback on the service.* *A new permit system was recently introduced and issues raised during that period will feed into future improvements.*	*Merton has a population of 211,787 By 2030 the population is predicted to be 224,502 with car use continuing to increase.* *Changes in charges and EBC will have a direct effect on customer/driver behaviour, and effect will be monitors and action taken to address poor Air Quality, Climate Change and public Health and data and intelligence comes from these and transport related areas.* *Covid has had a large effect on the service, with reduced car parking, but high number of PCNs being issued.* *ANPR also has a downward effect.* *Forward projections remain under review.* *Parking is part of a wider traffic management agenda as set out in the LIP 3. Parking Trend data incusing Permit sales will feed into the ambitions of the LIP 3 agenda.*	*Parking Enforcement and associated appeal process is regulated under the Traffic Management Act 2004. The Governments green agenda may have effect on Emission Based Charging (EBC) a local level. TfL funding for School Streets and associated sustainable transport policy may effect service proving and EBC model.*	*With the growing financial pressures placed on Local Authorities the one thing that will remain constant will be the need to change. We will need to look across all services and identify new initiative ways of working and redesign services with the residents at the heart of the design process. This can be achieved through our vision and values in which we will build with our residents and partners, a sustainable community, dynamically positioning the directorate within the different communities to understand their needs and support them from an informed position. A greater sense of inclusiveness and belong, building a larger cohort of engaged employees and residents. Engaging and energising local communities will be indispensable when it comes to developing a sense of ownership in local decision-making and service delivery. Standards will have been maintained / improved through peer pressure and engagement from residents rather than through micro management of functions provide by the authority. In order to achieve our vision our relationship with our residents and partners will be tested. We currently operate within a parent child relationship with our residents in which the authority takes the lead role in providing all required services. Moving forward this relationship will change. Residents engage with what they feel part of and value what they help to build. We have a proven track record of implementing change at a strategic level and at a structural level (organisational) including process/ operational change. The challenge now for the team will be to understand the impact at a cultural level (personal change) we have historically focused on supporting individuals through the change process and outplacement support when people have been required to leave the organisation. Moving forward we all have choices and for those that select to be part of this journey need to understand the challenges that we face and the high expectations required at both a team and individual level. As the directorate continues to shrink our human resource become a high valuable asset to manage. We will need to move away from a command and control style of management and structures and move towards a transformational style of leadership that empowers proactive teams.*

Where are we now?		
Objectives from the last service plan refresh	**Progress made against objectives:**	**Close / carry forward?**
Implement new PCN system	Delivered,	Close
Implement new Permit system	Delivered,	Close
Implement new parking charges	Delivered,	Close
Review diesel levy and consult on Emission based charging	Consultation complete, approval process to be undertaken in Dec 20 & Jan 21, for possible implementation during 2021. Including new P&D machine provision.	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Performance Measures	Continuously improve

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of Permits applied/processed online	77.08%	Green	55%	*80%*	*85%*	90%	95%	Monthly	High
% of PCN Appeals received online	61.92%	Green	55%	*65%*	*70%*	75%	80%	Monthly	High
Blue Badge Inspections (cumulative annual figure)	81	Red	100	*120*	140	*160*	*180*	Monthly	High
Total cashless usage against cash payments at machines.	58.12%	Red	60%	*70%*	*75%*	77%	80%	Monthly	High
Percentage of cases 'heard ' and won at ETA	76.08%	Green	73%	*75%*	*77%*	79%	80%	Quarterly	High
Sickness - No. days per FTE (12 month rolling average).	21.77	Red	8	*8*	*8*	8	8	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	% of Permits applied/processed online -To continue to provide and offer service that make the online option easy and convenient to customers. To work with software suppliers ensuring latest technologies are in place. To offer assistance support and access to technologies through customer contact and access through libraries and other outlets.	*2020*	*ongoing*
Project / activity 2	% of PCN Appeals received online -To continue to provide and offer service that make the online option easy and convenient to customers. To work with software suppliers ensuring latest technologies are in place. To offer assistance support and access to technologies through customer contact and access through libraries and other outlets.	*2020*	*ongoing*
Project / activity 3	Blue Badge Inspections (cumulative annual figure) - To continue with customer engagement on street by CEO checking badges being used. To take legal action against individuals misusing badges and take other actions to reduce misuse through signs and social media.	*2020*	*ongoing*
Project / activity 4	Percentage of cases 'heard ' and won at ETA - Continue to monitor outcomes and reasons for decisions made by adjudicators. To feed results back into the PCN issue and appeal process.	*2021*	*ongoing*

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***
% of Permits applied/processed online -(Project / activity 1)	To work with software suppliers ensuring latest technologies are in place. To offer assistance support and access to technologies through customer contact and access through libraries and other outlets.
% of PCN Appeals received online - (Project / activity 2)	ditto

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 2	**Corporate Ambition link (select from drop down) - each objective should contribute to at least**
To contribute to key council objectives such as Public Health, Air Quality, Mayor's	Statutory requirement Create a great place to grow up and live in Maintain a clean and safe environment

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
Less annual visitor permits sold	c. 1,000	Not Yet Kr	>10%	*>10%*	>10%	>10%	Annually	High
Less Residential Permits sold	c. 19,000	Not Yet Kr	>10%	*>10%*	>10%	>10%	Annually	High
Less paid for parking	c. 2M transactions	Not Yet Kr	>10%	*>10%*	>10%	>10%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Emission Based Charging - To implement and manage an Emission Based Charging structure to contribute to key council objectives such as Public Health, Air Quality, Mayor's Transport Strategy and the Local Implementation Plan. To ensure our parking facilities and payment solutions are working well and are easy to use by our customers.	*Dec-20*	*Sep-21*
Project / activity 2	Emission Based Charging - Consult and present report for scrutiny.	*Dec-20*	*Sep-21*
Project / activity 3	Emission Based Charging - Implement new charges & comms.	*Dec-20*	*Sep-21*
Project / activity 4	Emission Based Charging - Implement infrastructure to facilitate EBC including a review of Pay and Display machines, and cashless options.	*Dec-20*	*Sep-21*
Project / activity 5	Emission Based Charging - Work with IT suppliers to deliver project. Including upgrades or reconfiguration of the system To also include enhancements to system and processes to ensure the best customer experience possible.	*Dec-20*	*Sep-21*
Project / activity 6	Emission Based Charging - Customer engagement to develop services	*Dec-20*	*Sep-21*
Project / activity 7	Anti-Idling - Review enforcement possibilities for anti-idling at school and other key locations	*Dec-20*	*Sep-21*
Project / activity 8	Air Quality Zone - Consider enforcement requirements for any future air quality zone	*Dec-21*	*Sep-22*

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***
Emission Based Charging - Proposals rejected by Cabinet	*Evidenced based report to support proposals*
Emission Based Charging - Funding for new machines	*Capital funding approved.*
Anti-Idling - Regulations to enforce currently limited.	*Lobby government for more powers (via Air Quality team).*
Anti-Idling - Resources to enforce.	*Review funding/grants from TfL*

Impact on the customer/end user

Improved air quality, contribution to climate change, better public health. Cashless parking will have a direct effect.

Partners / interdependencies

Air Quality Team, Public Health, Future Merton (Transport).

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least
To enforce the boroughs parking and moving traffic contraventions through Civil Enforcement officers and ANPR to improve road safety and contribute to the traffic management objectives of the council.	Statutory requirement Create a great place to grow up and live in Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
Improved safety and improved air quality at schools.	As per AQAP	Not Yet Known	*As per AQAP*	As per AQAP	*As per AQAP*	As per AQAP	Quarterly	High
PI % of ANPR cameras remain working	97%		97%	98%	99%	99.50%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Ensure procurement of CCTV and ANPR meets the needs of the service	*Nov-20*	*Apr-21*
Project / activity 2	Review existing enforcement locations and activity.	*Nov-20*	*Apr-21*
Project / activity 3	School Streets - Exemption policy to be agreed and process to be implemented.	*Dec-20*	*Apr-21*
Project / activity 4	Staffing requirement to deliver increased workload.	*Jan-21*	*May-21*
Project / activity 5	Review exiting polices of various types of moving traffic infringement, i.e., weight restrictions and clean air zones.	*Jan-21*	*May-21*

Potential barriers to achieving objective

	Mitigating Actions

Impact on the customer/end user

Improved air quality, contribution to climate change, better public health.

Partners / interdependencies

Air Quality Team, Public Health, Future Merton (Transport).

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least
To provide an excellent customer service in the management of Permit processing, PCN appeals and associated email and phone communications.	Continuously improve Support our most vulnerable residents of all ages Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
Percentage of complaints received.	TBC		*<10%*	<10%	*<10%*	*<10%*	Monthly	High
Access to services for all customers	TBC						Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	To continue to improve services to meet and deliver on customer expectations.	*2021*	*2022*
Project / activity 2	Review current levels of satisfaction and undertake a structured assessment of themes and issuing arising, taking corrective action were possible.	*2021*	*2022*
Project / activity 3	To engage with customer, service users and stakeholders in developing technologies and solutions including additional online services, to make services and information more accessible and meet the needs of customers.	*2021*	*2022*
Project / activity 4	Develop a framework Equalities engagement	*2021*	*2022*
Project / activity 5	PCN, Permits, technologies are required to provide an effective service. Recent upgrades and new systems have been implemented and the service will aim to develop these further to meet the customer expectations.	*2021*	*2022*
Project / activity 6	Review of Parking Policies to ensure service is delivering the requirements of the service and to facilitate customers' requirements	*2021*	*2022*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Statutory/regulated process	*To innovate within existing regulation.*

Impact on the customer/end user

Improved customer experience.

Partners / interdependencies

Air Quality Team, Public Health, Future Merton (Transport).

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Improved customer experience.

Partners / interdependencies

IT companies and BST in IT.

People

In this section, set out any plans for staff development, recruitment, retention and succession planning to ensure there is the right skills, experience and resources in place to deliver the objectives of the service plan. This should include how your workforce may need to change to meet future demand. This will enable HR to look at where support may be required.

Set out how you will support the organisation's move to Smarter Working (including remote working) as part of the delivery of your service. Service Plan Managers should speak to facilities / property for any major changes to physical space, and as part of Smarter Working consider how the physical space required to deliver the service can be reduced.

1. Home working is fully functional. Potential increase in workload during 2021/22 (School Streets) may result in additional staff to process cases and deal with PCN appeals.
2 . Ensuring access to training, coaching and mentoring to further develop staff skills in project management, management of grant funding, developing partnership strategies and action plans to deliver new projects.
3. Staff learning and development plans will consider areas for improving the use of IT platforms such as teams, zoom and other platforms that enable collaborative working, interactive community engagement and consultation.

Technology

In this section, set out the technology needs of your service in the delivery of your Plan to enable IT to determine the most suitable solutions. It is vital that you engage IT as early in the process as possible in order to understand jointly how the needs of your service can be best addressed through IT resource and capacity. As part of this process, it is recommended that you review the current version of the IT Implementation plan.

Set out the current IT systems in use within your service and determine whether these are still fit for purpose. You should also set out future business needs that may require changes to technology or systems to deliver them.

Please note that any proposed changes to IT infrastructure or systems will require input from IT and a fully costed business case as there is a move towards implementation.

1. Increased use of ANPR tech to enforce school streets
2. New Body Worn Video to be implemented which will support H&S requirements
3. New Radio Solution to be purchased and implemented for H&S
4. Develop the use of GIS for data analysis.

Service improvement

In this section, set out any processes within your service that aren't currently working effectively or that could benefit from support to improve. See link below for where the Continuous Improvement Team could assist you.

Also consider if any services could be outsourced/shared with other authorities, and if you intend to carry out a make/buy/share review. See link below for guidance.

1. PCN Appeal process and debt collection. Consider how to improve response time to appeals received, through staff resources and use of IT systems.
2. Develop a policy/process framework to ensure customers have good commination and access to information and services particularly in respect of PCN appeals and Permit enquiries.

Financial Summary - Parking Services

The application to change Merton's PCN charge band from band B to band A, has been submitted to and approved by London Councils. It is in the process of seeking approval from GLA, Mayor for London then ultimately the Secretary of State thereafter. . Assuming the application is approved, any implementation delay could impact on the saving (split equally over 2020/21 and 2021/22), whilst a rejection will void the full saving. In addition, car park improvements work funded from earmarked reserves is due to complete this year, but delays will result in the works being completed in 2021/22.

The MTFS also includes assumptions on emission based charging being implemented during 2021/22.

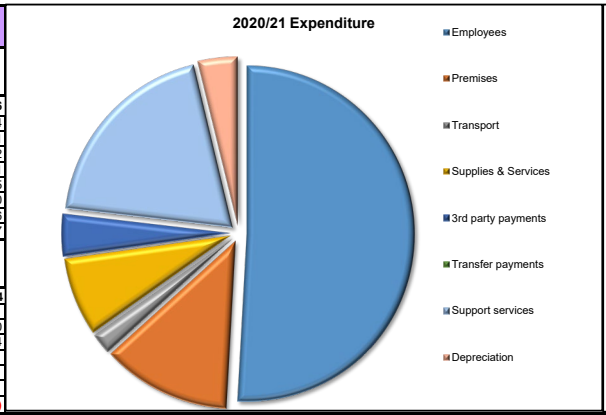
Covid-19 has severely impacted on the section's income, for example, permit and P&D. It should also be noted that from 2020/21 the section has a £3,800k budget expectation relating to the review of parking charges, which were designed to influence motorists' behaviour and reduce the use of the motor car. It is too early to tell exactly how behaviour has been affected, which is being compounded by the impact of Covid-19, but this could impact on budgeted expectations.

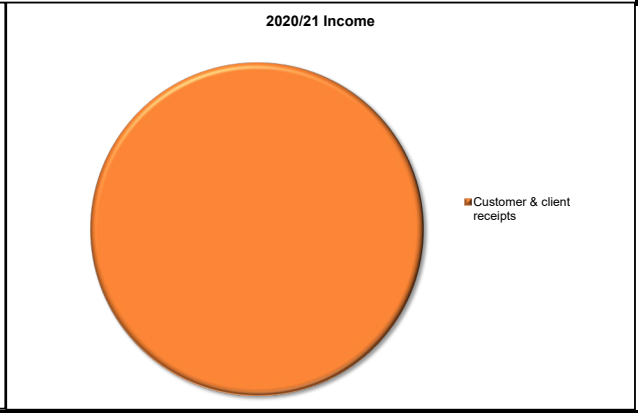
BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**5,715**	**6,148**	**6,286**	**33**	**6,315**	**6,266**	**6,181**	**6,146**
Employees	2,870	2,959	3,132	(193)	3,213	3,214	3,114	3,064
Premises	747	823	906	40	784	793	802	811
Transport	126	127	128	(4)	126	128	130	132
Supplies & Services	351	660	422	179	475	410	410	411
3rd party payments	223	252	250	11	254	258	262	265
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,176	1,105	1,226	0	1,226	1,226	1,226	1,226
Depreciation	222	222	222	0	237	237	237	237

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**19,055**	**18,388**	**22,125**	**6,861**	**23,404**	**24,098**	**23,943**	**23,804**
Government grants				(16)				
Reimbursements	0	4	0	0	0	0	0	0
Customer & client receipts	19,055	18,384	22,125	6,877	23,404	24,098	23,943	23,804
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	**(13,340)**	**(12,240)**	**(15,839)**	**6,894**	**(17,089)**	**(17,832)**	**(17,762)**	**(17,658)**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Parking Improvements		0	300	(67)	1,219	0	0	60
	0	**0**	**300**	**(67)**	**1,219**	**0**	**0**	**60**





Summary of major budget etc. changes

2021/22

ENV1819-04 = (£26k) - reduction in number of P&D machines
ENV1920-01 = (£340k) - Application to change Merton's PCN charge band from band B to band A
ENV2021-04 = (£750k) - Emissions based charging
Reserve = (£140k) - Car Park Improvements.

2022/23

ENV1819-04 = (£14k) - reduction in number of P&D machines
ENV2021-04 = (£750k) - Emissions based charging

2023/24

ENV2021-03 = (£100k) - back office efficiencies
ENV2021-04 = £150k - Emissions based charging

2024/25

ENV2021-03 = (£50k) - back office efficiencies
ENV2021-04 = £135k - Emissions based charging

Service Plan for : Parks & Green Spaces			
Service Manager:	*Doug Napier, Greenspaces Manager*	Cabinet Member:	*Councillor Natasha Irons*
Peer review date:		Name of peer:	
Date created:	*27th October 2020*	Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The Parks & Greenspaces service provides outdoor leisure and recreational benefits for residents and visitors of Merton, delivering both health and relaxation opportunities for all, and manages some of the most important landscapes and landscape features that comprise the borough's Public Space.

Areas of service include:

•Maintaining and developing Merton's numerous and diverse parks and open spaces (some 117 separate sites), is a key objective of the division, including the management of sports facilities and pavilions, gardens, children's playgrounds (more than 40), and Merton's cemetery and allotments services.

•The Greenspace portfolio also includes support for, and the production of a varied programme of outdoor events, ranging from community picnics to large commercial events, including music festivals, the annual civic fireworks shows and the Wimbledon (tennis) Championships, amongst others.

•The Parks & Greenspaces team manage more than 50,000 Council-owned trees, including 17,000 street trees, maintains some 1,500 highways verges and several urban nature reserves.

•The team also serves as the managing agent for Mitcham Common (on behalf of the Mitcham Common Conservators) and for Merton and Sutton Joint Cemetery (for the Merton and Sutton Joint Cemetery Board).

•The ground maintenance elements of the service are currently commissioned to Idverde UK Limited under a long-term contract (up to 24 years from 2017) and this contract and the contractor's delivery performance is overseen by the Neighbourhood Client Team in conjunction with the Greenspaces Team, who in addition, have overall responsibility for the strategic deliverables of the service.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data | The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The services that comprise the Greenspaces portfolio cover the entire range of potential users and all of the diverse communities of the borough. *Recent research has demonstrated that a considerable proportion of our users and residents access our services several times per week, our parks, for example. It is a popular and much-valued service, elements of which are free at the point of use (based on an independent survey conducted in 2020).* *The value and benefits of the Borough's Parks and Green Spaces in terms of the physical and mental health and well-being of communities and individuals has been particularly heightened during the 2020 coronavirus epidemic where parks have been one of the few community facilities that have remained open and have been (and continue to be) enjoyed by large numbers of people.* *Service user feedback and behaviour during this time has raised the high value that residents place on our park facilities such as playgrounds, sports facilities and outdoor gyms.*	*Merton has a current population of 211,787, with an approximate 50/50 gender split. By 2030 the population is predicted to be 224,502 again with an approximate 50/50 gender split (source: https://data.merton.gov.uk/population/).* *Demand for Greenspaces services is expected to increase with the anticipated rise in the population of the borough.* *In Merton, overall life expectancy at birth is longer than the England average, but there is a difference between the most and least deprived areas within the borough. In general, the East of the borough is younger, household incomes and economic activity are lower, people are ethnically more diverse and with relatively lower levels of education outcomes than the West.* *There will be new and rising needs and pressure points across the borough based on the differing demographics with services and facilities required to be tailored to provide benefit the local customers they serve. This is particularly important in the East of the borough where transport access is limited and residents therefore have less chance to travel to access the services and facilities they require.* *Some of the services that will need to be reviewed are playgrounds provision (children & young people); allotments (currently favoured by older & retired residents, but with the opportunity to promote the health benefits to young people and families); burial plots (some BAME communities).*	*The experiences of the 2020 springtime national lockdown demonstrated the value of the Greenspaces service to the community. As outdoor services, they were not subject to the same stringent control measures and constraints as many community services were at that time: whereas indoor gyms remained closed for many weeks. Local parks became a focus for health and exercise and were encouraged, including by national government, to be used for such purposes.* *The service continues to ensure current government guidance is adhered to and best practice followed.* *Parks facilities continue to be run in accordance with relevant guidance, legislation and best practice:* *• Playgrounds and sports facilities are inspected 3 times a week and inspected independently by ROSPA annually.* *• Pavilions and other buildings are managed on our behalf by Facilities Management who ensure all statuary testing (such as asbestos) is up to date and current*	*The Parks & Green Spaces service area is a highly valued and popular community service as demonstrated through recent local surveys, including the biennial borough resident's survey. Parks, playgrounds, outdoor gyms and allotments contribute substantially to the physical and mental well-being of our residents and some of our venues and activities encourage visitors from outside of the borough, thereby contributing economic benefits. Merton prides itself in being a green borough and its green spaces are commonly cited as part of its appeal as a place to live and work.* *The environmental, economic, social and well-being benefits of good quality and diverse green spaces and their allied services are well documented and are pivotal to the regeneration and continuing relevance of Merton. Furthermore, the service will be producing supporting strategies over the course of the year to enable the service to meet the future demands. These include a Tree Strategy and a Parks and Greenspaces Strategy.* *What The Parks & Green Spaces Team are doing to help towards becoming London's best council:* *For residents and service users: We listen to and act on feedback from parks users. We work diligently to ensure the service is delivered in an efficient and frugal manner, ensuring best value.* *For our partners: We are a team that knows our stakeholders, engages with them, works well as part of a team with them, one that creates more than the sum of the parts where partnership working is natural and delivers great outcomes.* *For us: It is important that team members think that Merton is a council that is good to work for, where they want to stay and get things done. A council that promotes team work and gets the basics right e.g. appraisals, training, development and good communications. It is also a council that goes the extra mile in helping us maintain good health and well-being.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Greenspaces TOM: Implementation of Target Operating Model for Greenspaces	Progress made on a number of TOM objectives. Those objectives that are not yet completed will mostly be carried forwards, even if in a modified format or context.	Carry forward
Greenspaces Commercialisation: Increased commercialisation across a range of Greenspaces services and open spaces	Covid-19 had a significantly negative impact upon the successes achieved during 2019 in our commercial outdoor events/retail development. These achievements will need to be restored/recovered and developed further during 2021 and beyond.	Carry forward
Canons House & Rec. Restoration: Delivery of Lottery-funded Canons restoration project	Significant progress made in 2020. The restoration project will be substantially completed within the next 6 months. Community engagement and skills development form a key aspect of the project in the future.	Carry forward
Phase C, Lot 2: Embedding new systems & processes and ensuring quality & performance standards in relation to Phase C, Lot 2 grounds maintenance contract.	The operational aspects of this service were substantially affected by Covid-19. Developments and improvements have been relatively modest as a consequence, but this objective and associated needs will be carried forward.	Carry forward
Re-use of Parks Assets: Re-use of surplus and redundant parks facilities and re-modelling of under-utilised properties: pavilions, yards & mess rooms and other parks assets	One disused parks pavilion has successfully been re-used during the past 12 months, but the impacts of Covid-19 have constrained further developments/progress in 2020.	Carry forward
Revision of Arboricultural Services: Reconfiguration of current arboricultural service provisions, systems and policies. Re-procurement of arboricultural operational service.	Progress achieved in terms of the procurement of the operational aspects of the arboricultural service during 2019/20, but outstanding issues in relation to systems and processes will be carried forwards.	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Parks Friends and Key Stakeholder Engagement	Build resilient communities
	Create a great place to grow up and live in
	Maintain a clean and safe environment

Performance Measures

Indicator	***2019/20 Actual***	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
Number of friends & similar groups undertaking voluntary activities within parks & open spaces	N/A - New indicator for 2020-24	Does Not Apply	40	41	42	43	44	Annually	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Establish Parks & Greenspaces Community Stakeholder Forum	*Mar-21*	*Ongoing*
Project / activity 2	Stakeholder input to Phase C, Lot 2 PQMS	*Apr-21*	*Ongoing*
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 2	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Canons House & Grounds Restoration Project	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	**2019/20 Actual**	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
Complete landscape works	In progress	Green	*Complete by March 2021*	NA				Annually	Yes/No
Complete building works	In progress	Green	Complete by June 2021	NA				Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Finalise business plan	*Jan-21*	*Jul-21*
Project / activity 2	Canons House letting	*Jul-21*	*Jan-22*
Project / activity 3	Re-occupation of attic flat by tenant	*Jul-21*	*Jul-21*
Project / activity 4	Finalise site management and maintenance	*Jan-21*	*Dec-21*
Project / activity 5	Cafe letting	*Jan-21*	*Jul-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Stakeholder involvement	*Consultation & participation*
Funding constraints via NLHF	*Ongoing review with NLHF*

Impact on the customer/end user

Comprehensive improvement of the open space and historical house, including new playground, a new cafe, educational/museum provisions and access to Canons House

Partners / interdependencies

Various community partners & stakeholders; National Lottery Heritage Fund.

Service Objective 3	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Upgrading Outdoor Water Play Facilities	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Select

Performance Measures

Indicator	**2019/20 Actual**	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
upgrading existing compliment of water play facilities in the borough	0		*1*	NA	N/A	N/A	N/A	Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Procure and install Wimbledon Park Paddling Pool	*Apr-21*	*Mar-22*
Project / activity 2	Procure and install a replacement programme for traditional style paddling pools	*Apr-21*	*Mar-22*
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Improved outdoor water play facilities in our parks; greater enjoyment for children

Partners / interdependencies

Parks friends groups; relevant Ward Members.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Arboricultural Services Review & Restructure	Maintain a clean and safe environment
	Create a great place to grow up and live in
	Select

Performance Measures

Indicator	2019/20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of street trees planted	222	Red	235	240	245	250	255	Annually	High
% of tree works commissions completed within SLA (30 working days)	N/A - New Indicator	Does Not Apply	85%	86%	87%	88%	89%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Customers will experience a more obviously cyclical pattern to the management of the street tree stock in their neighbourhoods.

Partners / interdependencies

Barkland Tree Specialists (our current tree management contractor); Borough Tree Wardens; Ward Councillors

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Service Commercialisation	Create a great place to grow up and live in
	Select
	Select

Performance Measures

Indicator	2019/20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of outdoor event-days in parks	233	Green	140	200	230	240	250	Quarterly	High
Income from outdoor events in parks	546,647	Green	540,000	550,000	560,000	570,000	580,000	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Member approval of commercial approach surrounding large events	*Jan 4 2021*	*ongoing*
Project / activity 2	Update and roll out of commercial events strategy	*April 1 2021*	*April 1 2022*
Project / activity 3	Procurement and rollout of new events booking system Atrifax	*Jan 1 2021*	*ongoing*
Project / activity 3	Promotion of fireworks events to maximise ticket sale and income	*Aug-21*	*Nov-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Pandemic may further prohibit events and income targets will not be met	*ensure events are COVID safe so they can go ahead where possible*
Senior managers/members may not approve commercial strategy	*Paper written to present to LSG to get buy in for commercial strategy*
Demand for our spaces may not come to fruition (e.g. competition, sites not being fit for purpose, infrastructure etc)	*against our competitors to ensure they are appealing to events organisers - flag any areas where developn*

Impact on the customer/end user

Increased number of activities and events in our green spaces - improved well-being. Large events have a positive impact on local businesses in the surrounding areas (increased footfall)

Partners / interdependencies

Support needed form correct leisure team to manage the events logistical and management process - e.g. manage enquiries, process applications, invoice, conduct safety checks, SAG, review paperwork and refund deposit. Support needed From IDV to carry out site inspections, ground repair and maintenance of sites.

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Phase C, Lot 2 contract management review	Maintain a clean and safe environment
	Create a great place to grow up and live in
	Continuously improve

Performance Measures

Indicator	2019/20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of residents (all service users) rating parks & green spaces good or very	No residents survey in 2019/20	Does Not Apply	77%	78%	79%	80%	81%	Biennially	High
Young people's % satisfaction with parks & green spaces (ARS)	No residents survey in 2019/20	Does Not Apply	85%	86%	87%	88%	89%	Biennially	High
Number of Green Flag Awards	6	Green	6	7	7	7	7	Annually	High
Average Performance Quality Score (Grounds Maintenance Standards Overall)	4.95	Red	5	5	5	5	5	Quarterly	High
Average Performance Quality Score (Grass Verge Standards)	N/A - New Indicator	Does Not Apply	5	5	5	5	5	Quarterly	High
Average Performance Quality Score (Litter & Cleansing Standards)	N/A - New Indicator	Does Not Apply	5	5	5	5	5	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of investment in existing & new facilities & assets	*Annual capital investment programme in parks & open spaces*
Unsatisfactory contractor performance	*Effective contract performance monitoring*
Ineffective contract performance management	*Allocate & deploy adequate contract monitoring resources*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department. Idverde UK Limited (our grounds maintenance contractor)

People
The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure. Our staff are our greatest asset and will need to adapt and grow to new ways of working. The focus of this is to ensure that we build greater resilience and flexibility in the service, along with identifying any skills gaps which may be identified and relevant training and development support provided to staff and Teams where appropriate. Both in house (where possible) and external training accessed (where required).
Technology
The current IT systems are designed to support office based staff and are not suited to work undertaken in the field. The CRM system has limited capability for reporting some Parks and Tree issues online, however this is not user friendly and not fully integrated. This results in a high-level of transactions being undertaken manually and many service users emailing team members directly. The service is currently looking at existing mobile applications such as Fix My Street pro which will enable both residents and client officer to log service requests in real time support by GPS location pins to identify the exact location of the service request. In addition to this functionality any new application will be required to integrate directly with our own CRM system along with providing the management team with service reports, heat maps and response time summaries. It is highly likely that working from home will become a much larger feature of working for London Borough of Merton. While much has been done to ensure IT accessibility for staff, if members of the Greenspaces Team are to continue to work remotely, it is likely that additional IT equipment such as additional screens and lap top stands / docking stations will be required to ensure the Health and wellbeing of staff working from home. Training on the full capabilities of the current systems and any new systems will be required to ensure the efficacy of the Team.
Service improvement
The restructure will provide a business and development function which will aid in customer service, reporting, documenting and project management functions which will increase efficiency and efficacy of the service. A new operating model and reporting for contract monitoring inspections of parks (in addition to PQMS inspections) has already been positively received and there is scope to develop and increase this across additional elements of the contract. There is a distinct lack of technology involved within the Idverde contract (excluding the PQMS system). A software package is required to coordinate, monitor and control the way instruction and communication is shared between ourselves and idverde. At present all communication is via email which doesn’t assist with continuity or efficiency.

Financial Summary - Greenspaces

Covid-19 has severely impacted on the section's ability to generate income, namely events income. However, although it is currently impossible to predict the permanent impacts, no post-Covid issues are expected.

The section has continuing budget pressures in relation to P&D income within certain parks, and the cyclical nature of arboricultural work. The contractual Annual Review process of the grounds maintenance contract also has the potential to create future budget pressures.

No significant budget changes currently built into the MTFS.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**4,321**	**4,447**	**4,259**	**195**	**4,654**	**4,713**	**4,775**	**4,834**
Employees	472	510	477	39	490	490	490	490
Premises	647	581	636	83	612	620	629	637
Transport	37	34	35	(3)	16	16	17	17
Supplies & Services	356	477	308	-24	313	317	322	326
3rd party payments	2,011	2,035	2,041	100	2,081	2,128	2,175	2,222
Transfer payments	0	0	0	0	0	0	0	0
Support services	463	474	426	0	426	426	426	426
Depreciation	335	336	336	0	716	716	716	716
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**2,503**	**2,730**	**2,392**	**517**	**2,393**	**2,393**	**2,393**	**2,393**
Government grants	8	9	8	(2)	8	8	8	8
Reimbursements	520	583	423	(54)	424	424	424	424
Customer & client receipts	1,975	2,138	1,961	573	1,961	1,961	1,961	1,961
Recharges								
Reserves								
Council Funded Net Budget	**1,818**	**1,717**	**1,867**	**712**	**2,261**	**2,320**	**2,382**	**2,441**
Capital Budget £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Parks Investment		306	2,302	(113)	821	390	300	300

Additional Expenditure Information

2021/22: Reserve = (£35k) - Parks Improvement Fund

Service Plan for : *Property Management & Review*			
Service Manager:	Howard Joy	Cabinet Member:	Owen Pritchard
Peer review date:	01/12/2020	Name of peer:	Graham Close
Date created:		Date of next review:	Oct-22

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

To ensure that all property transactions provide value for money and comply with statute
To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts.(Section 151)
To manage the councils commercial property portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford.
To support regeneration, deal with occupation of council land by Gypsies and Travellers and to attend and provide timely advice to the Property Asset Management Board to deliver a programme of property sales to maximise capital receipts and acquisitions to improve revenue income.
Community Right to Bid - to manage applications for community assets to be listed and claims for compensation.
To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.The TOM will lead to increased efficiency, the possibility of acting for other authorities on specialisms, and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.

Objectives
- complete Asset Valuations to timetable agreed with Director of Corporate Services
- Implement review of non-operational property to maximise revenue income
- critically examine operational property to ensure the council has the minimum necessary to support the business plan
- maximise revenue income by letting vacant property
- provide timely advice to inform regeneration projects
- ensure team is arranged to support objectives

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The service has two categories of customers. The first are internal and comprise of the Council and its departments. The second are external and comprise the residents and businesses/commercial tenants of the borough and Merton and Sutton Joint Cemetery Board. The satisfaction of external customers is monitored upon tenancy change. The satisfaction of internal customers was sought through a satisfaction survey in January 2018 (30% return). All returns confirmed internal customers were satisfied or better and the survey will be repeated next year subject to any restrictions from Covid 19.	It is unlikely that the demand for this service will change unless the council disposes of its property and this seems very unlikely. There remains a possibility that the Weir Road industrial estate will be lost to accommodate Cross Rail 2 but this risk seems to be reducing. The requirement for asset valuations for the Council's annual accounts is expected to be maintained as is the need for an officer to confirm that the council's property transactions achieve best value.	There is no national or regional policy that may be applicable to this service. Covid 19 has had limited impact as the council owns little property that has suffered from the restrictions required to fight the pandemic. Officers are working from home satisfactorily and this is unlikely to change.	Through review of its property assets the service will seek to ensure that the council's commercial estate is performing to its best and maximising the supply of revenue income to the council. Through customer satisfactions surveys we will continue to provide the best quality service. By providing public access to plans of the council's land ownership through Merton Maps and council property that is on the market and information on access to details of private landownership through the land Registry and applications for Assets of Community Value through the Council's website the team contributes to the long term recovery and Modernising Merton Programme.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Complete Asset Valuations to timetable agreed with Director of Corporate Services	Objective met. Valuations completed and supplied to Finance by 31st March 2020. Work is now being undertaken to provide Asset Valuations for 31 March 2021.	Carry forward
Implement review of non-operational property to maximise revenue income.	Objective met. Review completed December 2018.	Close
Critically examine operational property to ensure the council has the minimum necessary to support the business plan.	Objective not met as impact of Covid 19 prevented departments confirming their property needs to the Corporate Property Officer by June 2020 as Asset Management Plan requires.	Carry forward
Maximise revenue income by letting vacant property.	Objective met. Vacancy rate 1%	Carry forward
Provide timely advice to inform regeneration projects.	Objective met. The team continue to provide advice as required.	Carry forward
Ensure team is arranged to support objectives.	Team is now almost totally committed to Asset Valuations. The reduced team is just managing to support objectives however this is not sustainable and additional resource is required to assist with the work of the three retired team members.	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Maximise occupation of commercial property owned by the council.	Continuously improve
	Select
	Select

Performance Measures

Indicator	***2019 / 20 Actual***	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
% Vacancy rate of property owned by council	1%	Green	3%	*3%*	*3%*	3%	3%	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***
Fall in demand	*Maintain condition of estate and wide use clauses in leases*
Failure to comply with EPC regulation	*Invest to ensure compliance*

Impact on the customer/end user

Maximises income and employment

Partners / interdependencies

Corporate Services/Facilities Management support

Service Objective 2	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Maximise council income from commercial property	Continuously improve
	Select
	Select

Performance Measures

Indicator	**2019 / 20 Actual**	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
% debt owed to LBM by commercial	3.14	Green	7.5	7.5	7.5	7.5	7.5	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Fall in market	Prompt recovery action

Impact on the customer/end user

Maximised income to the council.

Partners / interdependencies

Finance/Debt recovery and SLLP for enforcement and collection.

Service Objective 3	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Valuation of property assets owned by the council for inclusion within council's accounts	Statutory requirement
	Select
	Select

Performance Measures

Indicator	**2019 / 20 Actual**	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
Property Asset Valuations	205	Green	150	150	150	150	150	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Instruct DVS to complete specialised valuations	01.10.2020	31.03.2021
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Loss and/or reduction of staff resource	Exercise, managerial support, mental health support

Impact on the customer/end user

Completion of council's annual accounts

Partners / interdependencies

Finance in providing timely and clear instructions.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Maximise rental income from council owned commercial property	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of completed rent reviews	46	Amber	*50*	70	*70*	35	35	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Due to difficulties experienced by tenants caused by Covid-19 Rent reviews have not been actively	Reviews will be commenced when the commercial situation improves.

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase receipt of capital	Continuously improve

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Capital Receipt from property disposal	1,732,743.53	Green	*TBC*	TBC	*TBC*	TBC	TBC	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Title reports on each site	*01/12/2020*	*31/03/2021*
Project / activity 2	Confirmation of development opportunity to maximise value on each site	*01/12/2020*	*31/03/2021*
Project / activity 3	Secure marketing resource	*01/12/2020*	*31/03/2021*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Insufficient resource within property team	Secure additional resource

Impact on the customer/end user

Increased capital resource to council

Partners / interdependencies

Future Merton for planning advice. SLLP for title reports and sale documentation.

People

The section contains four staff and one unfilled post. The Section Head/Property Management and Review Manager, the Principal Estates Surveyor, one Estates Surveyor, one Administration Assistant and the Principal Administration and Finance Officer. The Section Head is expected to retire in August 2021. The critical need for the section is to expand the staff resource as at present the work of the section is almost totally dominated by the production of Asset Valuations and the demand for this service is unlikely to reduce. The result is that all of the other responsibilities of this service cannot be delivered to the standard required by London's Best Council and the strategic function of the section and especially the generation of income through rent reviews and lease renewals of commercial property has not been able to be progressed. The attempt by the existing staff to complete all of the demands upon its service has led to increased stress and concern over their wellbeing. In addition the lack of staff resource has led to the increasing use of consultants that has increased the cost to the council. It is vital that the section is expanded to provide a dedicated valuation/disposal team plus estates team to deal with the very many estates management issues plus lettings, lease renewals and rent reviews. Until such time as the section is expanded with permanent staff it is intended to employ two temporary chartered surveyors on fixed term contracts to deal with the back log of rent reviews and lease renewals.

Technology

Following the pandemic and the implementation of working from home, the section all use council laptops. The section use and need the following information assets: BCIS online, Tman, E5, Electronic file, IPF data base Merton Maps. The IPF system is under tender to expand its use to Finance and Facilities Management. There are no future business needs that require a change in technology although there will be a need for more lap tops if the team is expanded plus Ipads that could be of benefit to any new staff. Scanning the paper records has been completed of old files but it would be helpful if this could be continued to scan data received post 2015 when the previous exercise was carried out and to keep up to date.

Service improvement

The main processes relate to ownership of land, the maintenance of the record of land ownership of the council, the granting of lease, settlement of rent reviews and the collection of rent and service charges. In addition the team manage applications for the listing of property as community assets and the removal of unauthorised occupations of council land. The main issue is staff resource not process, although it would be beneficial if E5 could be better directed to rent collection and we did not need to instruct Transactional services on every property every time rent is due to be collected (quarterly, annually and monthly). We could interrogate E5 to confirm what had been charged previously. There is no appetite from other authorities to share services and LEAN reviews have confirmed that our processes are operating effectively subject to previous comments. Budgets, invoices checked and reports could identify addresses rather than debtors

Financial Summary - Property Management & Review

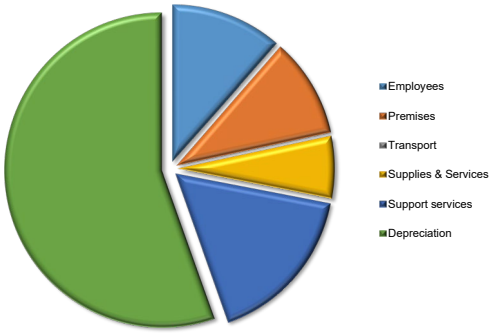
No significant changes currently built into the MTFS.

DEPARTMENTAL BUDGET AND RESOURCES

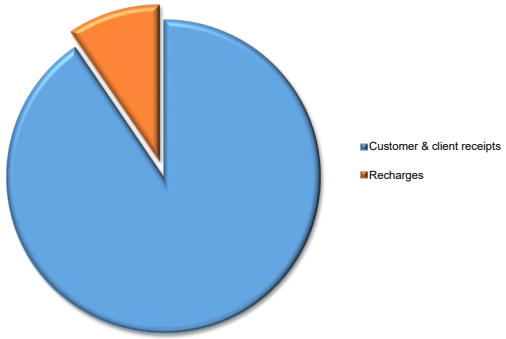
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P5	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**2,220**	**2,726**	**2,374**	**51**	**2,731**	**2,736**	**2,743**	**2,749**
Employees	226	235	303	(75)	312	312	312	312
Premises	296	648	276	90	279	282	286	290
Transport	1	1	1	0	1	1	1	1
Supplies & Services	136	262	171	36	174	176	179	181
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	390	409	452	0	452	452	452	452
Depreciation	1,171	1,171	1,171	0	1,513	1,513	1,513	1,513
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P5**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**4,884**	**5,653**	**5,477**	**(171)**	**5,428**	**5,428**	**5,428**	**5,428**
Government grants	0	0	0	0	0	0	0	0
Reimbursements	1	41	0	(1)	0	0	0	0
Customer & client receipts	4,443	5,141	4,961	(170)	4,912	4,912	4,912	4,912
Recharges	440	471	516		516	516	516	516
Reserves								
Capital Funded								
Council Funded Net Budget	**(2,664)**	**(2,927)**	**(3,103)**	**(120)**	**(2,697)**	**(2,692)**	**(2,685)**	**(2,679)**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P5	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Capital Works		37	25	0	50	0	0	0
		37	**25**	**0**	**50**	**0**	**0**	**0**

2020/21 Expenditure



2020/21 Income



Summary of major budget etc. changes

2021/22

2022/23

2023/24

2024/25

Service Plan for : Regulatory Services Partnership			
Service Manager:	*Nick Steevens*	Cabinet Member:	*Cllr Cooper-Marbiah, Cllr Whelton, Cllr Lanning*
Peer review date:	*Insert date peer review took place*	Name of peer:	*Insert the name of the peer "buddy" that did the review*
Date created:	*Nov-20*	Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The Regulatory Services Partnership (RSP) delivers Environmental Health, Trading Standards and Licensing functions on behalf of Merton, Richmond and Wandsworth Councils. The partnership was established on 1st August 2014 comprising two councils, namely Merton and Richmond upon Thames with Merton acting as the host authority. Wandsworth Borough Council joined the RSP on 1st November 2017. The services the RSP provides include:

- *Air quality*
- *Contaminated land*
- *Food safety*
- *Infectious disease control*
- *Licensing (e.g. alcohol, entertainment, street trading, special treatments and animal welfare)*
- *Noise & nuisance*
- *Pest control (Wandsworth only)*
- *Private sector housing (Wandsworth and Richmond only)*
- *Trading Standards*
- *Workplace health & safety*
- *Pollution*

The vision of the Regulatory Services Partnership is to be a beacon of excellence in Regulatory Services, safeguarding our communities and promoting economic wellbeing. The RSP has three key drivers:

1. To deliver improved services to customers
2. To achieve savings targets and to reduce budget pressures
3. To increase resilience

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The RSP is a customer facing service and whilst we do not currently actively survey residents, businesses and partners, we are seeking to do so using electronic questionnaires. The service will encourage customers to access our services electronically using a single website to report an issue or apply for a licence. The standalone website proposed for the service will link seamlessly to the websites for Merton, Richmond and Wandsworth to ensure customers have easy access to the services the RSP provides. Web content will be revised to reflect the needs of the customer and avoid unnecessary contact. Where customers wish to contact the RSP by phone and enhanced telephony system will ensure we are able to respond to any enquiries swiftly and effectively. Equality Impact Assessments are considered for new strategies, policies and in the use of enforcement tools. Our key customers are those who live, work or visit Merton, business operators, other council departments, the police and other regulatory agencies and the voluntary and community sector.	Demand for consumer and business advice and support will continue to increase due to the economic uncertainty the pandemic has brought continues. Added to this, the Brexit implications on many businesses including manufacturers, importers and retailers will drive up demand for the services expertise. According to the 2019 Merton Story, the best estimate of Merton's current population is 210,400. It is predicted to grow by about 1750 (0.83%) each year for the next 15 years. As the population size increases there is the potential for demand on the service to increase too. The pandemic is having a detrimental effect on the businesses within the borough with many struggling to survive. This impact on the local economy may create a reduction in the number of commercial premises the RSP is responsible for regulating, however it is also likely to result in decreasing levels of compliance as businesses reduce expenditure on staffing and other overheads.	**Covid-19 Implications:** The RSP has become responsible for much of the front-line regulatory work during the pandemic such as the provision of business advice, enforcement of the Covid-19 Secure guidelines, investigation of outbreaks, Locally Supported Case Tracing, provision of sites as testing locations and the introduction of Covid Marshals. **Brexit Implications:** Over the past 30 years, UK food, health and safety, and environmental protection, regulation has been driven by the EU. Following Brexit, the UK will still need a strong regulatory framework to protect our economy, our exports and the health and well-being of consumers, workers and communities. There are over 50 separate EU Directives and Regulations alone that govern Food standards in the UK, whilst more than 40% of all legislation coming out of EU is food related and supporting businesses through the changing regulatory landscape this will bring. In relation to air quality, there needs to be clarity over what standards the UK will operate to once we have left the European Union. Any dilution of standards would have a detrimental impact on public health.	The RSP will contribute towards the council's continuous service improvement programme of working to be London's best Council & Merton's recovery and modernising programme by: • Improving access to information for our customers, allowing them to access our services and information they seek with ease and allow them to self-serve wherever possible • Developing a single enhanced case management system which permits efficiencies within the service whilst improving responsiveness to customers • Developing uniform, leaner work processes • Introducing mobile working solutions to increase efficiency and reduce paper generation • Develop new commercial business opportunities to generate income and enhance the reputation of the service amongst businesses • Improving customer feedback and intelligence

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Air Quality		
Delivering the Council's Air Quality Objectives	The Air Quality Team has met its objectives consistently throughout the year including obtaining grant funding for key air quality projects despite the pandemic. The air quality service has: Worked with parking colleagues to link parking policy to Public Health & Air Quality · Delivered the London wide NRMM Project · Drafted and deliver the Air Quality Action Plans on behalf of the three boroughs · Supported the implementation of diesel levies for the partner authorities · Managed the impact of the Mortlake Development · Managed the Nine Elms Development Environmental Impacts · Managed the Thames Tideway Environmental Impacts · Sought grant funding for the service to deliver key projects on behalf of the three boroughs. Air Quality objectives expressed in the Air Quality Action Plans span multiple financial years so will need to be carried forward.	Carry Forward
Food & Safety		
Delivering the Council's Food Safety, Food Standards and Health & Safety Objectives	All proactive inspection activity is carried out according to risk-based inspection programmes set by the FSA and HSE which continue year on year. The Food & Safety team's objectives have been largely superseded or suspended by the work undertaken to control the pandemic including outbreak control work, compliance with the Covid-19 Secure guidelines, enforcing lockdown restrictions and supporting businesses with advice through webinars and the Business Champion. Since March 2020 inspection programmes set by the FSA and HSE have been largely curtailed to undertake Covid work. The previous service plan objectives for the Food & Safety service were to: · Carry out regular interventions at food businesses at a frequency determined by national risk criteria and local intelligence; · Investigate food poisoning outbreaks associated with food businesses located within the partnership area; · Investigate serious complaints about food purchased from and complaints about hygiene of food premises within the partnership area; · Undertake an annual food sampling programme in liaison with the South West London Food Liaison Group; · Take appropriate and timely action in response to accident (RIDDOR) notifications; · Take appropriate enforcement action for failures to meet legal standards in all areas for which the service is responsible	Carry Forward

Licensing		
Discharge the Councils legal obligations in relation to licensing	Licensing performance has been impacted by staff absences and turnover but more significantly by the impact of the pandemic on licensed premises and a substantial increase in complaints and enquiries due to Covid-19. The objectives of the licensing service were to: Process licence applications in accordance with policy, regulations and procedure, undertaking consultation in accordance with legislation and statutory guidance; Investigate complaints relating to licensing matters, including complaints about adverse health impacts associated with licensed premises; Carry out targeted enforcement visits based on risk grade of premises or intelligence/ information received; Review and streamline licensing processes including customer interfaces to increase efficiency and improve customer journey	Carry Forward
Noise & Nuisance		
Reducing the impact of noise & other nuisances on the public	Performance of the noise & nuisance service has maintained at a good level despite the substantial increase in workload caused by the pandemic with domestic and commercial nuisance complaints more than doubling across the three boroughs. · Investigation of public health nuisance complaints · Act as statutory consultee for planning and licensing applications. · To investigate complaints related to alleged breaches of the Clean Air Act 1993 for premises in a Smoke Control Area. · Carry out environmental monitoring for noise and air pollutants · Regulate demolition and construction sites to comply with standards to minimise noise and dust. · To investigate and take action regarding complaints related to defective drainage systems in commercial businesses · To respond to complaints of rodent infestations in all commercial (non-food) premises.	Carry Forward
Trading Standards		
Protecting the consumer & supporting economic growth through advice to businesses	Many proactive trading standards activities such as test purchasing has had to stop due to the pandemic. Reactive workload and some proactive projects including Challenge 21 purchasing have continued. The service has redirected resources towards business compliance checks for Covid-19. All test purchase activity will continue next financial year in accordance with the agreed performance indicators. The objectives for the service were to: • Investigate referrals from the Citizens Advice Service relating to an alleged breach of criminal fair trading legislation. • Investigate alleged breaches of trading standards legislation. • Carry out intelligence led enforcement visits. • Provide businesses with access to information and compliance advice to help them succeed • Ensure the safety of consumer products, fair trading and legal measurement of goods through intelligence-led market surveillance and enforcement activities. • Safeguard communities and young people by providing advice and support to business and undertaking test purchasing in respect of age-restricted sales legislation including: alcohol, tobacco, fireworks and knives. • Protect and safeguard consumers, including those that are vulnerable whilst and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime and scams.	Carry Forward

How will we get there?	
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.	
Service Objective 1	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Meeting the agreed performance indicators for the RSP. The Regulatory Services partnership has a set of Key Performance Indicators (KPIs) which have been agreed by the RSP Board and respective performance boards for each authority. These KPIs have been designed to track	Statutory requirement
	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
% of service requests with an initial response within the 'defined timescale'	New indicator	Amber		*90%*	*90%*	90%	Quarterly	Select
Safeguarding older people - investigate and physical intervention in cases of residents being targeted by financial scams and abuse	New indicator	Green		100	100	100	Annually	Select
Safeguarding young people - carry out age restricted sales physical interventions for knives, alcohol, fireworks, tobacco and e-cigarettes	New indicator	Green		100	100	100	Annually	Select
High risk A & B and non-compliant C-rated food establishments due for inspection completed	New indicator	Red		100%	100%	100%	Annually	Select
Percentage of alcohol and regulated entertainment licences issued within 10 working days of the conclusion of the 28 day consultation period, excluding those that are subject to a licensing hearing	New indicator	Amber		95%	95%	95%	Quarterly	Select
Percentage of new high risk massage & special treatment premises inspections carried out within 20 working days of the premises being ready to trade	New indicator	Amber		number	number	number	Quarterly	Select
Number of monitoring stations achieving the Nitrogen Dioxide air quality objectives	New indicator	Green		number	Number	Number	Quarterly	Select
Number of monitoring stations that achieve annual Particulate air quality objectives	New indicator	Green		number	Number	Number	Quarterly	Select
Number of Air Quality Audits (using GLA toolkit) of schools prioritising those in the highest pollution areas	New indicator	Green		3	3	3	Annually	Select
Air Quality - % compliance of non-road mobile machinery (NRMM) on major construction sites with GLA emissions standards	New indicator	Green		95%	95%	95%	Annually	Select
	New indicator						Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Completion of the targets within the services' Air Quality Action Plan		
Project / activity 2	Test purchasing and challenge 21 initiatives	*01/04/2020*	*31/03/2021*
Project / activity 3	Completion of the inspection programme for the Food & Safety services and submission of the annual FSA LAEMS return	*01/04/2020*	*31/03/2021*
Project / activity 4	Determination of all licensing applications within the statutory timescales	*01/04/2020*	*31/03/2021*
Project / activity 5	Inspecting high risk licensed premises (MSTs) within 20 working days on trading	*01/04/2020*	*31/03/2021*
Project / activity 6	Completion of the NRMM site inspection programme	*01/04/2020*	*31/03/2021*

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***
Loss of grant funding for air quality projects funded by the Local Implementation Plan (LIP)	*The Air Quality Manager has been working closely with TfL and the GLA to ensure that grant funding remains in place for key workstreams within the RSP. Funding has now been agreed for 2021/22 which will permit the project to continue.*
Legislative changes due to Brexit:- *The uncertainty around Brexit remains and there is concern that key legislation around heatlh & safety, food safety and air quality may change.*	*Officers are closely monitoring Brexit negotiations and liaising with professional bodies and trade organisations to fully understand the implications of any emerging agreements.*
Covid-19	*The pandemic has had a substantial impact on the RSP as the service redirects resources to support the efforts of the council and MOCOG*

Impact on the customer/end user

The activities of the RSP ensure the protection of people who live, work and visit the borough from a wide variety of risks ranging from doorstep crime to food-borne illness.

Partners / interdependencies

As a shared service across Merton, Richmond and Wandsworth councils, our customers principally comprise of residents, councillors and businesses. The service also interacts with a number of internal and external stakeholders such as other council departments, central government agencies and other enforcement agencies like the Police, Fire Service, Borders Agency and HM Revenue and Customs. The successful delivery of the RSP KPI's is reliant on sound engagement and partnership working with our partners.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
RSP IT Transition Project. This project seeks to • Migrate the three IT systems into a single case management system to reduce inconsistencies within the service • Challenge current ways of working, developing a single, efficient customer focussed process for each activity across the three boroughs • Transform our services through the use of technology to deliver an improved front line service. • Develop a new website with content focussed on the customers need and encouraging new business • Work with our partners in ICT, to produce a solution which enables customers to apply and pay for services online • Introduce mobile working solutions which allow officers to become more agile, receiving requests for service with minimal delay and increasing response and resolution times	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
None							Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Migration of SSA data onto Merton M3 database. The migration of the data from the Richmond and Wandsworth legacy systems is a complex and protracted process due to the large quantities of data, complexities around code mapping and also the linked documents which required extraction and re-linking	*Oct-19*	*Mar-21*
Project / activity 2	**Completion of RSP website and branding**. The standalone website and branding for the RSP has been agreed in principle by the RSP Board and is expressed within the services previous TOM document.	*Dec-20*	*Mar-21*
Project / activity 3	Enhanced telephony and mobile working solution. The introduction of a NetCall solution to improve the customer experience when dialling in the RSP is being developed	*Mar-20*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
The Richmond & Wandsworth (SSA) IT infrastructure has been a substantial barrier to the progress of the project with the complexity of the systems causing access delays and requiring additional time and resource to resolve.	*Weekly liaison meetings with the SSA are taking place. All urgent matters are escalated to the SSA Head of IT and reported to the RSP Board routinely.*
Technical challenges in data extraction and code mapping	*Liaison with Northgate for ongoing technical support, retention of key members of the project team*
Covid burdens impacting on staffing capacity and focus	*No mitigating action possible without additional financial burden*

Impact on the customer/end user

End user experience will be enhanced due to improved service responsiveness, key information and transactional processes all held on a single website. RSP officers will be able to work seamlessly across all 3 boroughs due to single IT platform

Partners / interdependencies

High level of dependency on the SSA (Richmond & Wandsworth) and Northgate (Merton provider)

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Commercialisation: The RSP has a strategy to enhance existing and develop new income streams Working with closely with the Business Improvement Team , we will explore the following commercial opportunities: *• Developing paid for services that customers want and which enhance their business* *• Reviewing the fees and charges across the entire RSP to align them as far as practicable* *• Undertaking work in all service areas on behalf of other local authorities* *• Increasing the number of Primary Authority Partnerships for the RSP* *• Selling specialist consultancy skills and expertise to businesses (e.g. acoustic impact surveys; contaminated land expertise)* *• Selling niche expertise to other local authorities e.g. air quality controls* *• Developing the ability to provide services nationally through effective use of digital technology*	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
None - indicator required based on individual business cases and target income generation for 2021/22	NA	AMBER					Quarterly	Low
							Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Development and expansion of the Cleaner Construction/NRMM Project	The NRMM project is a pan-London initiative delivered by Merton. The project can be expanded out as an income generation offer to other cities throughout the UK. To achieve true commercial gain, the resultant NRMM++ would need to sit as a separate commercial entity of Merton Council.	*Sep-20*	*Jul-21*
Alternate Dispute Resolution (ADR)	The RSP could become an ADR provider and offer a dispute resolution service to the public and businesses. The ADR scheme is fully accredited by the Chartered Trading Standards Institute under the Alternative Dispute Resolution for Consumer disputes (Competent Authorities and information) Regulations 2015. It is proposed to develop this work alongside CHAS as a commercial partner.	*Jan-21*	*Apr-21*
Metrology Laboratory	There is currently a laboratory in Wandsworth which is capable of offering metrology services for other authorities as well as the RSP. The intention would be to offer a comparable service to the North East London Metrology Partnership, which is a joint enterprise funded by the Boroughs of Havering, Barking & Dagenham, Redbridge, Waltham Forest and Newham for the provision of Weights and Measures functions under the Weights and Measures Act 1985 in the respective administrative areas.	*Apr-21*	*Aug-21*
Development of web-based seminars and training	Whilst face-to-face training opportunities have dwindled, there are opportunities for online training using the RSP website as a sales platform. Working with an existing partner the RSP could rebrand and tailor existing packages, reducing the implementation and development costs.	*Apr-21*	*Aug-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Officer resources - All of the income generation projects require resourcing, wither through the use of existing officer resource or through developing a business case to justify additional funding to pump-prime projects.	*Business cases will be developed for those projects where existing resource is insufficient. Specific time allocation will be made for in-house resources in order to deliver marketable products.*
***Market contraction** - External forces such as a market downturn or local government cutbacks will impact upon income generation.*	*Difficult to mitigate against external influences however these will be monitored*
Competition - Other local authorities and private sector organisations developing competing offerings may be a substantial risk	*The RSP will need to move quickly to ensure that it has developed, marketable offerings quickly.*

Impact on the customer/end user

None

Partners / interdependencies

Dependency on GLA and commercial partners such as CHAS

People
The RSP has developed a draft recruitment, development and retention plan which now needs to be enhanced and implemented. One key areas of work which needs completion is a pay & grading benchmarking process with other London boroughs. In recent months there have been some noticeably high salaries being offered by London boroughs which are substantially greater than those for RSP staff. Ensuring access to training, coaching and mentoring to further develop professional competence and technical expertise as well as skills in project management and income generation/commercialisation.
Technology
Remote working has always been a key aspiration of the RSP and work is already underway to improve the software and hardware available to frontline officers. The case based mobile project has been delayed due to the need to focus on IT transition, however it is hoped that the project can be commenced in the new financial year. Whilst officers cann all work remotely, the multitude of incompatible and occasionally inaccessible software has caused issues with officer effectiveness and efficiency. Staff learning and development plans will consider areas for improving the use of IT platforms such as teams, zoom and other platforms that enable collaborative working, interactive community & business engagement and consultation reliable IT infrastructure is essential for the RSP to be able to work mobile. Officers are already field based and predominantly working remotely. IT infrastructure and support is patchy at times and required investment to insure it is fit for purpose. *THE RSP is reliant on the same software as other services such as Skype, MS packages, Office 265 and also regulatory databases provided by Northgate and Civica. The RSP works closely with Merton's IT service on the IT transition project which will bring efficiencies to the way the service works. We are involved in the roll out of the new GIS system for the Council for specialist areas such as air quality and contaminated land.*
Service improvement
In many areas the RSP still operates differently in each borough. The continuous improvement Team has assisted in reviews of processes within some service areas to help develop single, efficient ways of working across the three authorities however this work was curtailed due to the pandemic and delays in the IT project. We hope to be able to work with the Continuous improvement team in the future to streamline our processes in all service areas.

Service Improvement offer	Make or Buy review guidance

Financial Summary - Regulatory Services

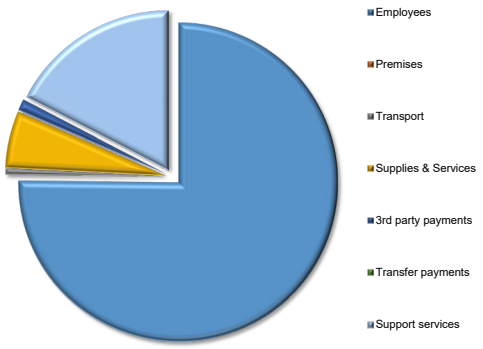
The section plans to implement £140k of income generation savings over the next few years, which will be challenging considering the implementation of the current associated savings already built into the MTFS have, to date, not been achieved. However, a major IT transition Project is scheduled for completion by the end of the 2020/21 financial year at which point the section will be able to refocus their efforts on generating additional income, for example, through the provision of business advice.

DEPARTMENTAL BUDGET AND RESOURCES

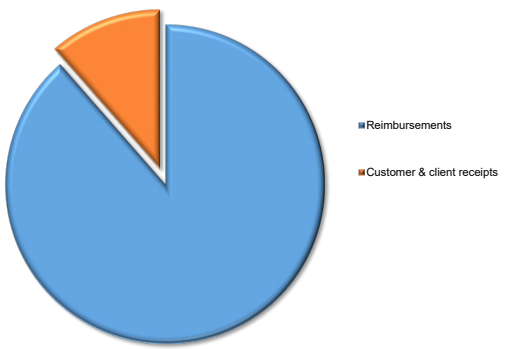
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**7,729**	**7,255**	**8,122**	**(350)**	**8,293**	**8,297**	**8,300**	**8,302**
Employees	5,780	5,213	6,067	(420)	6,225	6,225	6,225	6,224
Premises	1	4	0	2	0	0	0	0
Transport	58	63	45	(2)	48	48	49	50
Supplies & Services	403	389	459	60	468	470	471	472
3rd party payments	98	92	95	10	96	98	99	100
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,376	1,481	1,443	0	1,443	1,443	1,443	1,443
Depreciation	13	13	13	0	13	13	13	13
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**5,715**	**5,048**	**6,079**	**645**	**6,225**	**6,290**	**6,365**	**6,365**
Government grants	0	0	0	-1	0	0	0	0
Reimbursements	5,012	4,563	5367	325	5513	5513	5513	5513
Customer & client receipts	703	485	712	321	712	777	852	852
Recharges			0	0	0	0	0	0
Reserves								
Capital Funded								
Council Funded Net Budget	**2,014**	**2,207**	**2,043**	**295**	**2,068**	**2,007**	**1,935**	**1,937**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**

2020/21 Expenditure



2020/21 Income



Summary of major budget etc. changes

2021/22

Reserve = (£7k) - New Burdens Tobacco

2022/23

E1 = (£65k) - Increased income

2023/24

E1 = (£75k) - Increased income

2024/25

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Service Plan for : Safer Merton			
Service Manager:	*Kiran Vagarwal*	Cabinet Member:	*Cllr Agatha Akyigina*
Peer review date:		Name of peer:	
Date created:	*17-Nov-20*	Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Safer Merton oversees the delivery of the council's statutory duty set out in the Crime & Disorder Act 1998, specifically Section 17 and Section 115:
- The duty to have in place a Crime & Disorder Reduction Partnership - The Safer & Stronger Executive Board (SSEB), meets quarterly and have in place a local Crime, Disorder & Substance Misuse Strategy.
- Completing an annual strategic crime needs assessment (SCNA) and a bi-annual public consultation to ensure the work of the partnership and the Merton's Community Safety Strategy is informed by local data on crime, anti-social behaviour (ASB) , disorder and substance misuse.
- Ensure there is a process for sharing information across the partnership to prevent, detect and deter crime and ASB (Section 115)

The Safer Merton Team provides strategic and operational functions that cut across a number of areas, this includes:
- Responding to complaints of ASB, supporting victims of ASB and taking action against perpetrators, fulling utilising the powers afforded to us under the ASB Act 2014.
- Tackling Violence against Women and Girls and Domestic Abuse by commissioning specialist services, leading on the development & delivery of a local strategy, working with partners to support victims and bring perpetrators to justice and conducting the statutory Domestic Homicide Reviews (DHR) when required.
- Contributing towards the councils ambition to build resilient communities through the delivery of Merton's Neighbourhood Watch Programme, leading on the development of Merton's Hate Crime Strategy, supporting the Hate Crime Steering Group and the Safer Neighbourhood Board (SNB).
- Managing the council's 24/7 CCTV service, proactively monitoring 210 static cameras and the deployment of a further 13 mobile cameras. Remaining compliant at all times with the Surveillance Camera Code of Practice as set out in the UK's Surveillance Camera Commissioner and the Regulatory Investigatory Powers Act (RIPA). Processing data and information sharing requests for recorded images in line with the Freedom of Information Act (FOI) and the process for Subject Access Requests (SAR).
- Producing analytical products and implementing a performance management framework to support the partnership. Producing daily, weekly, quarterly and annual assessments to support an evidence based, targeted approach.

The team also secures and manages external funding, this includes the London Crime Reduction Fund (LCPF), the Violence Reduction Funding (VRF), commissioning services and managing relevant contracts.

The service considers wider local , regional and national strategies and policies relevant to the work of the SSEB, this includes the Mayor's Office for Policing and Crime Plan and Home Office strategies.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Safer Merton follows an evidence based approach to prioritise its services and when proposing strategic priorities for the SSEB. *The SSEB receives a quarterly dashboard to measure partnership performance and an annual in-depth strategic crime needs assessment on which to base long term partnership priorities on. Safer Merton also produces specialist insight profiles on the various partnership priorities this includes profiles on domestic abuse, sexual violence, hate crime, violence, burglary, robbery.* *Bi-annually the team manages the delivery of a borough wide community consultation of crime and ASB as well as considering wider Merton Council and partnership consultation, the results of which further inform the services we deliver and the strategies we develop.* *Our key customers are those who live, work or visit Merton, other council departments, the wider criminal justice partners and the voluntary and community sector.* *Equality Impact Assessments are considered for new strategies, policies and in the use of enforcement tools such as the Public Space Protection Orders.* *Safer Merton also contributes towards other insight and data products across the council and partnership including the Joint Strategic Needs Assessment (JSNA), Cumulative Impact Zones to support licensing ensuring crime and community safety data is integrated and referred to where necessary.*	*Safer Merton is a service that is open to all and its customer profile is not easily broken down into demographic groupings. Crime and Anti-Social Behaviour (ASB) can happen to anyone: resident, visitor, employee or business and can also have a far-reaching impact amongst families and local communities. Being a victim of crime can have lifelong consequences, not only for the victim, but the victim's family and the wider community. Crime is also perceived in different ways by different people and as such, when profiling our victims, we need to consider social and economic influences alongside deprivation and crime levels.* *According to the 2019 Merton Story, the best estimate of Merton's current population is 210,400. It is predicted to grow by about 1750 (0.83%) each year for the next 15 years. As the population size increases there is the potential for crime to increase too. Regular reviews of the crime figures will enable us to ensure that the service we provide is fit for purpose and will serve the population of Merton effectively.* *The Merton Story states that there are currently, about 77,400 people (37% of Merton's population) are from a Black, Asian, or Minority Ethnic (BAME) group; this is expected to increase in line with overall population growth to about 89,000 people, meaning no significant change in the overall proportion (38% in 2035 compared to the current 37%). We need to ensure that our service is accessible to all, ensuring that translation services are available when required.* *Hate crimes can affect people from different backgrounds and will be a crime flag that we will need to continue to monitor.* *As the Merton Story highlights, the total number of households in Merton in 2019 is estimated to be 80,400, and ONS predicts that this will grow by 10.6% to 88,900 by 2035. The increase in the number of households could have an impact on domestic related crimes, such as burglaries and domestic violence.* *Social inequalities exist within Merton, according to the Merton Story. The eastern half has a younger, poorer and more ethnically mixed population, with more areas of high deprivation. There is also a significant variation between the east and west of the borough, with a higher rate of alcohol-related admissions in the east compared to the west. We will need to consider this in relation to Violence with Injury and the impact that alcohol has.*	*COVID-19 impact: Front line services such as the hate crime surgery, the Domestic Violence One Stop Shop, IDVA service for DV Victims are able to operate throughout COVID, delivered virtually. COVID-19 related ASB has shown increases which have impacted on the police and wider council services. Statutory meetings, case conferences have and can also continue during COVID.* *Brexit: can potentially impact on community cohesion, public disorder (impact on the police) and hate crime. Community engagement will be key for 2021/2022 to maintain community confidence and reassurance. The police monitor community tension and share this centrally, as part of this process Merton Council are provided an opportunity to include community tension that we are aware of for the consideration of the police. This includes issues relating to counter terrorism being picked up within this assessment.* *Regional/National* **The London Mayoral elections 2021 (As the London Mayor is also the Crime Commissioner for London) and new Mayoral Strategies for policing and crime* **Domestic Abuse Bill* **Serious Violence Reduction Orders& Serious Violence Bill* **Restructure of the National Probation Service and London CRC* **The Civil Justice Council (CJC) has published a report on anti-social behaviour and civil courts, which looks at how current ASB powers are being used and whether injunctions are working.* **The Youth Violence Commission published its final report, which recognised the devastating effect that serious violence has on young people and emphasised the importance of investing in youth services and early intervention* **Stop and Search IOPC enquiry recommendations* **Mayors Action plan on Community Confidence in policing.*	*Safer Merton will contribute towards the council's continuous service improvement programme of working to be London's best council & Merton's recovery and modernising programme by:* ** Ensuring a strong, compliant and well-co-ordinated Community Safety Partnership is in place, embedding recognised good practice, supported by a clear governance structure.* **Information sharing arrangements are regularly reviewed and in place across the partnership to reduce the barriers to sharing information and increasing the chances to prevent, detect and deter crime and ASB* **Positive and co-ordinated multi-agency working at both strategic and operational level backed with an approach of effective problem solving, increased community engagement to reducing the impact that crime and ASB have on those who live, work and visit Merton, increasing community confidence in the partnership.* **Evaluating and self-assessment of our approach and services to ensure compliance, resilience and accessible services, specifically our CCTV service, domestic violence services and the council's approach to address crime and ASB as per Section 17 of the Crime and Disorder Act 1998.* **Utilise multi-agency IT platforms, specifically ECINS to its full capacity, implementing it across the partnership and the crime areas to manage individuals and locations where there is greater vulnerability and risk of crime and ASB* **Seizing all opportunities to work across the South West BCU, developing cross borough partnership working, sharing and pooling resources, good practice and further consideration of shared services*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Tackling anti-social behaviour (ASB) - supporting victims, enforcing against perpetrators	Safer Merton continues to respond to complaints of ASB, responding to 2,751 complaints between November 2018 to October 2020. Community MARAC meets monthly and responds to complex cases of ASB, supporting vulnerable victims and our work with the local police safer neighbourhood teams continues. The Localities Board continues to meet and focus on problematic locations. Following a review the board is currently focussing on the areas of Wimbledon and Mitcham - each having a multi-agency action plan in place to respond to ASB. We also successfully introduced a more localised Public Space Protection Order (PSPO) in September 2020 to tackle alcohol related ASB, following the expiration of the borough wide PSPO and community and partnership consultation. Developing an engagement and enforcement plan to support the PSPO. We continue to use the ASB tools and powers where appropriate.	Carry forward
Tackling domestic violence and abuse - supporting victims and enforcing against perpetrators	*Effective management of the VAWG Partnership Board, a sub group of the SSEB leading on delivering this objective across the council and partnership. *Successful commissioning of the Independent Domestic Violence Advocacy (IDVA) Service, with service commencement in July 2019. MOPAC funding confirmed until 2022 to support the commissioning of this service - funding 2 IDVA's. *Perpetrator working group in place looking to set up MATAC (Multi-agency meeting focussed on DV & Abuse perpetrators) across the South West BCU *Delivered 16 Days of Activism campaign in November 2019 and November 2020 *Domestic abuse One Stop Shop dealt with 213 cases between March 2019 to the end of March 2020 (figure to be updated for 2020/2021) *Produced the domestic violence and sexual violence profile resulting in further recommendations for the partnership on improving our response *Reviewed Merton's Violence against Women and Girls (VAWG) Strategy, extended until March 2021 with a new strategy planned to commence from April 2021. *Secured funding from the design council to review and identify how we can improve service pathways for victims - capturing the voice of the victim *Conducted two Domestic Violence Homicide Reviews(DHRs) followed by delivering the early learning and training *Closed 6 brothels and supported 2 the police in two further closures *Contributed towards the development of Merton's Trafficking Policy	Carry forward
Managing and delivering Merton's Neighbourhood Watch programme	Despite the difficulties posed by Covid-19, a MOPAC funded Police Cadets door knocking project has focused on roads in the borough most affected by burglary and knocked on over 900 doors so far to recruit members to NHW, with 15 new watches being set up or refreshed. NHW has obtained funding to continue this work in 2020-21. There has been increased communications with NHW coordinators via email due to the large volume of scams brought about by the pandemic, and an increase in communications from the police. Relationships with the National Neighbourhood Watch Association have been strengthened with greater opportunities for cross-working.	Carry forward
Crime and ASB analysis - providing an intelligence led CSP and the annual strategic crime needs assessment alongside tackling youth violence	Analysis on performance and trends produced: * Daily then weekly Covid intelligence reports. *Monthly crime update for lead members. *Quarterly analysis on performance and trends to Support Locations Board, Hate Crime Group, Neighbourhood Watch. Detailed profiles produced *Strategic Crime Needs Assessment and Partnership Plan for Merton. *Produced overview of Violent crime to support the Violence Reduction Plan. *Consultation and analysis to support the replacement of the PSPO. *Analytical profiles on Burglary, Robbery, Hate crime, domestic violence, sexual offences. *Support colleagues within the partnership and Local Authority with crime figures and intelligence. *Performance information for Safer Stronger exec board, Partnership plan, Quarterly Service plan PI's. *Oversee the production of the partnership Information Sharing Protocol. *Crime analysis to support domestic violence profile and strategic Assessment for Kingston. *Involvement in BCU work via TTCG and pan London Analytical Work via Safe Stats and the London Partnership Analyst Group.	Carry forward
Tackling hate crime agenda and delivering the hate crime strategy	The Hate Crime Strategy Group continues to drive forward Merton's Hate Crime Strategy. Throughout the pandemic there has been clear communication between the group and its members so concerns regarding community tensions can be flagged, likewise for issues arising from Brexit. A 3rd Party Reporting scheme was launched in March 2020, which continues alongside monthly Hate Crime Advice Surgeries. Key avenues for raising awareness and encouraging reporting have continued to be marked virtually, with IDAHOBIT and Hate Crime Awareness Week delivered successfully in conjunction with our partners from the police and community organisations.	Carry forward
Managing and delivering a 24/7 CCTV service which includes 210 static CCTV cameras and a current deployable set of 13 cameras	The CCTV service operates 24/7 with 7 operators working shifts. From 1st of April 2020 until 30th of November 2020, the operators have logged 8219 incidents, nearly 500 of which were serious enough for the police and/or the insurance companies to request the footage. Our cameras are maintained, in accordance with our maintenance contract, by Tyco. The maintenance contract expires on the 1st of November 2021. The process of procuring the new maintenance contractor has started, and we will be ready to go to market by April 2021.	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1 : To deliver on the council's statutory duty as set out in the Crime and Disorder Act.	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
To ensure compliance with the statutory duty under Section 17 and 115 of the Crime and Disorder Act 1998 by: *- managing the statutory Community Safety Partnership (SSEB), establishing a local crime, disorder and substance misuse strategy* *- following an evidence based approach and assessing the performance and impact of the partnership on crime and ASB by producing the annual strategic crime needs assessment (SCNA), quarterly performance and specialist crime and ASB profiles* *- conducting the bi-annual public Community Safety Consultation* *- implementing a partnership process to share information to prevent, detect and deter crime (Section 115)*	Statutory requirement Maintain a clean and safe environment Create a great place to grow up and live in

Performance Measures

Indicator	***2019 / 20 Actual***	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***Frequency***	***Polarity***
Total Notifiable Offences	14,511						Quarterly	Benchmark
Public Satisfaction Rates (police data)							Quarterly	High
Ranking as safest borough in London							Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Produce the Annual Strategic Crime Needs Assessment 2021/2022	*Oct-21*	*by December 2021*
Project / activity 2	Deliver the public Community Safety Consultation	*Apr-21*	*by October 2021*
Project / activity 3	Develop the new Community Safety Strategy for Merton 2021-2024	*Jan-21*	*by 1st April 2021*
Project/activity 4	Facilitate and manage the Statutory Community Safety Partnership & delivery of the Community Safety Strategic objectives	*ongoing*	*by 30 March 2022*
Project / activity 5	Conduct annual review Section 115 Information Sharing agreement		*by June 2021*

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***
Lack of funding to support the delivery of the Community Safety Strategy, for example, reduction/withdrawal of the London Crime Reduction Funding (LCPF), the Violence Reduction Funding. For 2021/22, 1 year funding has been agreed, this limits the partnership to consider any longer term (2 to 3 year) projects.	*Funding has been agreed from MOPAC for 1 year (2021/2022) as opposed to the usual 3-4 year term. It is anticipated that confirmation of funding post April 2022 will be confirmed by January 2022 by MOPAC. We will prepare exit plans for all projects funded through this grant and escalate should we not receive confirmation by January 2022(latest).*
Domestic Violence Bill and new duty on the provision of accommodation - impact on colleagues within housing	*Safer Merton are already engaging (Oct 2019) with colleagues in housing to understand the local impact and requirements of this new duty once it comes into place.*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Merton will have an effective statutory community safety partnership in place that responds to crime and ASB impacting on those who live, work and visit Merton. The partnership will have a clear process in place to share information for the purpose of detecting, preventing and deterring crime and ASB. The partnership will also follow an evidence based approach, agreeing priorities that are responsive to community safety matters that impact on communities within Merton.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective.

- Attendance and participation at the Statutory Safer and Stronger Executive Board (SSEB)
- Contribute towards the production of the strategic crime needs assessment by sharing data with Safer Merton
- Supporting the public community safety consultation on crime and ASB - to achieve maximum responses
- By adhering to the information sharing arrangements in place, actively sharing information and data to detect, deter and prevent crime and ASB

Service Objective 2: To ensure our local approach to crime prevention and community safety reflects local, regional and national policy and good practice.	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
To ensure regional and national strategies and policies, relevant legal requirements and good practice are reflected in our local approach, including the Mayor's Office for Policing and Crime, The Home Office and London Crime Reduction Funding.	Continuously improve Statutory requirement

Performance Measures

Indicator	**2019 / 20 Actual**	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***Frequency***	***Polarity***

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Consider local impact of MOPAC, Home Office, strategies/policies and legislative changes relevant to Community Safety and implement relevant local changes	*Jan-21*	*Mar-22*
Project / activity 2	Secure London Crime Reduction Funding & Violence Reduction Funding and commission relevant services	*Jan-21*	*Mar-21*
Project / activity 3	Conduct partnership horizon scanning/workshops to identify political, environmental, social, technical, legal, economic factors that can impact on delivery over the next 2 to 4 years and to inform future work of the partnership post April 2022	*Feb-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
A delay in the new police and crime plan or revised MOPAC strategies due to the Mayoral election	*Review and update local strategies and policies as and when the new MOPAC plans are released*
Regional, central plans and strategies may not be reflective of or respond to the local prevalence of Crime and ASB issues in Merton	*Ensure that the Merton trends in crime and ASB are considered alongside any national, regional policies and strategies ensuring that any such local implementation is relevant to Merton.*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

- Community Safety Partnership is better informed of potential future impact and opportunities for the partnership
- Merton Safer and Stronger Executive Board and Merton Council delivers on good practice and remains in line with regional and national strategy, policy and legislative requirements, whilst at the same time responding to local need and trend.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective.

- Contribution towards the partnership horizon scanning
- Taking into account, where required, good practice, legislative requirements, regional and national strategies and policies on community safety

Service Objective 3: To develop and implement a partnership approach to responding to Violence against Women and Girls (VAWG).	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To oversee the delivery of the Violence against Women and Girls strategic priority. Commission and manage services that support victims of domestic violence and abuse. Work with partners to develop an approach to bring perpetrators to justice and implement the statutory process of Domestic Violence Homicide Reviews and other related legislation as and when required.	Support our most vulnerable residents of all ages Statutory requirement Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
Sanction Detection Rates (Police)	TBC (New)	Not Yet						Within a range
Repeat DV MARAC cases by volume	39.75%	Green	*30-40%*	30-40%	*30-40%*	30-40%	Monthly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Commission and contract management of specialist Domestic Abuse services including, Independent Domestic Violence Advocacy Service (IDVA). Manage the Domestic Violence One Stop Shop held Monthly.	*ongoing*	*Mar-22*
Project / activity 2	Manage the monthly DV MARAC meetings - ensuring a co-ordinated approach to supporting high risk victims.	*ongoing*	
Project / activity 3	Develop and oversee delivery of a Violence against Women and Girls and Domestic Abuse Strategy for Merton (By April 2021) , supported by an annual delivery plan. Manage and facilitate the multi-agency Violence against Women and Girls (VAWG) Delivery Board (meets quarterly), a sub group of the SSEB.	*ongoing*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of funding to commission domestic violence services 2 out of the 3 IDVA's are funding via the LCPF which is only confirmed until March 2022.	*Currently this is funded partly by the council and partly by the MOPAC LCPF. LCPF funding is secure until March 2022. Any funding gaps to be highlighted corporately. Commissioned services are already aware of the clause around 'subject to funding'.*
Lack of partnership and wider council input in responding to Violence against Women and Girls	*Continued partnership and wider council engagement both strategically and operationally*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

- Victims of domestic violence & abuse are able to access specialist support and advise from across the partnership through the IDVA support and the One Stop Shop.
- Partners are able to refer cases of high risk cases to the DV MARAC to ensure a more intense multi-agency approach is in place to safeguard the victim and his/her children
- SSEB have a co-ordinated approach in place to respond to Violence against Women and Girls through a coherent strategy, delivery plan and quarterly VAWG board meeting

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective.

- The police, probation, public health, registered social landlords in Merton and CCG's are linked to the delivery of this objective
- The council Children, Families and Schools directorate, Housing and Adult Social Care are also linked to the delivery of this objective as it relates to the safeguarding of adults and children

Service Objective 4: To respond to complaints of Anti-social Behaviour, utilising all the tools and powers afforded to us under the ASB Act 2014.	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To support victims of anti-social behaviour (ASB), take enforcement action against perpetrators and provide a multi-agency response to locations in Merton subjected to persistent ASB and Crime.	Maintain a clean and safe environment Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
Number of Community Protection Warnings issues	26	Red	*24*	24	*24*	24	Quarterly	Low
Number of Community Protection Notices Issued	6	Red	3	3	3	3	Quarterly	Low
ASB cases acknowledged within service timescales	95.33%	Green					Quarterly	Within a range
Number of premises closure orders used	5	Red	8	8	8	8	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Effective use of ASB tools and powers and multi-agency problem solving of ASB cases and developing good local multi-agency practice	*ongoing*	
Project / activity 2	Focus on locations where there is persistent ASB, implementing effective local multi-agency action plans, monitored via the quarterly Localities Board	*ongoing*	
Project/activity 3	Implement use of the multi-agency casework platform - E-CINS- across the partnership - to respond to cases of ASB (Ecins also supports the other multi-agency panels responding to DV, offender management & rough sleepers - Safer Merton are co-ordinating the implementation of this.	*ongoing*	*Mar-22*
Project / activity 4	Direct casework support for victims of ASB (non-clarion tenants) and effective engagement in the Community MARAC (deals with high risk/vulnerability ASB cases)	*ongoing*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of multi-agency working & lack of willingness to access and use E-CINS	*Agreed multi-agency processes in place and continued development of partnership working and engagement at both strategic and operational level. E-CINS Project Board in place to manage the roll out.*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

- Impact on communities and victims of persistent ASB is reduced
- reduced demand on services across the partnership caused by repeat offending and incidents of ASB

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective.

- Agency participation in the Community MARAC(ASB) and use of Ecins
- Assistance and support in the problem solving process where wider council service input is required
- Supporting the PSPO's implemented in Merton as required
-Sharing of information in a timely manner
- Signing up to either accessing and/or using Ecins multi-agency case management system used by Safer Merton

Objective 5: To Support the Council's ambition to build community resilience by delivering Merton's Neighbourhood Watch Programme, developing and delivering Merton's Hate crime Strategy and supporting Merton Safer Neighbourhood Board(SNB).	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To Support the Council's ambition to build community resilience by delivering Merton's Neighbourhood Watch Programme, developing and delivering Merton's Hate crime Strategy and supporting Merton Safer Neighbourhood Board(SNB).	Build resilient communities
	Create a great place to grow up and live in
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
Total Number of Neighbourhood Watches	473	Red	470	480	490	500	Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Co-ordinate the Neighbourhood Watch scheme	*ongoing*	
Project / activity 2	Support the Safer Neighbourhood Board (meetings quarterly) - managing the SNB grant and the commissioning or projects	*ongoing*	*Mar-22*
Project / activity 3	Establish and oversee the delivery of the Hate Crime Strategy, the running of the Hate Crime Steering Group (meets quarterly), the hate crime drop in surgeries and the further development of the 3rd party reporting scheme. Have due consideration of the community tensions and increase in hate crime as a result of Brexit and COVID-19.	*ongoing*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Funding for the SNB ceases - therefore Safer Merton unable to continue to support the SNB as it currently does	*Exit plan in place, continued dialogue with MOPAC in relation to the funding*
Lack of community participation in Neighbourhood Watch	*Continued promotion of the benefits of Neighbourhood Watch in local areas and continued engagement with the members*
Unable to door knock and establish NHD watches due to COVID	*Monitor and report the impact of COVID-19 via the performance reports - consider alternative engagement methods for example letter/leaflet drop/online registration*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan
- Communities are more engaged and working in partnership with the council and the police to prevent and detect crime
- Burglary hotspot areas are targeting for increased Neighbourhood Watch Schemes
- Safer Merton contribute towards the council's ambition to strengthen community resilience
- victims of hate crime are able to access advise and support from across the partnership

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective.
- Partnership engagement in the hate crime steering group and one stop shop
- police support to respond to hate crime incidents reported and setting up of the Neighbourhood watches

Service Objective 6: To develop a co-ordinated and partnership response to violence.	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
To develop and co-ordinate the boroughs multi-agency approach to violence reduction. Developing a multi-agency plan, strategic approach, securing funding, commissioning projects and actively contributing towards the South West BCU approach to Violence Reduction.	Maintain a clean and safe environment
	Create a great place to grow up and live in

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
To see a reduction in violence with injury (non-domestic)	854	Does Not Apply					Quarterly	Low
To see a reduction in personal robbery	372	Does Not Apply					Quarterly	Low
To see a reduction in knife crime	217	Does Not Apply					Quarterly	Low
To monitor violence against the person in the Mitcham area	1431	Does Not Apply					Quarterly	Benchmark
Establish a public perception based indicator around violence (to be agreed)	TBC	Does Not Apply					Quarterly	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Establish and co-ordinate delivery of the Merton Violence Reduction Plan	*Sep-20*	*Apr-22*
Project / activity 2	Actively participate in the SWBCU Violence Steering Group and other partnership forums responding to violence including Youth Crime Justice Board, Integrated Offender Panel, Children and Young Peoples Panel, MARVE	*Sep-20*	*ongoing*
Project / activity 3	Secure relevant funding (LCPG, VRU) and commission services to support activities in the violence reduction plan	*ongoing*	*ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of wider council and partnership support to deliver on the violence reduction plan	*Steering group in place to monitor delivery of the plan and provide 6 monthly progress reports to the Safer & Stronger Executive Board*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan
- Multi-agency and public health approach delivered to tackle violence, supporting victims and addressing offending behaviours
- Increased community engagement, raising awareness and business engagement to prevent and deter violence

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective.
- joint working with Children, Schools and Families imperative
- strong partnership working across the criminal justice agencies and the SSEB members required
- Teams and agencies delivering on the actions they have committed to as set out in the violence reduction plan
- participation at the SWBCU Violence Steering Group as and when required
- information sharing, both slow time and fast time to manage short, medium and long term risk and target resources effectively

Service Objective 7: To manage and deliver an efficient CCTV service.	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
To manage Merton's CCTV service, ensuring compliance and that all technical capabilities are operating effectively.	Maintain a clean and safe environment
	Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*Frequency*	*Polarity*
% public realm cameras working at all times	97.64	Red	98%	98%	98%	98%	Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Day to day management of the CCTV Service. Ensure maintenance contract is in place and regular maintenance of system software and hardware.	*ongoing*	
Project / activity 2	Clear plan in place to deliver on the capital investment programme 2021-2023.	*Dec-20*	*Mar-21*
Project / activity 3	Effective engagement with the police and other relevant partners for incident management, identification and reporting.	*ongoing*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Impact of COVID on the ability to deliver on capital works on schedule	*Clear project management in place with risks, issues and impact logged*
Impact of COVID-19 on staffing levels	*Monitored via Sitreps*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan
- specific public places receive CCTV coverage
- insurance claims can continue to be processed where footage is requested
- The service continues to secure evidence to support police investigations
- The service continues to identify incidents of environmental crime - fly tipping, flyposting etc.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective.
- Police radio dependency and ongoing good partnership working and communications with the police
- IT and facilities management to ensure service software, hardware and control room operates effectively
- Future Merton input in the planning for the capital investment programme
-Suppliers of maintenance remain in place, remain accessible and able to be deployed swiftly to fit faults
- Virgin and BT network suppliers provide an efficient service to keep network operating at full capacity
- Technical consultants are available to support the upgrade

People
*Se **t out how you will support the organisation's move to Smarter Working (including remote working) as part of the delivery of your service. Service Plan Managers should speak to facilities / property for any major changes to physical space, and as part of Smarter Working consider how the physical space required to deliver the service can be reduced.*** *1. Ensuring access to training, coaching and mentoring to further develop staff skills in project management, management of grant funding, developing partnership strategies and neighbourhood action plans to respond to crime and ASB.* *2. To meet future demand, further developing staff skills to ensure competency in preparing case files for pursuing enforcement action in the courts* ***Set out how you will support the organisation's move to Smarter Working (including remote working) as part of the delivery of your service. Service Plan Managers should speak to facilities / property for any major changes to physical space, and as part of Smarter Working consider how the physical space required to deliver the service can be reduced.*** *1. All Safer Merton staff are able to work from home - as long as they have access to internet and can connect to the council IT, Office 365 and the Ecins case management platform (web based).* *2. As a result of smarter working the service is able to increase the use of the existing space by providing a base for the domestic violence IDVA service* *3. Staff learning and development plans will consider areas for improving the use of IT platforms such as teams, zoom and other platforms that enable collaborative working, interactive community engagement and consultation*
Technology
1. We are involved in the roll out of the new GIS system for the Council and will be accessing the new system as it becomes available. We have already used it to support the PSPO and upgraded the laptops of the analysts to support the software and analytical needs of the service. 2. The OWL messaging service is a platform used for pushing messages out to Neighbourhood Watch and works on the basis of residents signing up to receive community safety messaging. This platform comes at a cost, if the budget was available it would be a good system to secure -however the future of the providers of OWL is dependent on the support they get across London and MOPAC. Currently using excel and emails is causing IT issues and increased officer time to complete the task. 3. The CCTV Capital programme for 2021/2022 and 2022/2023 will require input from IT 4. We require continued use of the ECINS case management platform - Safer Merton have purchased the system which is accessible across the council and partnership for multiple purposes and is value for money - further investment in the additional tools offered with the system would be of benefit for example the automated referral system for case panels such as domestic violence, integrated offender management, rough sleepers - we are not currently using this system to its full capacity.
Service improvement
Using Ecins to its full capacity *We require continued use of the ECINS multi-agency case management platform - Safer Merton have purchased the system which is accessible across the council and partnership for multiple purposes and is value for money, with no additional cost to additional users - further investment in the extra tools offered with the system would be of benefit for example the automated referral system for case panels such as domestic violence, integrated offender management, rough sleepers, or the public facing forms increasing the 'self-service' function - we are not currently using this system to its full capacity.* *Strategic Crime Needs Assessment and evidence base to inform local priorities.* *Completing an annual strategic crime needs assessment is a statutory duty under the Crime and Disorder Act 1998. Further improvement on the production of this assessment could ensure that wider council data is incorporated into the assessment for example environmental crime (fly-tipping), rough sleeping and wider issues that impact on crime and ASB or areas where the input of the criminal justice agencies (Community Safety Partnership) can assist in the reduction of demand on council services.* *Compliance with Section 17 of the Crime and Disorder Act 1998* *A council wide section 17 audit could also assist in enabling the partnership but more specifically the council to assess how the council complies with Section 17 of the Act, identifying gaps, good practice.* *Compliance with the Surveillance Camera Code of Practice and securing accreditation* *A review/self-assessment on how we use CCTV, body worn cameras (surveillance) across the council and compliance with the Surveillance Camera Commissioners Code of Practice would be of benefit to inform any future improvement plan, reduce the risk of the council being non-compliant. It would also provide reassurance to communities that the public space CCTV is well managed. This review would be for all services using CCTV whether directly by the council or by commissioned services - as the council is ultimately responsible for ensuring compliance of the surveillance camera code of practice. Working towards certification for third parties or for the local authority would be a positive step in this direction.* *Also consider if any services could be outsourced/shared with other authorities, and if you intend to carry out a make/buy/share review. See link below for guidance.* *There is scope to consider a make/buy/share review for the CCTV service. Initial scoping took place in 2019/2020 - would be of benefit to review the scoping that took place and refresh/conduct the make/buy/review of the service.*

Financial Summary - Safer Merton

No significant changes currently built into the MTFS.

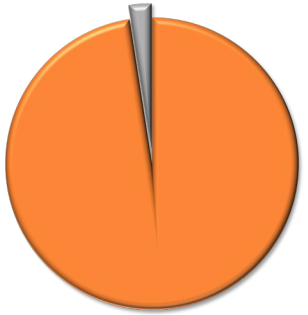
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P5	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**1,593**	**1,643**	**1,540**	**43**	**1,575**	**1,579**	**1,584**	**1,588**
Employees	789	738	760	(47)	780	780	780	780
Premises	3	12	3	3	3	3	3	3
Transport	1	2	1	0	2	2	2	2
Supplies & Services	296	329	293	87	297	301	306	310
3rd party payments	16	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	325	399	320	0	320	320	320	320
Depreciation	163	163	163	0	173	173	173	173
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P5**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**418**	**366**	**204**	**(35)**	**204**	**204**	**204**	**204**
Government grants	0	31	0	0	0	0	0	0
Reimbursements	418	332	199	(35)	199	199	199	199
Customer & client receipts	0	3	5	0	5	5	5	5
Recharges								
Council Funded Net Budget	**1,175**	**1,277**	**1,336**	**8**	**1,371**	**1,375**	**1,380**	**1,384**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
CCTV & Networks		49	150	0	699	480	0	0
	0	**0**	**150**	**0**	**699**	**480**	**0**	**0**

2020/21 Expenditure

2020/21 Income



Summary of major budget etc. changes

2021/22

2022/23

2023/24

2024/25

Service Plan for : Transport			
Service Manager:	*Charles Baker*	Cabinet Member:	*Covers a range of portfolio holders*
Peer review date:		Name of peer:	
Date created:		Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Merton Transport Services procure, manage and control the safe management of the council's fleet of vehicles for approximately 26 different internal customers. This includes Parking, Environmental Enforcement, Bailiffs and the Passenger transport fleet. The costs for these vehicles are met via an SLA with each operating unit.

PASSENGER TRANSPORT - Our current key passenger customers are vulnerable adults and special educational needs children. It is important to note that we have no direct contract with the customers as the service is managed and commissioned through C&H and SEN who allocate the work schedules.

The client group is made up of extremely vulnerable children and adults for whom not travelling is not an option. Their abilities and physical challenges mean that in many cases they are unable to make use of conventional transport provision.

In addition to the core services, our Passenger Transport team also provide transport on an ad hoc basis for schools and other establishments, and a self–drive facility for youth services, and other authorised bodies, such as scouts (note that under section 19 regulations, we are unable to extend this service and operate on a commercial basis).

NOTE Passenger Transport and Fleet services are two separate departments and are not an integrated function.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Fleet and Passenger Transport is a high performing service with a high level of customer satisfaction (97%).	*Current evidence suggest that the number of pupils with Special Educational Needs is also rising, with SEN statements / EHC plans rising by an estimated increase of 127% compared to a general child population increase of around 2%.* *The SEN Needs Analysis demonstrates that the rate of increase has been greater in recent years and is predicted to continue. This has already resulted in significant pressure on the Transport Service.* *Against this, it is anticipated by SEN that there will be an increase in the uptake of direct payments by the families of new clients, which will impact on the numbers of clients being provided transport by MTS.* *This will require greater partnership working with CSF and C&H.*	*Following the award of contract to Veolia in April 2017 for the operational management of waste collection and street cleaning, approximately 50% of the council's fleet has been novated to the new contractor along with the workshop facility.* *As a result of this the service no longer holds a Freight Operator's Licence and the retained Passenger transport service operates under Section 19 permit. It is important to note that this restricts the service from providing additional commercial activities.*	*Following the award of contract to Veolia in April 2017 for the operational management of waste collection and street cleaning, approximately 50% of the council's fleet has been novated to the new contractor along with the workshop facility.* *As a result of this the service no longer holds a Freight Operator's Licence and the retained Passenger transport service operates under Section 19 permit. It is important to note that this restricts the service from providing additional commercial activities.* *Our aim is become London's best council run passenger transport service. This will be achieved by ensuring we provide a viable, reliable and cost effective alternative to external taxi commissioned journeys on behalf of CSF and C&H. As demand for our service increases we will need to work on strengthening these relationships and look at maximising our shared resource to improve our service offer.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Undertake a business case to assess the benefits of vehicle tracking and route optimisation.	In progress - Soft market testing completed - procurement in progress , led by Corporate services (IT)	Carry forward
Undertake a vehicle replacement programme including a review of shared / pool vehicles. This will take into account the findings / recommendations of the parking review.	On hold, awaiting outcome of staff travel review and use of pool vehicles . Infrastructure not in place to support switch to electric vehicles.	Carry forward
Undertake a joint review of the current service offer provided to SEN and C&H	Completed - Passenger transport operations review undertaken , supported by external consultant EDGE. Recommendations being assessed and key action points to be undertaken in partnership with CSF and C&H	Close

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Ensure service performance indicators are monitored, reviewed and delivered within Budget and agreed time frame.	Continuously improve
	Create a great place to grow up and live in
	Select

Performance Measures

Indicator	***2019 / 20 Actual***	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
% Client User Satisfaction	100%	Green	97%	*97%*	*97%*	97%	97%	Annually	High
Average % passenger vehicles in use	89%	Green	85%	*85%*	*90%*	90%	95%	Annually	High
% in-house journey that meet timescales	93%	Green	85%	*85%*	*90%*	90%	95%	Annually	High
Sickness - average days per FTE	37.88	Red	9.5					Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Vehicle utilisation (Passenger Transport Fleet) to assess level of occupancy and spare capacity in the service per route.	*Jan-21*	*Apr-21*
Project / activity 2	Procure new route optimisation software	*Oct-20*	
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***
None identified	

Impact on the customer/end user

Revised SLA with our customers increasing journey times to and from SEND schools

Partners / interdependencies

Service Objective 2	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Monitor advancement in alternative fuel technologies and ensure vehicle replacement programme recognises the Councils desire for a full electric Fleet by 2030.	Continuously improve
	Maintain a clean and safe environment
	Select

Performance Measures

Indicator	**2019 / 20 Actual**	**RAG**	***2020/21 Target***	***2021/22 Target***	***2022/23 Target***	***2023/24 Target***	***2024/25 Target***	***Frequency***	***Polarity***
% of council fleet using Diesel fuel	88%	Green	80%	*Target to be agreed subject to financial investment*				Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Project / activity 1	Assess the viability of lease hire arrangements which supplier responsible for upgrading new fleet with most financially practical fuel source as advancement in technology improve and reduce in cost.	*Jun-21*	
Project / activity 2	Capital programme for depot / Car park refurbishment to upgrade new charging points	*TBC*	
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Financial - Current estimate cost of in excess of £3m for Garth Rd substation	*Review approach on how we prioritise our carbon agenda and allow for net carbon solutions to be awarded as part of new procurement strategy.*

Impact on the customer/end user

This should have minimal impact on the customer in terms of service use, but will have long term benefits on air quality in the Borough

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

People
The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure. The focus of the restructure is to ensure that we build greater resilience in the service along with identifying any skills gap which may be identified and relevant training and development support provided to staff and Teams where appropriate. The review of the structure will bring together under one central management function both Fleet Services and Passenger Transport and in doing so supports any future proofing of the service as it work streams are aligned with the needs of SEND and C&H. Our staff are greatest asset and will need to adapt and grow to new ways of working.
Technology
The IT and Business Improvement Team will play a major role in working with the suppliers to ensure the IT element of the Transport Logistic & Fleet Maintenance systems are installed to enable us to utilise the technology elements of the systems. (TRACKING) Work is already in progress in ensuring that the service as a fit for purpose routing system. The current Corporate IT offer is fit for purpose and meets the core needs of the management function of the service. Moving forward access to Google docs will be required as the service looks to integrate its direct reporting functionality with our work shop Service Providers IT systems.
Service improvement
Following the external review of our Passenger Transport Operations there are identified opportunities to integrate our service function further with SEND and C&H by the creation of an Integrated Travel Unit (ITU) which would give overall responsibility for all activities from 'assessments through to operational delivery under one team. The aim would be to create clear and overall accountability for all travel cost in terms of effect assessments and value for money delivery.

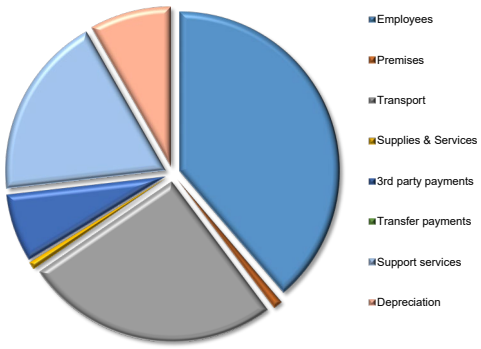
Financial summary - Transport Services

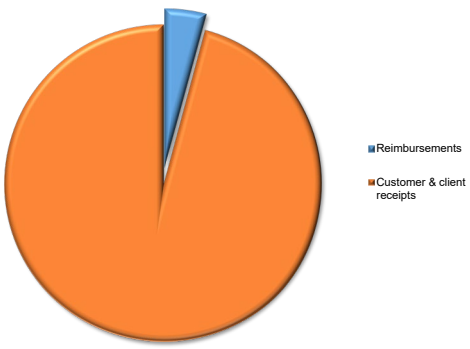
No significant changes currently built into the MTFS.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**3,891**	**3,935**	**3,929**	**(366)**	**3,785**	**3,785**	**3,785**	**3,785**
Employees	1,551	1,551	1,579	(136)	1,468	1,468	1,468	1,468
Premises	33	28	33	(1)	36	36	36	36
Transport	1,013	1,012	1,013	(220)	975	975	975	975
Supplies & Services	30	59	30	(9)	29	29	29	29
3rd party payments	260	217	260	0	262	262	262	262
Transfer payments	0	0	0	0	0	0	0	0
Support services	695	759	704	0	704	704	704	704
Depreciation	309	309	310	0	311	311	311	311
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**3,949**	**3,920**	**3,929**	**237**	**3,784**	**3,784**	**3,784**	**3,784**
Government grants	0	0	0	0				
Reimbursements	158	177	158	237	158	158	158	158
Customer & client receipts	3,791	3,743	3,771	0	3,626	3,626	3,626	3,626
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	**(58)**	**15**	**0**	**(129)**	**1**	**1**	**1**	**1**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Fleet Vehicles		38	542	0	417	300	300	300
Alleygates		8	24	(14)	24	24	24	24
		46	**566**	**(14)**	**441**	**324**	**324**	**324**





Summary of major budget etc. changes

2021/22

2022/23

2023/24

2024/25

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Service Plan for : Waste Management & Cleansing			
Service Manager:	*Charles Baker*	Cabinet Member:	*Councillor Natasha Irons*
Peer review date:		Name of peer:	
Date created:	*05/11/2020*	Date of next review:	

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The London Borough of Merton is a Principle Litter Authority with a statutory duty under the provisions of the Environmental Protection Act 1990 to ensure that 'relevant land in its area is, so far as is practicable, kept clear of litter and refuse'.

The Council also has a statutory duty under the Environmental Protection Act 1990 to collect household waste and a Duty of Care to handle waste responsibly but they also have a range of other responsibilities which specifically relate to municipal waste.

One of the key pieces of legislation is the Waste Framework Directive 2008 which sets the basic concepts and definitions related to waste management, such as definitions of waste and recycling and a legally-binding five step waste hierarchy.

The Waste Framework directive also requires councils to provide separate collection of paper, plastics, metal and glass. In England, separate collections are required where they are technically, environmentally and economically practicable (TEEP) and appropriate to meet the necessary quality standards for the relevant recycling sectors.

The Waste Services Team have undergone a significant level of change in recent years. We have moved away from providing these services in-house and now focus on the commissioning and contract management / facilitating of the services which we provide for our customers.

Our aim is to ensure that Merton is a great, sustainable place to live with clean streets and an efficient waste collection service supported by sustainable waste disposal arrangements. This is achieved by fulfilling the Council's statutory responsibility in respect to waste collection, street cleansing and the associated disposal of all waste streams.

We are working towards improving our customer experience in reporting of service requests online and via the promotion of mobile applications. The recent dynamic change in how people work and the increase in home working has put an increased demand particularly on the waste collection service and there is an associated increase in domestic waste and recycling production.

The service will have to adapt to keep pace with changing demands and pressures and in particular to meet the demand and Corporate targets to maintain and increase recycling rates and work toward developing opportunities to improve these outcomes.

Merton's Ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Maximising efficiencies through co-ordinated partnership working

Ensuring services represent value for money and meet the needs of residents and businesses

Holding those to account who choose to dispose of their waste and litter irresponsibly

Look for areas of commercial opportunity.

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data | The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The new waste collection service which was introduced in Oct 2018 impacted on every household in the borough and was one of the biggest changes in waste collection our residents have experienced in recent history with approximately 74% of households experiencing a change in the day of collection. There are currently c 68,000 kerbside properties which receive the new waste collection service resulting in an average of 680,000 collections per month (excluding garden waste). In addition to this there are c 16,000 flats, each receiving a weekly communal collection amounting to 128,000 collections per month. The Service works with the Planning Team to issue a growing number of Houses of Multiple Occupancy (HMOs) with Waste Certificates and ensure that suitable waste collection arrangements are in place to cope with the additional waste that arises from such housing arrangements.	Merton has a population of 211,787. By 2030 the population is predicted to be 224,502 (source: https://data.merton.gov.uk/population/). To meet this growth the service is expecting an additional 1,328 new homes to be built each year. We anticipate that the majority of new homes built will be flats or houses of multiple occupancy and serviced by communal collections. These properties are historically challenging to manage in regards to resident engagement and participation in our recycling services. The predicted increased population and anticipated increased number of communal collections will put considerable pressure the borough's waste collection service and additional financial pressure associated with the additional cost of disposal for which we have a statutory duty to provide. The street cleansing service needs to maintain all public roads of which there are 1,482 including the Public Rights of Way (PROW) to the required standard. The Neighbourhood Team work to a Target Operating Model to ensure that each street is inspected a minimum of once a month. This information is reported in a weekly dashboard and monthly report and is utilised by the Client Team to discuss with Service Providers and utilise the intelligence to ensure that resource is targeted to the areas that require it the most.	The Authority has a legal duty under the Environmental Protection act 1990 to collect household waste and keep our land free of refuse and litter including fly tipped material from public land. The Waste (England and Wales) Regulations 2011 (as amended 2012) are designed to implement the requirements of the EU Waste Framework Directive; Article 4 applies to the handling and processing of certain recyclable materials. The essence of the Directive is to ensure that materials collected as recyclables, are indeed recycled, and do not find their way into landfill or are disposed of in another way. The Directive and the Regulations which translate that into law have therefore introduced what is known as TEEP. "Technically, Environmentally and Economically Practicable" In forming a judgement about the type of collection methodology that should be used, a TEEP analysis has been undertaken to demonstrate whether it is necessary to implement any changes to the collection arrangements to ensure the authority complies with the new directive. As part of the Mayor of London's Environment Strategy, all London authorities have been tasked with completing a Reduction and Recycling Plan (RRP) covering the period April 2018 – March 2022 which sets out how the councils aims in achieving the Mayors recycling target. (50%) The supporting strategy sets out objectives, targets and policies for the effective management of London's municipal waste and to accelerate the transition to a circular economy. In line with this requirement we have produced a Reduce and Recycling Plan (RRP) for Merton which illustrates our reduction and recycling targets that contribute to the Mayor's London-wide targets. This was approved by the Mayor in March this year. The service has worked to produce a business continuity plan and business recovery plan particularly in light of the Covid-19 pandemic. The Service continues to keep up-to-date with Government Guidance and regulation and ensure compliance.	With the growing financial pressures placed on Local Authorities the one thing that will remain constant will be the need to change. We will need to look across all services and identify new initiative ways of working and redesign services with the residents at the heart of the design process. This can be achieved through our vision and values. We will build, with our residents and partners, a sustainable community; dynamically positioning the directorate within the different communities to understand their needs and support them from an informed position. A greater sense of inclusiveness and belonging, building a larger cohort of engaged employees and residents. Engaging and energising local communities will be indispensable when it comes to developing a sense of ownership in local decision-making and service delivery. Standards will be maintained / improved through peer pressure and engagement from residents rather than through micro management of functions provide by the authority. In order to achieve our vision, our relationship with our residents and partners will be tested. We currently operate within a parent / child relationship with our residents in which the authority takes the lead role in providing all required services. Moving forward this relationship will change. Residents engage with what they feel part of and value what they help to build. We have a proven track record of implementing change at a strategic level and at a structural level (organisational) including process/ operational change. The challenge now for the team will be to understand the impact at a cultural level (personal change) we have historically focused on supporting individuals through the change process and outplacement support when people have been required to leave the organisation. Moving forward we all have choices and those that elect to be part of this journey need to understand the challenges that we face and the high expectations required at both a team and individual level. As the directorate continues to shrink our human resource become a high valuable asset to manage. We will need to move away from a command and control style of management and structure, moving towards a transformational style of leadership that empowers proactive teams.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Undertake a review of current disposal arrangements and develop a new commissioning and procurement plan for each of the waste streams in partnership with the south London waste Partnership	Refuse - Completed. Recycling - Completed. Food and Garden waste - Soft Market testing has now been completed for both Garden waste and food waste processing options. Findings suggest that there are no local facilities within the boundary of the Partnership boroughs and as such these waste streams will require haulage and bulking facility as part of the specification requirements	Carry forward
Following the implementation of the new waste collection service and introduction of a new containers recycling , undertake a review of the Neighbourhood Recycling sites to ensure that they continue to provide a valued service and meet the needs of our customers	Completed -	Close
Undertake a commissioning review of the external enforcement arrangements (make or buy review) taking into account the wider scope of shared enforcement activities	Soft market questionnaire completed and findings documented Internal stakeholder engagement completed and scoping requirements have been shared across all departments OPG. procurement - Project team established and tender documents being finalised	Carry forward
Public Space Improvement Programme -LOCALISED IMPROVEMENT PLAN Implementation of a depot in the East of the Borough to support the efficiencies within the street cleansing service	Strategic SCIL bid for Capital Improvements has been approved subject to further revenue clarifications and lease agreements. Due to go to Cabinet in Nov 2020	Carry forward
Public Space Improvement Programme - FLATS ABOVE SHOPS.	Strategy report and approach agreed by DMT (sept 2020) Project team has been established in partnership with representation from Veolia (Service Provider).	Carry forward

How will we get there?

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1 STREETS	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
To ensure that within the agreed financial envelope the key performance indicators are monitored and delivered in line with the assigned frequency.	Maintain a clean and safe environment
	Create a great place to grow up and live in
	Continuously improve

Performance Measures

Indicator	***2019 / 20 Actual***	**RAG**	***2020/21***	***2021/22***	***2022/23***	***2023/24***	***2024/25***	***Frequency***	***Polarity***
% of sites surveyed on local street inspections for litter that meet the required standard (Monthly) and quarterly in line with NI195 reporting	86%	Red	87%					Monthly	High
% of street cleansing reports rectified within the contract standard time frame	N/A - New indicator for 2020-21	Does Not Apply	90%					Monthly	High
% of Sites surveyed that meet the required standard for weeds	91.71%	Green	90%					Quarterly	High
% of Sites surveyed that meet the required standard for detritus	80.43%	Green	80%					Quarterly	High
% of Sites surveyed that meet the required standard for graffiti	93.85%	Amber	95%					Quarterly	High
% of Sites surveyed that meet the required standard for flyposting	99.01%	Green	97%					Quarterly	High
% residents satisfied with street cleanliness	No Residents Survey in 2019-20	Does Not Apply	57%					Biennially	High
% of fly tips removed within 24 hours	85.46%	Red	95%					Monthly	High
No. of fly tips in streets and parks recorded by Contractor	13,047	Red	12,900					Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	**Description**	**Proposed start date**	**Proposed end date**
Fly Tipping Action Plan	The action plan is a live document which provides the project team with the agreed work schedule design to address the growing demand on our services through the increased level of fly tips as highlighted within the services Fly tipping strategy		*Ongoing*
Flats Above Shops Project	Key work stream project governed by the Cleaner Merton Programme	*Aug-20*	*Mar-22*
Environmental Enforcement - Commissioning	Re procurement activity for external provider to provider greater resilience in addressing areas of environmental crime such as littering	*Sep-20*	*Sep-21*

Potential barriers to achieving objective

Description of barrier	***Mitigating Actions***
Resident Behaviour (Social and Economic) - areas of high deprivation links to increase levels of abandoned waste	*The launch of our Fly Tipping Strategy*
Reputational - Third party providers seen as a cash cow and residents fail to acknowledge their role in disposing of their waste correctly	*New service provider will require to deliver on areas of corporate and social responsibility . To under pin this any new contract will NOT incentivise the issuing of FPNs through a bonus scheme based on volumes .*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Cross divisional work streams including Safer Merton , external agencies (Police) and service providers (Veolia)

Service Objective 2 WASTE	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To ensure that within the agreed financial envelope the key performance indicators are monitored and delivered in line with the assigned frequency.	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21	2021/22	2022/23	2023/24	2024/25	Frequency	Polarity
No. of refuse collections including recycling and kitchen waste **(excluding Garden Waste)** missed per 100,000	72.5	Red	65					Monthly	Low
Resident satisfaction with the Household Re-use and recycling facility (Garth Road)	N/A - New indicator for 2020-21	Does Not Apply	75					Annually	High
% of Residents satisfied with refuse collection	No Residents Survey in 2019-20	Does Not Apply	73					Biennially	High
% of Household waste recycled and composted	42.89	Red	48	*45%*	*50%*	50%	*50%*	Monthly	High
Residual waste kg per household	500.43	Red	475					Quarterly	Low
% Municipal solid waste sent to landfall (waste management and commercial waste)	6%	Green	10%	6%	6%	6%	*6%*	Quarterly	Low
% residents satisfied with recycling facilities	No Residents Survey in 2019-20	Does Not Apply	72					Annually	High
Total waste arising per household (kgs)	876.35	Green	910					Quarterly	Low
% FPNs issued that have been paid	68.75%	Amber	70%	70%	70%	70%	70%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Side Waste Minimisation Project	*Focused engagement with residents who over produce general waste with low levels of recycling. Joint work stream with service provider in the Tagging of bins for repeat offenders*	*Mar-21*	*On Going*
Implement Neighbourhood Approach to Contract Monitoring	*The Borough has been divided into 3 operational Neighbourhood, East , west and Central . Each neighbourhood has an associated team of Veolia operatives and an Environmental Manager overseeing and co-ordinating their work. This approach contributes towards building knowledge and a sense of pride amongst the neighbourhood team. The Environmental Managers become familiar with the requirements of the area and apply their resources accordingly*	*Mar-21*	*On Going*
Communication and engagement strategy	*Work stream project which underpins the Cleaner Merton Programme of projects - Ensure an always on approach to communication and provide regular progress update to the Joint Waste Committee and relevant stakeholders*	*Apr-19*	*On Going*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Financial (Revenue) - Funding for projects and communication campaign	

Impact on the customer/end user

Increase resident satisfaction

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 3 - Public Space Project Governance	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Implement the Cleaner Merton Programme Board , and ensure all identified projects are resourced and deliver a notable and sustainable improvement for our residents	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21	2021/22	2022/23	2023/24	2024/25	Frequency	Polarity
Governance structure - Identify key stakeholders and appoint Board members (to include Cabinet Member , and Assistant Director)	Project Target - 21/22	Does Not Apply	--	--	--	--	--	Annually	High
Board Meeting to occur at a monthly schedule	Project Target - 21/22	Does Not Apply						Monthly	High
Highlight report produced and presented as required for each work stream	Project Target - 21/22	Does Not Apply						Monthly	High
Annual review- to reflect on progress and provide strategic direction	Project Target - 21/22	Does Not Apply						Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
See individual work stream			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 4 Disposal	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Undertake a review of our waste disposal arrangements and ensure suitable outlets are secured for each of the key waste streams collected.	Maintain a clean and safe environment
	Statutory requirement
	Select

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21	2021/22	2022/23	2023/24	2024/25	Frequency	Polarity
All collection services are TEEP compliant with contractual outlets for each waste stream		Green						Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Commissioning and tender exercise for Food and Garden waste	Partnership procurement for disposal processing facility to manage our food and garden waste including all bulking and haulage requirements.		
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
No Local facility within Partnership boundary large enough to manage total volume of waste	Procurement - LOTTING strategy designed to encourage both local and international bidders designed to encourage in boundary suppliers and minimise haulage / transfer arrangements for out of borough providers.

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 5 ENFORCEMENT	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Ensure the new environmental enforcement services is fully implemented and supported by robust contract management procedures including deployment plans and tasking orders.	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21	2021/22	2022/23	2023/24	2024/25	Frequency	Polarity
Contract procured in line with Contract Standing Orders and Published on the Contract Register		Green						Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Stakeholder Engagement	Consultation	*Oct-20*	*Nov-20*
OJEU Published	Procurement	*Jan-21*	*Apr-21*
Contract award	Procurement	*Apr-21*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
None identified	

Impact on the customer/end user

Partners / interdependencies

Commercial and Legal services

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Waste and Street Cleansing Contractual Review (Phase C)	Continuously improve
	Maintain a clean and safe environment
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21	2021/22	2022/23	2023/24	2024/25	Frequency	Polarity
Partnership assessment on current service standards being achieved		Amber						Quarterly	High
Partnership assessment on procurement strategy for full range of environmental services.		Amber						Quarterly	High
identify waste contract objectives, priorities and aspirations for 2025 to 2033		Amber						Quarterly	High
Cabinet Approval									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Invitation to undertake dialogue with current service provider		*Sep-20*	
Commercial assessment of current contract and areas of change			
Cabinet Approval - Recommendation / enforcement		*Sep-21*	Q2 2021

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

People

The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure. Our staff are our greatest asset and will need to adapt and grow to new ways of working.

The focus of this is to ensure that we build greater resilience and flexibility in the service, along with identifying any skills gaps which may be identified and relevant training and development support provided to staff and Teams where appropriate. Both in house (where possible) and external training accessed (where required).

Technology

The current IT systems are designed to support office based staff and are not suited to work undertaken in the field. Our current reporting mechanisms are not user friendly and do not encourage our residents to report service issues on line. This results in a high-level of transactions being undertaken manually and many service users emailing team members directly.

The service is currently looking at existing mobile applications deployed by neighbouring councils, which will enable both residents and client officer to log service requests in real time support by GPS location pins to identify the exact location of the service request. In addition to this functionality any new application will be required to integrate directly with our own CRM system along with providing the management team with service reports, heat maps and response time summaries.

It is highly likely that working from home will become a much larger feature of working for London Borough of Merton. While much has been done to ensure IT accessibility for staff, if members of the Waste Team are to continue to work remotely, it is likely that additional IT equipment such as additional screens and lap top stands / docking stations will be required to ensure the health and wellbeing of staff working from home.

Training on the full capabilities of the current systems and any new systems will be required to ensure the efficacy of the Team.

Service improvement

The restructure will provide a business and development function which will aid in customer service, reporting, documenting and project management functions which will increase efficiency and efficacy of the service.

A new operating model and reporting for contract monitoring inspections has already been positively received and there is scope to increase this across additional elements of the contract.

The Cleaner Merton Programme will become the overarching mechanism for the delivery of service improvement projects, with a Strategic Board and project sponsors to increase transparency and accountability.

Financial summary - Waste Services

The section is currently experiencing a budget pressure in relation to the street cleaning and waste collection contract due to recharges for additional services being undertaken by the service provider. The contractual Annual Review process also has the potential to create future budget pressures.

A budget pressure in relation to the Household, Reuse, Recycling Centre (HRRC) site also exists, not least as a result of extending the current contract, via a contract variation, in order to both minimise future costs and to align the contract period with the other SLWP boroughs.

Covid-19 has led to increased disposal costs as more residents work from home, but it is too early to predict any permanent impact.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**17,592**	**17,998**	**19,004**	**(24)**	**19,392**	**19,666**	**19,940**	**20,205**
Employees	800	832	804	(73)	832	832	832	832
Premises	113	28	11	8	11	11	11	11
Transport	198	201	203	4	92	95	98	101
Supplies & Services	14,602	14,980	16,440	41	16,730	16,998	17,266	17,525
3rd party payments	188	179	186	(4)	188	191	194	197
Transfer payments	0	0	0	0	0	0	0	0
Support services	314	401	299	0	299	299	299	299
Depreciation	1,377	1,377	1,061	0	1,240	1,240	1,240	1,240
Revenue £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Income	**3,487**	**3,734**	**4,420**	**429**	**4,440**	**4,440**	**4,440**	**4,440**
Government grants	0	0	0	0	0	0	0	0
Reimbursements	185	361	326	(5)	330	330	330	330
Customer & client receipts	3,302	3,373	4,094	434	4,110	4,110	4,110	4,110
Recharges			0		0	0	0	0
Reserves								
Capital Funded								
Council Funded Net Budget	**14,105**	**14,264**	**14,584**	**405**	**14,952**	**15,226**	**15,500**	**15,765**
Capital Budget £'000s	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P7**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**
Waste Bins		730	30	(30)	0	0	0	0
Fleet Vehicles		0	0	0	55	340	0	0
Other		0	8	0	0	0	0	0
		730	**38**	**(30)**	**55**	**340**	**0**	**0**

Additional Expenditure Information

2021/22
Internal Debt Charge = £10k

2022/23
Internal Debt Charge = £9k

2023/24
Internal Debt Charge = £9k

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