

# Merton Council

## Sustainable Communities

### Overview and Scrutiny

#### Panel



Date: 22 February 2017  
Time: 7.15 pm  
Venue: Committee rooms C, D & E - Merton Civic Centre, London Road, Morden  
SM4 5DX

#### AGENDA

		Page Number
1	Apologies for absence	
2	Declarations of pecuniary interest	
3	Minutes of the previous meeting	1 - 8
4	Update report: ANPR and parking (including pavement parking and RINGO)	9 - 24
5	Performance monitoring	25 - 30
6	Annual report: library and heritage service	31 - 42
7	Update report: town centre regeneration A presentation will be provided at the meeting	
8	Commercialisation task group: executive response and action plan	43 - 50
9	Air quality task group: update report	51 - 54
10	Work Programme	55 - 66

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

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## Sustainable Communities Overview and Scrutiny Panel Membership

### Councillors:

Abigail Jones (Chair)  
Daniel Holden (Vice-Chair)  
Stan Anderson  
Michael Bull  
David Chung  
Russell Makin  
John Sargeant  
Imran Uddin

### Substitute Members:

Laxmi Attawar  
Mike Brunt  
Janice Howard  
Edward Foley  
John Bowcott

### Note on declarations of interest

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

### What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

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# Agenda Item 3

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

## SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL

12 JANUARY 2017

(7.17 pm - 9.57 pm)

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

**ALSO PRESENT:** Councillors Mark Allison (Deputy Leader and Cabinet Member for Finance), Nick Draper (Cabinet member for Community and Culture), Ross Garrod (Cabinet Member for Street Cleanliness and Parking), Martin Whelton (Cabinet Member for Regeneration, Environment and Housing), John Hill (Head of Public Protection and Development, ENVR), Caroline Holland (Director of Corporate Services), Anthony Hopkins (Head of Library and Heritage Services), Steve Langley, Chris Lee (Director of Environment and Regeneration), Paul McGarry (FutureMerton Manager), James McGinlay (Head of Sustainable Communities), Cormac Stokes (Head of Street Scene and Waste), Steve Webb (Business Support and Relationship Manager) and Annette Wiles (Scrutiny Officer)

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

There were no apologies for absence.

### 2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

Councillor Makin declared that he is the Chair of Merton Community Transport.

### 3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

The minutes of the previous Panel meeting (1 November 2016) and the Belvedere Road and Belvedere Grove call-in (27 October 2016) were agreed as a true and accurate record.

### **Matters arising**

1. Circle Housing: Members were asked to report on their individual dealings with Circle Housing following its attendance at the previous two Panel meetings. The scrutiny officer was asked to follow-up with members after the meeting. Councillor Sargeant reported that the Morden House meeting discussed at the November 2016 Panel meeting has not yet happened and he hasn't received any communication from Simon Gagen, Head of Reactive Repairs at Circle Housing. The Scrutiny Officer was asked to contact Circle Housing and pursue this item directly; and
2. Commercialisation Task Group report: Councillor Makin reported that this has been accepted by Cabinet with an action plan anticipated for presentation to the Panel's February 2017 meeting.

#### 4 BUDGET AND BUSINESS PLAN (Agenda Item 4)

Caroline Holland, Director of Corporate Services, introduced the budget and business plan item:

- At the time of the October 2016 report to Cabinet, there was no budget gap in years 2017/18 and 2018/19, and only a small gap in 2019/20;
- However, subsequent to this substantial growth has been built into the budget from 2017/18 to benefit Adult Social Care, waste and regeneration, *futureMerton* and Children, Schools and Families;
- This will be funded using the balancing the budget fund leaving a gap (£1.6m in 2017/18, rising to £14.3m in 2018/19, £15,107 in 2019/20 and £21,450 in 2020/2021); and
- Other budget complications were noted including whether the level of funding from the *Better Care Fund* (from the Merton Clinical Commissioning Group) will remain unchanged, the announcement in the Financial Settlement of a potential Adult Social Care precept of 3% for 2017/18 and 2018/19, and the redistribution of the new homes bonus (now being given over 5 and not 6 years) for which the effect is roughly even for Merton in 2017/18 only.

In response to member questions, the Director of Corporate Services clarified:

- The 3% Adult Social Care increase for 2017/18 includes 1% for service improvement. This equates to a £800k budget and as yet there is no guidance on what is meant by service improvement;
- Changes to revaluations result from new definitions with items moving from capital to revenue expense if no improvement is provided. For example, replacing a flat roof like-for-like would be classified as a revenue expense as there is no improvement provided on what existed previously. Whereas, replacing the flat roof with a pitched roof would provide an improvement and be classified as a capital expense;
- The cost implications of the *Freedom Pass* are being carefully monitored. It was noted that increases to this budget result from travel price increases (notably train fares) and some from increased usage; and
- Any underspend in the capital programme, will be clawed back to reduce the overall capital spend, decrease costs overall and the overall revenue cost of borrowing.

#### **New departmental savings proposals**

Members considered each individual new departmental savings proposal:

**ENR1:** this saving will be realised from the expansion of the regulatory shared service about which advance discussions are in progress with Wandsworth (the saving has already been built into the Medium Term Financial Strategy [MTFS]) with a new borough partner to be identified.

**ENR2:** free parking for Blue Badge holders in Pay & Display parking bays in off-street car parks is in excess of statutory requirements. Research has also found that designated Disabled Parking bays off-street are not being fully utilised. The

introduction of fees for Blue Badge holders using Pay & Display parking off-street is therefore intended to ensure full utilisation of designated Disabled Parking bays and to free other bays for use by other drivers. The estimated revenue is based on research conducted on usage of Disabled Parking bays on 1 December 2016 with the resulting potential revenue estimate considered conservative by the department. Whilst three new Disabled Parking bays have been installed recently, numbers and usage will continue to be monitored in the run-up to the launch of the new policy with the potential to increase the number of Disabled Parking bays in off-street parking. Any change in charges for Disabled Badge holders using Pay & Display parking bays will be fully communicated in advance with implementation planned for 2019/20. Members noted the need to balance the provision of sufficient Disabled Parking bays with retention of sufficient Pay & Display parking bays to ensure the saving can be realised;

**ENR3:** it is intended to increase the cost of a town centre parking season ticket in Morden, Mitcham and Wimbledon from £300 to £450 per annum. It was noted that these are much in demand. **RESOLVED:** the Panel resolved to recommend to Cabinet that this saving be brought forward and achieved earlier than currently indicated in the MTFS;

**ENR4:** the Panel welcomed the aspiration of realising Merton's investment in its CCTV facilities to offer CCTV services to existing and new partners to gain a new income stream;

**ENR5:** this saving reflects that Phase C of the South London Waste Partnership means one management post in transport services can be deleted. **RESOLVED:** to recommend to Cabinet that this saving be brought forward and achieved earlier than currently indicated in the MTFS;

**ENR6:** this saving reflects the waste services back office will shift from a support function to a commercialised commissioning and client services team, and therefore there is a need to explore and deliver efficiency savings. The Panel requested that the department look at bringing part of this cost saving forward into 2018/19;

**ENR7:** this will realise the efficiencies to be gained from one council managing a shared transport fleet. Income will be achieved by charging Sutton for these services;

**ENR8:** this item realises the additional income being gained from annual rent reviews which have resulted in increases beyond original budget estimates;

**ENR 9:** the shift from engagement to enforcement around waste disposal activities will bring an increased income. It was noted by the department that as a result of the South London Waste Partnership, the new provider is liable for waste collections and street cleaning and will be taking more responsibility for engagement and education; and

**CH67:** whilst the first year of its operation is being funded by Arts Council England, this saving realises an income from the Merton Arts Space in subsequent years. In response to member questions, it was noted that funding in its first year of operation is being used to showcase the space to providers and residents. Also, the department is currently being reorganised to ensure it has the necessary commercial skills to achieve this income. It was highlighted that Crown House Creative is a pop-up creative space which is not a longer term option for a commercial income given it will be reoccupied.

### **Amendments to previously agreed savings**

Members considered amendments to previously agreed savings:

### **Waste services**

It was noted that this saving was predicated on a three percentage increase to recycling but, as is happening elsewhere in London, rates of recycling have plateaued. However, it has also been shown that the forthcoming service changes can increase recycling. This saving (achieved through a reduction in landfill costs) has been pushed back to 2019/20. It was highlighted that this slippage has already been built into budget projections.

### **Building Control**

As discussed at the previous meeting, a shared planning service is not viable and therefore this previously proposed cost saving cannot be realised. Alternative cost savings have been brought forward. Members expressed their concern about the proposed saving to be realised from no longer sending consultation letters on building applications and relying on site notices only (D&BC6). It was noted that sending consultation letters is beyond statutory duties and has been stopped by Croydon and Lambeth.

**RESOLVED:** the Panel resolved to recommend to Cabinet that the cessation in consultation letters be reconsidered given it is a relatively small saving compared to the potential impact on the Council's reputation.

### **Growth proposals**

It was confirmed that the growth proposal for Morden and Wimbledon regeneration makes allowance for the recharging of costs to Transport for London.

### **Additional budget motions**

#### **Free Christmas parking**

Councillor Bull moved a motion for an additional cost saving; "To recommend to Cabinet an end to current free Christmas parking at weekends during December which is losing revenue and is inefficient. This should be replaced with free Christmas parking on Thursday evenings in December to encourage greater throughput of shoppers". The motion was seconded by Councillor Holden. It was noted by the department that this initiative currently costs the Council £60K in lost revenue and both the Merton Chamber of Commerce and *LoveWimbledon* have requested a different approach that would be more beneficial to local businesses. However, it was also noted that the implications of free parking on Thursday evenings in December have not yet been fully explored. The Panel noted it would like to understand this better. The motion was moved to the vote and fell.

#### **Minimising commercial risk**

Councillor Bull moved a motion; "To recommend to Cabinet that the private sector be utilised as far as possible to insulate the Council from the risk in hosting popular events in Wimbledon Park". The motion was seconded by Councillor Holden. Officers noted that such an approach may hamper the Council in achieving a commercial income, (for example, the annual fireworks event which the Council delivers directly, without a commercial partner and from which it has been receiving a

commercial income for some years). It was also noted that the Panel is awaiting the Commercialisation Task Group action plan. The motion was moved to the vote and fell.

### **Adult Social Care precept**

Councillor Bull moved a motion; “To recommend to Cabinet that the 3% precept for Adult Social Care be utilised for 2018/19”. This was seconded by Councillor Holden. The motion was moved to the vote and fell.

### 5 SAVINGS PROPOSALS CONSULTATION PACK (Agenda Item 5)

This was covered by the Panel under Agenda Item 4 (Budget and Business Plan).

### 6 PERFORMANCE MONITORING (Agenda Item 6)

Officers responded to member questions on the provided Environment and Regeneration performance report:

- CRP 044 – “Parking services estimated revenue”: whilst the *Year to Date* target is behind, the monthly position is improving. There have been technical difficulties with the start of the Automatic Number Plate Recognition (ANPR) system. A full report will be provided to the next Panel meeting; and
- SP 040 – “Percentage of market share retained by LA (Building Control)”: this is an estimated value based on the insight of a very experienced team and its knowledge of on-going development at any given time. The Building Control market is very competitive but the department is doing better than covering its costs.

### 7 HOUSING SUPPLY TASK GROUP: PROGRESS MONITORING AGAINST THE RECOMMENDATIONS (Agenda Item 7)

A progress report on action against the recommendations of the housing supply task group was provided to the meeting prepared jointly by *futureMerton* and Housing. This showed progress against all recommendations except that on overcrowding (recommendation 12) which the Panel accepted should be reviewed. It was noted that the Panel will receive a further report on progress against the task group’s recommendations in six months.

### 8 UPDATE REPORT: CAR CLUB PROPOSAL (Agenda Item 8)

Paul McGarry, the head of *futureMerton*, introduced the proposal for a new form of car club in Merton. Rather than this being based on designated parking, with cars having to be returned to specified bays, this initiative will allow the car fleet to move around the borough using on-street parking. This will make the scheme more attractive to users and free-up designated bays for use by other drivers rather than remaining empty.

In order for the scheme to operate effectively, it will need to be supported by a new form of parking permit and for Merton to work with other local boroughs to enable

travel over an effective distance. The Council is at the stage of having a draft three year agreement with *DriveNow*.

The scheme has a good technical solution that allows usage to be monitored, to inform pricing structures and other aspects such as where parking should be prohibited.

In response to member questions, officers provided further clarification about the scheme:

- The new parking permit allowing use of on-street parking addresses any concerns over there being sufficient designated parking bays for the scheme;
- Fuelling is tracked through an app. Where this needs to happen the user or next user is prompted giving instructions on the location of the nearest charging point for electric cars and fuel cards allow petrol cars to be filled-up (there are no diesel cars in the fleet);
- Control over where cars can be parked and restrictions on parking in already congested areas can be controlled through the app supporting the scheme. This will tell users where they can and can't park and can be varied over time depending on usage and changing traffic and parking patterns;
- Parking revenues will not be affected by the scheme as the operator will reimburse the Council for usage as well as paying penalty notices; and
- The scheme has been successfully implement in Europe and is currently being trialled in North London.

## 9 WORK PROGRAMME (Agenda Item 9)

Public Transport Liaison Committee: Councillor Jones, who also chairs this committee, reported that it has been agreed to defer the next meeting until May 2017. This is in order that the meeting can be timed with the next round of the Crossrail2 consultation. However, it was also noted that if this consultation should be delayed the committee meeting will go ahead regardless.

## 10 PRE-DECISION SCRUTINY: SHAREHOLDER DECISION REGARDING RESURGENCE AND THE COLLAPSE OF THE CIRCLE GROUP STRUCTURE (Agenda Item 10)

A proposal has been received to consolidate all nine of Circle Housing's organisations into one to become Circle 33. This would mean Merton Priory Homes board would be disbanded, with the loss of a local governance board to be replaced by a local community panel onto which the Council could place its nominated representatives.

Councillor Whelton, Cabinet Member for Regeneration, Environment and Housing, highlighted that this has been a long running process. The Council has robustly negotiated with Circle on behalf of residents given dissatisfaction with Circle's handling of complaints, reflected in the recent issuing of a second regulator notice by the Homes and Communities Agency (HCA). However, Councillor Whelton also noted that the provisions of the incoming Housing and Planning Act have limited the



Council's ability to negotiate. Additionally, whilst the stock transfer agreement requires the Council to agree any change to the company's status as a separate legal agreement, this requirement expires on 22 March 2017. He noted that the Council has therefore done well to extend from two to ten years the requirement that the Council's agreement would need to be gained to either change or scrap the new local community panel once established. Councillor Whelton recommended the need to be realistic and to reach an agreement before the deadline in the transfer agreement otherwise there is a risk negotiations will collapse leaving the Council with a reduced ability to hold Circle to account.

In response to member questions, Councillor Whelton and officers clarified:

- The Council cannot answer for Circle's performance which was agreed as poor. Following the HCA regulatory notice, the Council has requested comparative data in order to be more informed about Circle's performance but this hasn't been forthcoming;
- Big changes in the percentage of homes deemed non-decent were thought likely to be the result of resurveying in addition to an increased programme of planned works to the stock;
- Addressing regulatory notices can be used to streamline structure and finances;
- The Council will have the right to determine who will be its representatives on the local community panel. There is no requirement for these to be or not be current or former councillors. Party groups will be asked to put forward their nominations from which selection will be made at Full Council. It was noted that a local community panel would provide less power to influence than currently achieved through scrutiny;
- It was agreed that Circle's performance did improve but this has dropped off again in recent months;
- The Council has argued that the requirement for it to agree to change or end the local community panel should cover the period of the regeneration (10 years). This is likely to be the maximum period that can be secured;
- Other aspects of the stock transfer agreement mean that the Council and Circle are bound together in perpetuity; ie: the Council has 100% access to all vacancies and Circle has to make special arrangements for all aids and adaptations requested by the Council. This gives a basis for an on-going relationship; and
- The Council withholding its agreement will simply result in Circle waiting until the deadline in the transfer agreement has elapsed and proceeding anyway.

Councillor Bull moved a motion: "This Panel is concerned that the voice of local residents is being lost. We therefore recommend to Cabinet that it does not provide its written permission to change Circle's current constitutional arrangements unless there is agreement to resident representation on the governing board of Clarion". Councillor Holden seconded the motion. The motion was moved to the vote and fell.

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

**Date: 22<sup>nd</sup> February 2017**

Wards: ALL

### **Subject: Parking update report (including ANPR, pavement parking and RingGo)**

Lead officer: Paul Walshe (Head of Parking & CCTV)/ John Hill (Assistant Director – Public Protection)

Lead member: Councillor Ross Garrod (Cabinet Member for Street Cleanliness & Parking)

Contact officer: Paul Walshe

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#### **Recommendations:**

A. That the Panel review and comment on the contents of the report.

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

- 1.1. The purpose of this report is to provide the Panel with an update on the delivery of service undertaken by the Parking Services team.
- 1.2. In particular the report seeks to provide the Panel with an update on the progress in respect of the implementation of the most significant improvement projects undertaken by the Parking and CCTV section in the last 12-18 months. These are Automatic Number Plate Recognition (ANPR), cashless parking payment system (RingGo) and the new pavement parking policy.

#### **2 DETAILS**

##### **2.1. Organisational structure of Parking Services**

- 2.1.1 Parking and CCTV Services are responsible for managing and enforcing parking regulations within and outside of controlled parking zones across the borough with the exception of red routes which are the responsibility of Transport for London. Separately the section is also responsible for maintaining and improving the Councils public space CCTV cameras.
- 2.1.2 Parking and CCTV Services section is made up of 7 teams with a staffing establishment of 91 officers (See appendix 1). The expenditure budget for the year 2016/2017 is in the region of £4,955,000.
- 2.1.3 Parking Services aim is to:  
**Improve traffic flows and compliance of the parking restrictions; this will lead to a reduction in congestion, pollution, improve bus journey times and pedestrian safety within the borough.**
- 2.1.4 CCTV Services aim is to:

**Improve the ability of the Public Space cameras to capture events that will support our partners (police) ability to keep the borough safe for the residents, businesses and visitors**

2.1.5 The section currently provides a range services to the following customers and partners including:

- (i) Issue 18,352 Residents permits (parking in on and off street parking spaces)
- (ii) Issue 666 Businesses permits (parking in on street parking spaces)
- (iii) Issue Visitors (parking in on and off street parking spaces)
- (iv) LBM staff (parking in on and off street parking)
- (v) Public and businesses regarding public space cameras
- (vi) Police and the All England Lawn Tennis Association (parking in on and off street parking spaces) and Crime issues (public space cameras)
- (vii) Support pedestrians by the enforcement of Pavement Parking
- (viii) Schools safety – enforcing
- (ix) keeping all traffic moving – enforcing MTOs .

2.1.6 The core aim of Parking and CCTV Services is to provide a service that has a reputation of delivering high quality services for our customers by responding promptly to enforcement, parking and crime issues. In 2015 the service invested in customer services by the creation of a dedicated customer services team. This has seen a significant drop in the overall number of complaints received by the service as evidenced below:

Complaints received Jan-Dec 2015	46 Complaints
Complaints received Jan-Dec 2016	34 Complaints

2.1.7 Similarly in respect of appeals against PCN's issued performance has improved as demonstrated below:

Appeals successfully defended by Parking Year ending March 2016	52%
Appeals successfully defended by Parking Year ending Feb 2017	58%

2.1.8 The results of the resident's survey are a key indicator for Parking and CCTV Services service delivery, congestion continues to be one of the key issues with parking enforcement and the issue of parking permits being some of the most effective measures in managing and reducing congestion. The parking and CCTV comprises several teams each of which have responsibility for the delivery of different elements of Parking services provided by the Council. Set out below is a brief description of these component service areas:

- (i) Civil Enforcement Team: The enforcement team includes Civil Enforcement Officers, who issue PCNs (Penalty Charge Notices) on-street and reviewing officers who check CCTV footage of potential contraventions and issue PCNs (Penalty Charge Notices) on the basis of that evidence.
- (ii) The permits team processes parking permits, yellow line waivers and bay suspensions
- (iii) The PCN processing and Debt Recovery team process the Penalty Charge Notices issued for parking and traffic contraventions, which involves responding to representations, preparing evidence for the independent tribunal, and enforcing unpaid penalty charges using the county court and enforcement agents (formerly known as bailiffs).
- (iv) The customer relations team answers FOI requests and complaints and manages public consultations.
- (v) The Public Space CCTV team monitor CCTV cameras around the borough and work with police and other partners to detect and prevent crime and anti-social behaviour.

2.1.9 A full organisational chart is provided as Appendix 1 to this report.

2.1.10 One of the key objectives of the Parking & CCTV TOM (Target Operating Model) is to improve the flow of traffic through the borough, manage the supply of available parking space and to provide the customer with value for money services with a strong emphasis on customer care. In order to deliver these objectives the service has in the last 18 months implemented 3 significant new programmes aimed to transform the manner in which Parking Services are delivered in Merton. These projects, referred to in paragraph 2.1 above are ANPR, RINGO Cashless payments and the introduction of Pavement Parking Enforcement. A detailed consideration of the success/progress of the implementation of each of these three projects is set out below:

## 2.2. **ANPR project**

2.2.1 This project involved the installation of 41 cameras that use Automatic Number Plate Recognition (ANPR) technology to automatically monitor and enforce bus lanes, banned turns and yellow box junctions.

2.2.2 The objectives of the project were threefold:

- a) To reduce congestion and bus journey times around the borough;
- b) To improve safety outside schools (by enforcing school entrance markings more effectively)
- c) To increase the efficiency of the parking enforcement team by automating the process of identifying potential contraventions of traffic regulations;

2.2.3 The contract to provide the ANPR system, as well as public space CCTV upgrades, was awarded to Tyco Integrated Fire & Security Ltd In October

2015 following a competitive 2-stage procurement process in which 5 firms returned complete tender submissions. Of the 5 submissions Tyco's bid achieved the highest score on the quality criteria and was also the lowest-priced bid. The ANPR element of the Tyco contract is sub-contracted to Siemens' civil enforcement division.

- 2.2.4 The planned 'go-live' date for the ANPR system was 27 June 2016. On that date all of the cameras had been installed and the back-office infrastructure was in place to allow for the transmission and storage of the video clips provided by the enforcement cameras.
- 2.2.5 Although a programme of testing was undertaken before the "go-live" roll out of the system, it became apparent on implementation in late June 2016 that there were several issues affecting the system's performance:
- a) The reliability of the cameras was poor – cameras often stopped recording or there were intermittent faults such as the camera image being 'flipped' upside down.
  - b) The number of contraventions being recorded was below expectations
  - c) Too many 'false positives' were being recorded. A false positive occurs when the ANPR camera is triggered but the vehicle in question is not breaking the rules.
- 2.2.6 The issues only became apparent when the system went live and Merton officers were able to identify these.
- 2.2.7 The focus during the initial testing phase was on ensuring that the various back office systems and network connections that had been installed were working correctly and that evidence packs were being sent from the cameras. This work was prioritised as without it the system would not have worked, whereas the configuration of the individual cameras was always likely to be an on-going process.
- 2.2.8 Since the launch of the ANPR system in June 2016 and the identification of issues with the system, Council officers have been working with the contractors to resolve these issues. The programme of remediation has focussed on the following:
- 2.2.9 i) Regular weekly meetings/conference calls between Siemens/Tyco and Council officers; ii) Meetings on a quarterly basis between senior officers of both Siemens/Tyco and Council; iii) The deployment of Siemens/Tyco staff to the Civic Centre to work alongside Parking officers in order to understand and resolve ANPR issues in real time; iv) On the 15<sup>th</sup> December 2016, the Council issued a "letter before action" to the Contractors setting out the basis of a potential legal action should the objective of a fully operational ANPR become unachievable; v) Following the issue of said letter a number of improvements and system upgrades have been implemented which has resulted in significant progress in achieving the end objective of a fully operational system.
- 2.2.10 The service is currently in the process of checking each camera and making final adjustments to the camera angle, field of vision etc. before the cameras can be signed off and the project closed.

- 2.2.11 A significant upgrade will be rolled out in late February/early March which will make it easier for the contractor to detect and investigate any faults. This will help to keep any future downtime to a bare minimum.
- 2.2.12 The final adjustments that are being made to the cameras should also produce an increase in the number of contraventions captured, as the 'area of interest' on which the camera focuses is being enlarged so as to capture more vehicles.
- 2.2.13 In addition to the system improvements at the current locations, there is a rolling programme of review which will identify additional locations where new ANPR cameras are planned to be installed in the borough
- 2.2.14 Despite the technical issues experienced, significant progress has been made and although not yet fully functional to the standard demanded by the Council the system has already proven successful in increasing the efficiency of the enforcement team as they are now able to process more cases without requiring additional resources.
- 2.2.15 As a result, the introduction of the ANPR system has now made it possible to capture a greater number of motorist contraventions. This has also enabled more civil enforcement officers to be redeployed out on street and into the camera cars, thereby enabling the service through it's advisory and enforcement capacity to deliver a greater degree of overall pedestrian and road user safety throughout the borough, particularly in locations adjacent to schools.
- 2.2.16 We do not yet have any data on congestion or bus journey times but it is expected that as more and more motorists comply with the traffic regulations (to avoid receiving PCNs) these will improve.
- 2.2.17 For more information about how the ANPR cameras work please refer to Appendix 2.

### 2.3. **Cashless parking (RingGo)**

- 2.3.1 The cashless pay by phone parking service was launched in all Council operated car parks in October 2014 and then rolled out to all on-street parking bays a year later.
- 2.3.2 The service allows motorists to pay for parking without the need to carry cash – instead they pay with a credit/debit card on the RingGo app, or by phoning RingGo.
- 2.3.3 Motorists pay a small fee for the convenience of using the RingGo service, which covers the cost to the council of processing the card payments.
- 2.3.4 Any new parking bay (for instance in a new zone) is now added to the RingGo service so that motorists always have the choice of paying by cash or RingGo.
- 2.3.5 5 new locations were added in 2016 and a further 3 such locations will be added by the end of March.
- 2.3.6 The contract with RingGo expires in 2018 but can be renewed for up to 4 additional years.

- 2.3.7 The proportion of motorists using cashless parking is steadily increasing. Over the last 12 months it has been responsible for 40% of revenue from parking charges, up from 30% in the first 12 months.
- 2.3.8 In addition to the parking charges the Council has received a further £155k in revenue from service fees.
- 2.3.9 **Revenue received from the RingGo Service**

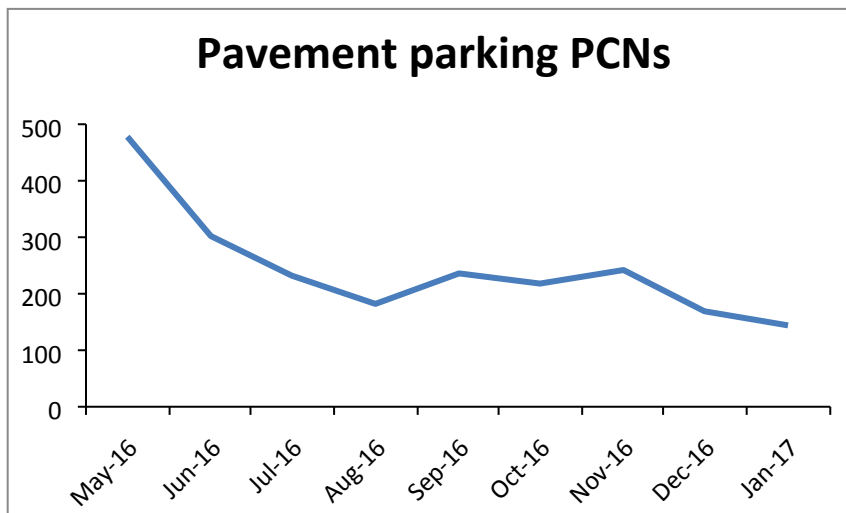
Type	Value of income taken (last 12 months)	Value of additional services provided (texts etc.)	Total
Off Street	£701,619	£53,508	<b>£755,127</b>
On Street	£1,013,815	£101,381.15	<b>£1,115,196.91</b>

2.4. **Pavement parking policy**

- 2.4.1 In April 2016 the Council implemented a new pavement parking policy. The primary aim of the policy was to clarify to residents and motorists the rules about parking on the pavement and ultimately to provide a safer environment for pedestrians.
- 2.4.2 Parking on the pavement is prohibited throughout London under the Greater London Council (General Powers) Act 1974, except where it is specifically permitted and indicated by signs and marked bays.
- 2.4.3 The policy was introduced following a number of complaints from members of the public about vehicles causing an obstruction by being parked on the pavement.
- 2.4.4 Pavement parking is now only allowed at certain locations and then only if a minimum gap of one metre has been left on the pavement for wheelchair users and pedestrians to pass the vehicle. Vehicles parked inconsiderately by not leaving a minimum gap of one metre on the footway will be issued with a PCN.
- 2.4.5 This approach balances the needs of pedestrians and other road users, and ensures that emergency vehicles can still travel along narrow roads. If the Council allowed no pavement parking on these narrow streets there is a danger that emergency vehicles would not be able to pass as they would be obstructed by vehicles parked on the road.
- 2.4.6 Vehicles are not permitted to park on grass verges and a PCN will be issued to any vehicle found parked wholly or partially on a grass verge.
- 2.4.7 A list of the roads on which pavement parking is permitted is published on the Council's website, together with a copy of the policy.
- 2.4.8 To inform residents about the new policy we placed stories in My Merton magazine, erected signs on every street affected by the policy, sent out regular tweets and Facebook posts, and published an FAQ on the parking webpages.



- 2.4.9 When the policy was first introduced and enforcement resources were concentrated on pavement parking there was an increase in the number of PCNs issued. However, the number of PCNs issued is now falling each month, which demonstrates that motorists are now complying with the pavement parking policy, as demonstrated in the table below :



This appears to indicate that there is now a much greater degree of compliance and clearer pavements, thus making it easier and safer for pedestrians generally, in particular persons using mobility vehicles, to use.

### **3 ALTERNATIVE OPTIONS**

- 3.1. The cashless parking and ANPR contracts each have several years to run, so no alternatives are proposed at this time.
- 3.2. The alternative to operating a cashless parking service would be to revert to using only pay & display machines. This would be a retrograde step, reducing the number of payment options available to our customers.
- 3.3. Reverting to cash payments would also mean an increase in cash collection charges.
- 3.4. The alternative to the ANPR system would be to revert back to a manual process for identifying contraventions. This would do little to reduce congestion or bus journey times and would divert resources from the important task of enforcing school zigzag markings. The Council would need to massively increase capacity of enforcement officers to monitor and enforce the 41 locations
- 3.5. The alternative to having a published pavement parking policy would be to revert to using officers' discretion for each complaint that is made. This would result in more complaints and reduced customer satisfaction.

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

- 4.1. Residents and motorists were consulted extensively with regard to the pavement parking policy and on the use of ANPR enforcement to keep traffic flowing.

- 4.2. The cashless parking service was introduced as a direct result of feedback to a parking survey carried out in 2012.

## **5 TIMETABLE**

- 5.1. RingGo was introduced in October 2014, and the contract is up for review in October 2018.
- 5.2. The pavement parking policy was introduced in April 2016.
- 5.3. ANPR enforcement began on 27 June 2016 but handover has been delayed by technical issues.
- 5.4. We anticipate that the system will be signed off and the project complete by the end of April 2017, though this may slip to May to allow for sufficient acceptance testing.

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

- 6.1. There are no financial implications of the pavement parking policy, other than the increase in PCNs which has resulted in an additional £90k penalty charge payments received over a 10 month period.
- 6.2. Similarly, the cashless parking project was designed to be cost-neutral and the revenue from the RingGo fees covers the cost to the Council of providing the service.
- 6.3. In respect of ANPR, the estimated number of additional contraventions captured by the system was based upon a fully operational system, which has not yet been achieved. Any shortfall in the ability to enforce arising from the introduction of a less than fully operational system will be reduced as a result of the on-going remedial works that are being undertaken by the contractor. It is also offset by the payment of PCN charges in respect of contraventions arising from other areas of parking enforcement.

## **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. These projects contribute to the Council's statutory duty to provide parking facilities, manage the flow of traffic, and improve bus journey times.

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

- 8.1. None

## **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. None – parking/traffic enforcement is decriminalised.

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

- 10.1. One of the drivers for the pavement parking policy was to improve safety for disabled road users who were often forced to enter the road to pass badly parked vehicles.
- 10.2. As more motorists comply with the traffic regulations congestion should improve and this will contribute to reduced emissions and cleaner air.

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

- Appendix 1 – Parking and CCTV Organisational structure chart

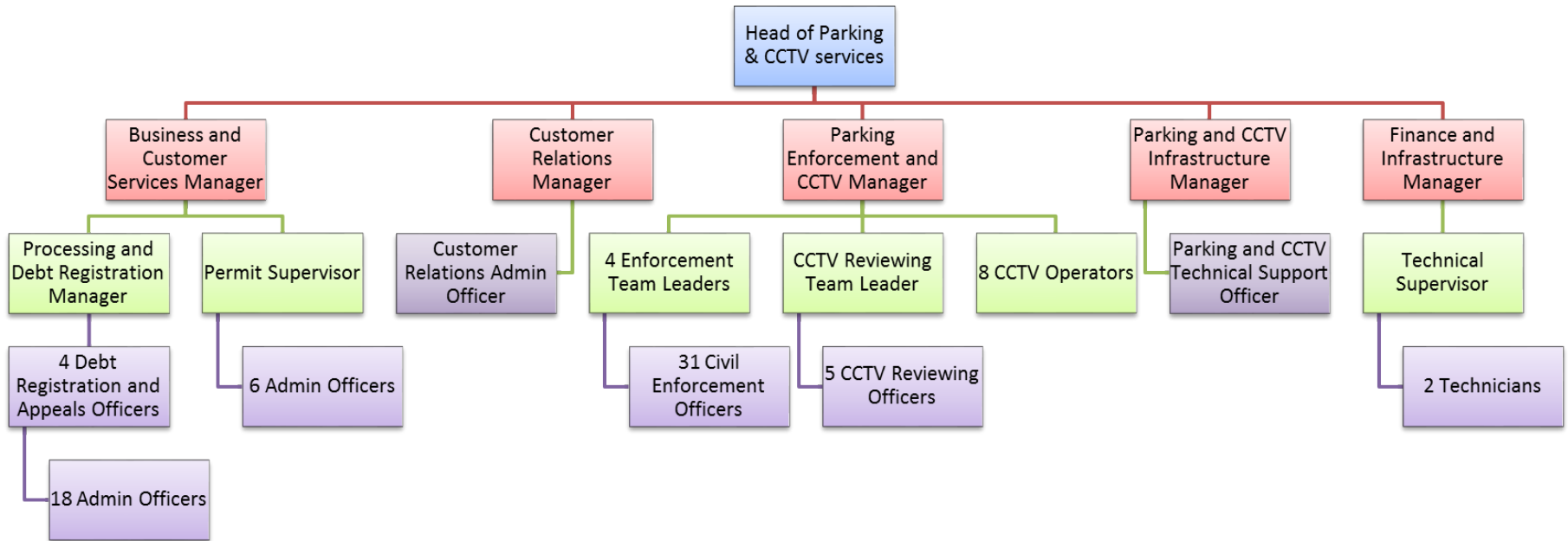
- Appendix 2 - Overview of the ANPR enforcement method.

## **12 BACKGROUND PAPERS**

12.1. None

# APPENDIX 1 – PARKING AND CCTV ORGANISATIONAL CHART

Page 18



## **APPENDIX 2 – OVERVIEW OF ANPR ENFORCEMENT**

See separate document 'LaneWatch Unattended Enforcement – Functional Description'

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## LaneWatch Unattended Enforcement Functional Description

LaneWatch unattended enforcement cameras capture video and still image evidence in quite a different way to the usual attended type CCTV cameras and operators. The LaneWatch cameras have two separate camera modules that carry out the image gathering. The first module is a colour overview camera and it gathers contextual video evidence. This is typically a 10 second clip that can also be used to produce still images for the Penalty Charge Notice (PCN). The second module is a monochrome Infra-Red (IR) sensitive camera that is used to capture and read the vehicle number plate or VRM using Automatic Number Plate Recognition (ANPR) software. Both cameras are mounted in the same housing and the images have an identical text overlay applied that states the date, time, field count number, camera identification number and the location in longitude and latitude. It is this information that legally links the overview and close-up camera images together and allows the PCN to be issued.

To illustrate how the LaneWatch gathers its evidence; in the composite image below we have overlaid the close-up ANPR trigger image onto the contextual overview image for reference. By design the dual camera head ensures that both the ANPR close-up camera and the contextual overview camera always point in the same direction and at the same point of interest. The ANPR Image is also included below for reference. NB The frame number highlighted with a red oval shows the frame numbers of the ANPR trigger image and the contextual overview image which are identical at the point of capture.

Exhibit A – Composite overview / close-up camera images.

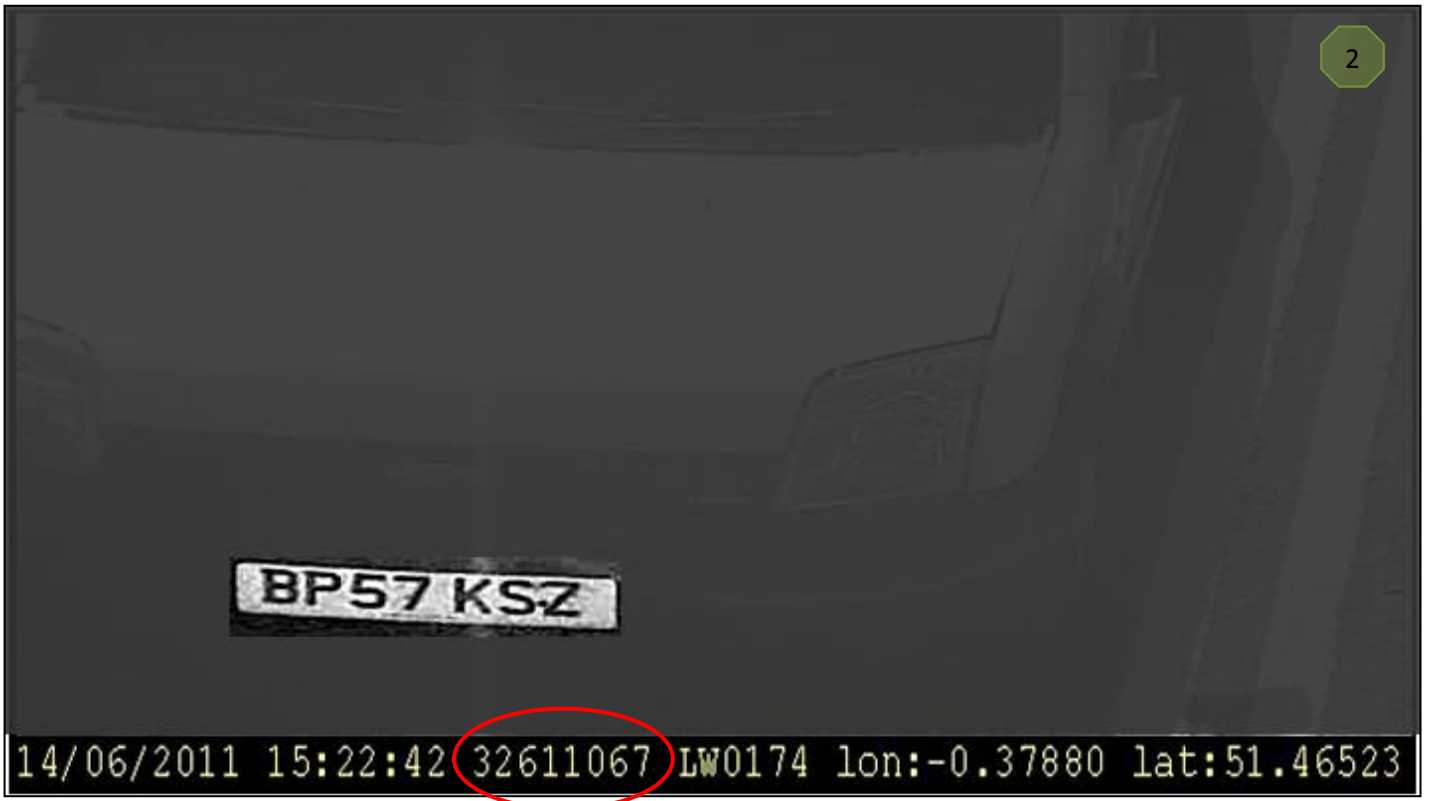


- 1 Contextual Camera Image.
- Infra Red (IR) Illuminated Area.
- 2 ANPR Camera Image.

Note that the close-up camera image is monochrome this is because only monochrome cameras are IR sensitive and can see the 'invisible' light given off by the cameras illuminators. Also the image is filtered such that white light from daylight and street lighting is almost completely blocked out to limit false positive triggers and improve the read rate and accuracy of the ANPR system.

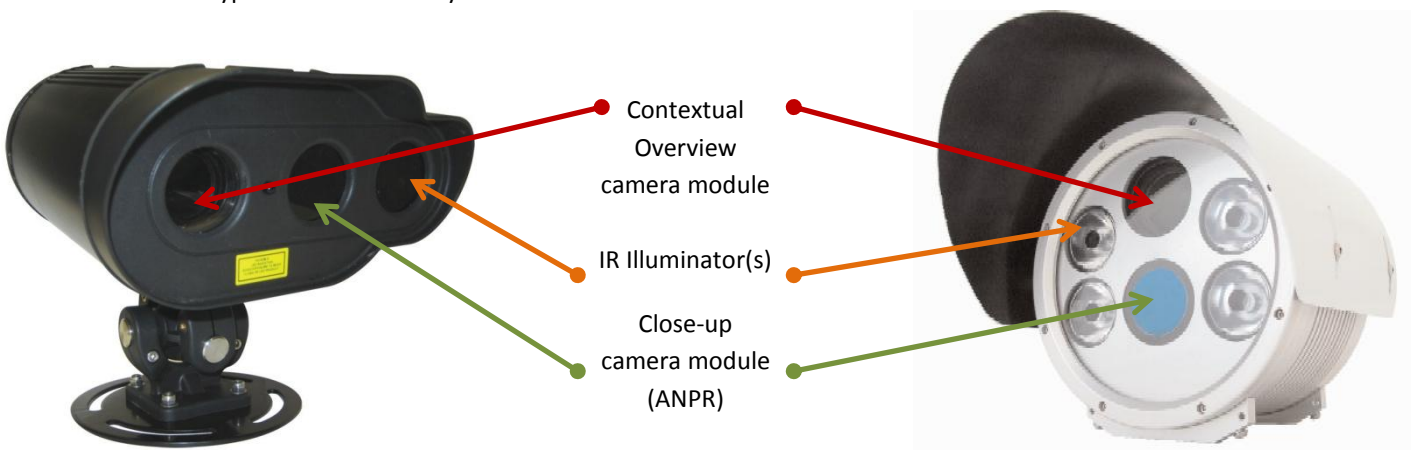
## LaneWatch Unattended Enforcement Functional Description

Exhibit B – Close-up ANPR camera image.



The images below show the different types of LaneWatch camera heads available. To the left is our short range 25m camera and to the right is our long range 50m camera. Both incorporate dual camera modules and IT illuminators.

Exhibit C – Camera types and functionality



**Infra Red Illuminators** – These small LEDs project infra-red light in the direction the camera is facing. The IR is invisible to the naked eye but illuminates an area that can be viewed by an IR sensitive camera. It is especially useful in illuminating retro-reflective number plates as used in Great Britain. The IR light is reflected by the number plate back in the direction it was originally transmitted, thus illuminating the Vehicle Registration Mark (VRM) for better visibility by the camera.

**Contextual Overview Camera (Colour)** – Recording constantly, this camera is not zoomed and captures an overview of any events that occur within its field of view. The camera is mounted in a fixed position with no pan or tilt mechanism. Once mounted by an engineer using a Mobile Elevated Work Platform (MEWP), it will remain in this position.



## LaneWatch Unattended Enforcement Functional Description

**Close-up Camera (Monochrome ANPR) Camera** – The close-up ANPR camera is specifically designed to capture an image of a passing VRM. Mounted within the same camera housing as the IR illuminators and the contextual overview camera, the ANPR camera can only read VRM's within the same area of interest. The ANPR camera has to be preconfigured to a narrow field of view to ensure optimum plate reads within a very specific area, this area can only be one lane of traffic. Multiple dual camera units would be required when operating over multiple lanes. Note that the view almost completely removes any objects illuminated by daylight / street light to lower false positive reads. This is known as 'band pass filtering' and is accepted by the VCA and adjudication. When the camera is switched on, any retro-reflective number plate passing through the camera's field of view will be illuminated and read by the camera's ANPR system.

In order to prevent the cameras from identifying Buses, Taxis and other 'permitted vehicles' it is essential that the system installers or Zenco are provided with an accurate 'permitted vehicle list' or 'white list' of VRM's. It is this list that allows the system to recognise permitted vehicles and remove them from the evidence process.

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## Performance Monitoring Report ~ Sustainable Communities ~ December 2016

Dept.	PI Code & Description	Polarity	Dec 2016					YTD Result	Annual YTD Target	YTD Status
			Value	Target	Status	Short Trend	Long Trend			
Libraries	CRP 059 / SP 008 No. of people accessing the library by borrowing an item or using a peoples network terminal at least once in the previous 12 months (Monthly)	High	68,767	56,000				68,767	56,000	
Libraries	CRP 060 / SP 009 No. of visitors accessing the library service on line (Monthly)	High	170,081	148,800				170,081	148,800	
Libraries	SP 279 % Self-service usage for stock transactions (libraries) (Monthly)	High	96%	96%				96%	96%	
Libraries	SP 280 No. of active volunteers in libraries (Rolling 12 Month) (Monthly)	High	313	210				313	210	
Libraries	SP 282 Partnership numbers (Libraries) (Monthly)	High	62	30				62	30	
Libraries	SP 287 Maintain Library Income (Monthly)	High	£271,535	£227,000				£271,535	£227,000	
Housing Needs & Enabling	CRP 061 / SP 036 No. of households in temporary accommodation (Monthly)	Low	197	225				183.89	225	
Housing Needs & Enabling	CRP 062 / SP 035 No. of homelessness preventions (Monthly)	High	362	338				362	338	
Housing Needs & Enabling	SP 037 Highest No. of families in Bed and Breakfast accommodation during the year (Monthly)	Low	3	10				5.33	10	
Housing Needs & Enabling	SP 038 Highest No. of adults in Bed and Breakfast accommodation (Monthly)	Low	3	10				2.89	10	

Dept.	PI Code & Description	Polarity	Q3 2016/17					YTD Result	Annual YTD Target	YTD Status
			Value	Target	Status	Short Trend	Long Trend			
Housing Needs & Enabling	SP 277 Social Housing Lets (Quarterly)	High	190	244				190	244	
Housing Needs & Enabling	SP 360 No. of enforcement / improvement notices issued (Quarterly)	High	62	39				62	39	
Housing Needs & Enabling	SP 361 No. of Disabled Facilities Grants (DFG) approved (Quarterly)	High	58	42				58	42	



## E&R performance report December 2016

### Public Protection

PI Code & Description	Dec 2016					YTD Result	Annual YTD Target	YTD Status
	Value	Target	Status	Short Trend	Long Trend			
<b>Parking</b>								
CRP 044 Parking services estimated revenue (Monthly)	1,291,355	1,523,200				11,132,824	12,357,017	
SP 127 % Parking permits issued within 5 working days (Monthly)	96%	90%				94.33%	90%	
SP 258 Sickness- No of days per FTE from snapshot report (parking) (Monthly)	2.2	0.75				14.26	6.75	
SP 397 % Cases won at PATAS (Monthly)	68.89%	54%				59.12%	54%	
SP 398 % Cases lost at PATAS (Monthly)	13.33%	21%				21.92%	21%	
SP 399 % Cases where council does not contest at PATAS (Monthly)	17.78%	25%				19%	25%	
SP 417 % Public Spaces CCTV cameras working (Monthly)	99.48%	95%				97.85%	95%	
<b>Regulatory Services</b>								
SP 041 % Service requests replied to in 5 working days (Regulatory Services) (Monthly)	95.86%	95%				95.2%	95%	
SP 042 Income generation by Regulatory Services (Monthly)	£26,338	£20,000				£322,984	£289,000	
SP 111 No. of underage sales test purchases (Quarterly)	Quarterly measure					88	71	
SP 255 % licensing apps. determined within 21 days (Quarterly)	Quarterly measure					98.33%	96%	
SP 419 Days Nitrogen Dioxide levels exceed 200 micrograms per m3 (Quarterly)	Quarterly measure					19	54	
SP 421 Days particulate levels exceed 50 micrograms per m3 (Quarterly)	Quarterly measure					5	26	
SP 422 % Food premises rated 2* or below (Quarterly)	Quarterly measure					9.87%	15%	

### Streetscene and Waste

PI Code & Description	Dec 2016					YTD Result	Annual YTD Target	YTD Status
	Value	Target	Status	Short Trend	Long Trend			
<b>Waste Services</b>								
CRP 047 / SP 068 No. of refuse collections including recycling and kitchen waste missed per 100,000 (Monthly)	63.71	50.00				49.79	50.00	
SP 065 % Household waste recycled and composted (Monthly)	34.56%	38%				36.4%	38%	
SP 066 Residual waste kg per household (Monthly)	47.54	48				429.98	432	
SP 067 % Municipal solid waste sent to landfill (waste management & commercial waste) (Monthly)	58%	59%				57%	59%	
SP 071 Days lost from sickness per FTE from snapshot report (waste mgmt) (Monthly)	1.53	1.16				18.12	10.44	
SP 354 Total waste arising per households (KGs) (Monthly)	72.65	75				676.06	675	
SP 407 % FPN's issued that have been paid (Monthly)	68%	68%				68.22%	68%	
<b>Commercial Waste</b>								
SP 046 Total Income from commercial waste (Monthly)	£27,923	£100,000				£1,320,383	£920,500	

Street Cleaning								
CRP 048 % of sites surveyed on local street inspections for litter that are below standard (Monthly)	11.31%	8%				9.52%	8%	
CRP 049 / SP 059 No. of fly tips reported in streets and parks (Monthly)	292	300				2,332	2,700	
SP 058 % Sites surveyed on street inspections for litter (using NI195 system) that are below standard (KBT) (Quarterly)	Quarterly measure					8.94%	9%	
SP 061 Days lost through sickness per FTE from snapshot report (street cleaning) (Monthly)	0.92	1.16				7.48	10.44	
SP 062 % Sites surveyed below standard for graffiti (Quarterly)	Quarterly measure					4.69%	5.5%	
SP 063 % Sites surveyed below standard for flyposting (Quarterly)	Quarterly measure					1.46%	1%	
SP 139 % Sites surveyed below standard for weeds (Quarterly)	Quarterly measure					9.8%	13%	
SP 140 % Sites surveyed below standard for Detritus (Quarterly)	Quarterly measure					12.28%	14%	
Transport								
SP 135 % MOT vehicle pass rate (transport passenger fleet) (Quarterly)	Quarterly measure					96.7%	95%	
SP 355 Spot checks on contractors (Transport Commissioning) (Monthly)	0	4				35	30	
SP 393 Average sickness days per FTE from snapshot report ( transport fleet) (Monthly)	1.39	0.95				10	8.55	

## Sustainable Communities

Page 28	PI Code & Description	Dec 2016					YTD Result	Annual YTD Target	YTD Status
		Value	Target	Status	Short Trend	Long Trend			
Development and Building Control									
CRP 045 / SP 118 Income (Development and Building Control) (Monthly)	248,750	175,000				1,727,678	1,489,080		
CRP 051 / SP 114 % Major applications processed within 13 weeks (Monthly)	50%	55%				70%	55%		
CRP 052 / SP 115 % of minor planning applications determined within 8 weeks (Monthly)	57.89%	60%				65.55%	60%		
CRP 053 / SP 116 % of 'other' planning applications determined within 8 weeks (Development Control) (Monthly)	87.74%	82%				87.14%	82%		
SP 040 % Market share retained by LA (Building Control) (Monthly)	50.83%	60%				46.45%	60%		
SP 113 No. of enforcement cases closed (Monthly)	52	25				423	225		
SP 117 % appeals lost (Development & Building Control) (Quarterly)	Quarterly measure					35.48%	35%		
SP 380 No. of backlog enforcement cases (Monthly)	531	900				531	900		
SP 414 Volume of planning applications (Monthly)	386	366				3,436	3,294		
Leisure Development									
SP 015 Income generated - Merton Active Plus activity (Monthly)	£2,619	£2,000				£49,820	£47,000		
SP 251 Income from Watersports Centre (Monthly)	£1,843	£15,420				£334,132	£355,370		
SP 314 External capital & Revenue funding £ (Quarterly)	Quarterly measure					£175,855	£75,000		
SP 325 % Residents rating Leisure & Sports facilities Good to Excellent (annual)	Not measured for Months						45%		
SP 349 14 to 25 year old fitness centre participation at leisure centres (Monthly)	5,163	7,098				78,830	76,523		

SP 405 No. of Leisure Centre users (monthly)	53,129	56,799				630,112	599,842	
SP 406 No. of Polka Theatre users (Quarterly)	Quarterly measure					56,308	86,916	
<b>Property</b>								
SP 024 % Vacancy rate of property owned by the council (Quarterly)	Quarterly measure					0.33%	3.5%	
SP 025 % Debt owed to LBM by tenants inc businesses (Quarterly)	Quarterly measure					7.57%	8%	
<b>Parks</b>								
SP 028 Total LBM cemeteries income (Monthly)	£22,710	£56,060				£401,422	£430,000	
SP 029 Total outdoor events income (Monthly)	£0	£0				£388,487	£337,000	
SP 318 No. of outdoor events in parks (Monthly)	0	0				157	126	
<b>Future Merton Traffic and Highways</b>								
SP 260 % Streetworks inspections completed (Quarterly)	Quarterly measure					35.89%	38%	
SP 327 % Emergency callouts attended within 2 hours (traffic & highways) (Monthly)	100%	100%				100%	100%	
SP 328 % Streetworks permitting determined (Monthly)	99.92%	98%				99.14%	98%	
SP 350 Percentage of jobs completed where no Fixed Penalty Notice issued (Monthly)	96.2%	93%				96.55%	93%	
SP 391 Average number of days taken to repair an out of light street light (Quarterly)	Quarterly measure					2.28	3	

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

**Date: 22 February 2017**

Wards: All

**Subject: Library & Heritage Service Annual Report 2016/17**

Lead officer: Anthony Hopkins

Lead member: Councillor Nick Draper

Contact officer: Anthony Hopkins

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### **Recommendations:**

- A. That the Sustainable Communities Overview & Scrutiny Panel note progress made with the Library & Heritage Service in the last financial year, review performance and discuss key projects.
- 

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

- 1.1. The Library & Heritage Service annual report sets out the key achievements that have been delivered over the last year and highlights future challenges. It also provides a summary of performance against all key performance indicators (KPI's).
- 1.2. On 1 December 2016 the Department for Culture Media and Sport (DCMS) published the Libraries Taskforce's 'Libraries Deliver: Ambition for Public Libraries in England 2016-2021', which sets out the government's 5-year strategy for public libraries in England. The strategy is based around 7 key objectives that have been used to present this report. The 7 objectives are:
1. Increased reading and literacy
  2. Cultural and creative enrichment
  3. Improved digital access and literacy
  4. Healthier and happier lives
  5. Stronger, more resilient communities
  6. Greater prosperity
  7. Helping everyone achieve their potential
- 1.3. Since 2011 Merton has kept all of its libraries open and has extended the opening hours of all of them. Usage and customer satisfaction has also increased and the new Colliers Wood Library is scheduled to open in summer 2017.
- 1.4. These achievements have been made whilst delivering efficiencies and the Library & Heritage Service continues to have one of the lowest operational budgets of any London library service.

## 2 DETAILS

### **Increased Reading and Literacy**

2.1. *Reading and literacy are two of the most fundamental skills in life. Libraries give everyone free access to books and literature regardless of age, disability, wealth or education. This access makes libraries a catalyst for improved reading and literacy skills.*

### **2.2. Schools and Libraries Membership Scheme**

2.3. Reading for pleasure is important. The Reading Agency published some research that suggests that both children and adults who do this are healthier, happier and more confident than those who don't. Increasing literacy is vital to increase people's chances in the job market, reducing dependence on benefits and improving quality of life.

2.4. All 44 Merton primary schools are signed up the scheme, which aims to work with schools to support them with improving the literacy levels of children and in particular to develop reading for pleasure. All primary school children are now library members and an annual engagement plan is in place with each school.

2.5. Since the scheme was set up 26 of 44 primary schools have reported demonstrable improvements in children's reading skills measured through Key Stage 2 results. Unique to Merton, the scheme is the only active model in England where every primary school child in the borough is a library member.

2.6. The success of the scheme has gained national attention and has been promoted by both the DCMS and Arts Council England. The scheme is currently being developed to include high school children, which is planned to be established for the 2017/18 academic year.

2.7. The Library Service also continues to promote and deliver national reading initiatives such as the Summer Reading Challenge for 4 to 11 year olds. 2,983 children participated this year with 1,781 completing the scheme.

### **2.8. Increasing Adult Literacy**

2.9. The Library Service continues to promote reading for all ages and has facilitated events and promotions such as National Libraries Day, World Book Day, Black History Month and Adult Learning Week. Merton also continues to run the annual Reading Ahead campaign for adults with low literacy skills and works collaboratively with the new adult education providers to provide pathways and support for people to improve their literacy.

### **2.10. Library Opening Hours**

2.11. All libraries have extended their opening hours since 2011 and the offer is continually reviewed. Customers report high satisfaction levels with the current offer and the recent Merton Library User Survey for adults shows that 98% of users rate library opening hours as either very good (59%), good (33%) or adequate (6%).

2.12. In order to achieve efficiencies in the libraries budget from May 2017 all libraries will continue to remain open with the current opening hours offer but at off peak teams in branch libraries (Raynes Park, West Barnes, Colliers Wood and Pollards Hill) there will be a limited staffing presence and the offer will be predominantly self-service. The self-service hours have been defined following analysis of all available usage data.

2.13. **Library Connect**

2.14. Merton's very own pop up library solution has been established for almost 3 years. During this time pop up libraries have been set up in 13 locations and have received 10,584 visits. Library Connect is designed to engage with people who are not regular users of the library service to showcase the wide range of services available. Library Connect events are usually hosted in places where there is low take up or where underrepresented user groups frequent.

**Cultural and Creative Enrichment**

2.15. *Cultural and creative opportunities enrich lives. They are important in developing local quality of life, sense of place and individual wellbeing. Libraries are well placed to extend cultural engagement because of their use by all social groups and their role as inclusive cultural hubs within communities.*

2.16. **Merton Arts Space**

2.17. The Library & Heritage Service received a £65,360 grant from Arts Council England to convert the back space in Wimbledon Library into a multi-use space that can be used for library purposes in the day and converts to a performance space that can be used for theatre, dance, music and other cultural activities in the evening.

2.18. Professional sound and lighting equipment along with a flexible stage and seating have been installed. The space has also been enhanced for regular library users with increased study space. The main space can host up to 300 people for performances. Two exhibition rooms have also been installed which enable artists to exhibit their works or for smaller activities to take place both during in and outside of library opening hours.

2.19. A professionally delivered program of events has been delivered in partnership with organisations such as Love Wimbledon, Wimbledon College of Art, Attic Theatre Company, Wimbledon Bookfest and ACAA. A mid evaluation report was issued to Arts Council in October 2016, which showed that since opening the space it has:

- Hosted 84 events that have attracted total audience numbers of 24,243 people.
- 2,522 people have participated in artistic activities.
- Of the events delivered so far 123 artists have been used across a range of different artistic disciplines.

2.20. The figures above do not include the 2-week theatre production of 'Great Expectations' in December 2016 that was delivered by Attic Theatre Company and which incorporated into its run the launch event for the space.

2.21. **Carved in Stone**

2.22. The Heritage Lottery Fund project 'Carved in Stone' concludes in February 2017. It has built on the success of the Merton Memories website that hosts over 15,000 images of the borough.

2.23. The Carved in Stone project has developed an online portal of Merton's combatants from World War One and has enabled a number of documents to be preserved and to be made available online for the first time. Supporting officers have been a team of over 30 volunteers who have assisted with research and adding content to the website. The resource officially launched on Merton's last Heritage Discovery Day on 28 May 2016. It has been accessed over 21,294 times since being made available to the public.

2.24. **Heritage Strategy**

2.25. Cabinet agreed the new Heritage Strategy on 7 December 2015. It has been drawn up in collaboration with local historical and community organisations and presents a plan of activity across all sectors of the borough. Reviews of progress for the strategy continue to take place through Heritage Forum meetings. The main objectives included in the strategy are:

1. Increasing the profile and public access to the borough's unique and diverse cultural heritage;
2. Safeguarding the borough's varied heritage sites and resources;
3. Making Merton's heritage provision more inclusive and working collaboratively to widen public engagement and participation;
4. Increasing funding and investment in Merton's heritage through partnership work, external funding and sponsorship.

2.26. **Other cultural activities**

2.27. The Library & Heritage Service works with a wide range of partners to enhance the boroughs cultural offer. Partners include the Polka and Open Theatre companies, African Educational and Cultural Health organisation (AECHO) and Petals of Peace.

**Improved digital access and literacy**

2.28. *Public libraries provide a trusted network of accessible locations with free WiFi, computers, and other technology. As the world becomes more digital, access to technology and the ability to operate confidently and safely are ever more important. Digital gives people the opportunity to access services more easily, to learn, and to interact with others. Digital skills also boost their employability, and the productivity and prosperity of the organisations they work for.*

2.29. *Trained library staff, supported by volunteers, help local people use online services covering areas like benefits, business, health and wellbeing. They can also provide the training and support individuals need to become independent users of digital services.*

2.30. **Digital Information Skills**

- 2.31. All libraries provide one-to-one ICT support provided by staff and volunteers and the provision of ICT support in libraries is expanding through partnership work.
- 2.32. All library staff have completed an online training course in improving their digital information skills. The course has been developed by the Society of Chief Librarians (SCL) and has been designed so that those people who work with customers on a daily basis will be able to fluently navigate and use national and local government information sites. Staff are able to demonstrate where these sites would be relevant for someone out of work, needing to claim benefits, wanting to open a business or start a career, or concerned about their health. They have the knowledge and skills they need to refer to partners to meet the specific needs of customers and communities.
- 2.33. Merton's libraries are playing an important role in supporting the most vulnerable to get online including support with setting up e-mail accounts, renewals of Freedom passes and completing government forms. Partnerships with agencies such as the Citizens Advice Bureau (CAB) continue to run. The role of library staff, supported by volunteers, is expected to increase with further rollout of Universal Credit and the transfer of more government services online.
- 2.34. **Self-Service Technology**
- 2.35. The libraries self-service technology was replaced last year. The new technology provides improved reliability and reduced operating costs. Self-service technology currently accounts for 97% of customer transactions and is an integral part of the new delivery model for Merton libraries to support self-service libraries at off peak times.
- 2.36. **Library website**
- 2.37. The Library & Heritage Service website continues to be updated and improved and is now available in a mobile friendly format. Pages continue to be rationalised so that content is easier to find and the service has further developed its use of social media. 232,472 visits were made to the website in 2015/16. This is an increase of 16% since the previous year. The libraries website is the second most popular channel, behind physical visits, for customers to access the service.
- 2.38. In the recent Merton Library User Survey 99% of respondents rated the libraries online resources as very good (39%), good (44%) or satisfactory (15%).
- 2.39. **E-Services**
- 2.40. The annual 'Always With You' online campaign continues to raise awareness of the many free online resources available online. Both the free e-book and e-magazines services have increased usage by 52%. 7,222 customers used the e-book service in 2015/16. 5,196 customers have used the other e-services including the e-magazines service. Whilst only a fraction of overall library usage these figures continue to grow each year.
- 2.41. **People's Network and Public Wi-Fi**

- 2.42. Customers continue to have access to free public computers with high speed Internet at all libraries. Printing and scanning facilities are also becoming more popular. Free public Wi-Fi is also available in all libraries.
- 2.43. In the recent Merton Library User Survey customers acknowledged the improvements to these services with:
- 85% of customers rating access to public computers as good to excellent.
  - 76% rating the software quality as good to excellent.
  - 81% rating the functionality of library computers as good to excellent.
  - 72% rating the reliability of Wi-Fi as good to excellent.
  - 70% rating the speed of Wi-Fi as good to excellent.

2.44. **Healthier and Happier Lives**

2.45. *Councils have a responsibility for their communities' social wellbeing and for public health. They increasingly focus on preventative work, helping people manage their own health to reduce both the burden on the NHS and health inequalities. By extending joint working and sharing resources with health providers, public libraries will become increasingly important partners, leading to users having healthier and happier lives.*

2.46. All of Merton's libraries deliver a range of activities to support healthier lifestyles working in partnership with organisations such as the Alzheimer's Society, Arthritis Care, Terence Higgins Trust and Livewell. Libraries continue to promote a range of both physical and online reading and information materials.

2.47. With GP's the service provides Books on Prescription where in certain cases a patient's health could be improved through reading self-help books or by gaining material available from a local library as opposed to being prescribed medication. The programme is supported by the NHS and has recently evolved to include titles around dementia, which have been used in particular with the Home Visits Library Service. A collection of mood boosting books aimed at young people has also recently been established.

2.48. Collaborative work between libraries and Public Health continues to expand. A recent example is the pathway recovery work undertaken with providers to encourage people recovering from drug and alcohol addictions into volunteering opportunities in libraries and the library involvement in facilitating 'Community Conversations'.

**Stronger, More Resilient Communities**

2.49. *Libraries are open to everyone. Their staff understand their community's needs and are trusted to provide reliable guidance and support on a wide range of issues when people need help. So they're vital to help public service's reach out into communities. Libraries already bring people together in welcoming community hubs which host local events and provide a shared sense of place for their users – ever more important in an increasingly digital age.*

2.50. *They're uniquely placed to help local government and its partners deliver their strategic objectives, whether linked to community cohesion, health and wellbeing, economic growth, promoting independent living or increasing life chances. They also have an important role in reducing social inequalities; 35.8% of people living in the most disadvantaged areas visit their library (source: Taking Part Survey 2015/16).*

2.51. **Volunteering**

2.52. Merton's nationally recognised volunteering model continues to flourish. 669 volunteers contributed over 36,044 hours of time in 2015/16, which was a 16% increase in volunteer numbers from the previous year. Volunteering opportunities continue to broaden and roles have been developed to support with the delivery of the self-service library delivery model.

2.53. The library service continues to advise other boroughs on the establishment of their own volunteering schemes along with advice on other projects, which has assisted with bringing income into the service. The service has also played an active role in the progression of some national projects being delivered by the Libraries Taskforce.

2.54. **Colliers Wood Library**

2.55. Temporary services continue to be provided at Merton Vision - Guardian Centre, Clarendon Road whilst the new library at Cavendish House is built. The new library is scheduled to open in late summer 2017 and will have increased floor space, community meeting/learning rooms and a coffee shop housed over 3 levels. Further consultation has been undertaken with residents over the year to ascertain requirements for internal fittings and furniture that have been incorporated into specifications.

2.56. **Coffee Shops**

2.57. The Service is also in the process of rolling out coffee shop facilities in its libraries and the first dedicated coffee shop opened in Wimbledon Library in January 2017. The income supports future savings and also encourages more customers to visit and use library facilities. Coffee shops was identified as a major factor to encourage non-users back into using the service when they were consulted in spring 2015.

**Greater Prosperity**

2.58. *The prosperity of an area is crucial for residents' wellbeing and quality of life. We want everyone to have the opportunity to participate in and benefit from this.*

2.59. *Libraries support business to start up and grow by providing information and working with local economic development organisations to signpost businesses to sources of support and advice. They can also help attract businesses into an area and keep them there by contributing to 'placemaking' and overall quality of life.*

2.60. **Employability and skills support**

2.61. All libraries have established job clubs working with partners such as the Job Centre Plus and Merton Priory Circle Housing. CV writing workshops and other skills support is also provided. Along with our free ICT support offer

this is helping to reduce unemployment figures in the borough. Resource is particularly focussed in areas where unemployment and skills gaps are at their highest.

2.62. **Wimbletech**

2.63. Wimbletech, based in Wimbledon Library, has been a particular success and is part of the Council's inward investment strategy. Using underutilised space Wimbletech provides advice and support for start-up companies and co-workers. In a little over 3 years it has over 200 members and its members have raised over £115,000,000 of investment in their projects. It also delivers free coding clubs to young people and is now operating in a growing number of local authorities under the banner of the 'Workary'.

**Helping Everyone Achieve Their Full Potential**

2.64. *Libraries raise people's aspirations and promote lifelong learning, supplementing formal education provided through schools, colleges and adult education. This is increasingly important given the accelerated pace of change in the workplace and the world more generally, meaning that skills and knowledge need more frequent updating.*

2.65. Examples such as the expansion of the Schools and Reading Initiative and the work delivered with a range of partners demonstrates how the service is working collaboratively to support people to fulfil their potential.

2.66. On top of the ICT, reading and information resources study space is integral and is incorporated into all of our libraries. Through funding from the Arts Council for the Merton Arts Space this has also assisted with further increasing study space at Wimbledon Library for example.

2.67. A range of online study resources are also available through the libraries website including resources such as Britannica Online, Oxford dictionaries, Theory Test Pro and Ziptales, an online library with interactive stories and activities with voice overs, animations, quizzes, games and more for children.

**3 PERFORMANCE**

3.1. In year performance of the Library & Heritage Service recorded in November 2016 shows that all KPI's are expected to be met. Of the 6 KPI's presented 5 are currently being exceeded by over 10% of the target figure:

Service Plan #	Description of performance measure	Final 2015/16	YTD 2015/16	YTD 2016/17	YTD Target 2016/17	RAG Indicator
SP08	No. of people accessing the library service by borrowing an item or using a People's Network terminal at least once in the previous 12 months.	65,269	66,219	<b>69,923</b>	56,000	<b>BLUE</b>
SP09	Number of visitors accessing the library service online	232,472	151,342	<b>152,834</b>	133,328	<b>BLUE</b>
SP279	Monthly transactions - Staff and Self-service	96%	96%	<b>97%</b>	96%	<b>GREEN</b>
SP280	Active volunteering numbers in libraries	337	320	<b>284</b>	210	<b>BLUE</b>
SP282	Partnership numbers	62	62	<b>62</b>	30	<b>BLUE</b>
SP287	Increase income generation	£361,486	£236,756	<b>£235,469</b>	£210,720	<b>BLUE</b>

3.2.



- 3.3. Based on the recently published CIPFA statistics for 2015/16 Merton has the highest number of active users per head of population of any London library service.

## **4 CONSULTATION UNDERTAKEN OR PROPOSED**

### **4.1. Merton Library User Survey**

- 4.2. The Library & Heritage Service undertook its first standalone user survey to replace the previously undertaken Public Library User Survey (PLUS) from 3 to 8 October 2016. The changes to the survey were to achieve efficiencies in the way user consultation is undertaken. The new survey will be run every 3 years for both children and adults (16+). The headline statistics show:

- 1,604 library users responded to the survey, which is 14% of customers who visited the library in the survey week.
- Book borrowing was still the primary use as to why customers visited libraries at 67% with the second most used service being the computers and Wi-Fi. Over 17 different reasons were given for visiting libraries.
- 99% of respondents felt that libraries were a safe place.
- 97% of respondents rated the choice of books as very good (36%), good (43%) or satisfactory (18%).
- 99% of respondents rated the information provision in libraries as very good (39%), good (48%) or satisfactory (12%).
- 99% of respondents rated the events in libraries as very good (33%), good (44%) or satisfactory (22%).
- 54% of respondents required staff support with 100% of those requiring support rating staff support as very good (71%), good (25%) or satisfactory (4%).
- Taking everything into account 100% of respondents were satisfied with the service with 60% rating it as very good, 34% as good and 6% as satisfactory.

- 4.3. The results of the Merton Library User Survey demonstrate record levels of customer satisfaction.

## **5 TIMETABLE**

- 5.1. The Library & Heritage Service Plan 2017/18 outlines all key projects to be delivered and was presented to the Sustainable Communities Overview & Scrutiny Panel on 12 January 2017.

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

- 6.1. The Library & Heritage Service has a controllable budget of £2,191,460. It is currently reporting a £142,000 underspend due to reduced operating costs

whilst the new Colliers Wood Library is developed along with some short term staff vacancies.

- 6.2. Agreed MTFs savings both delivered in 2016/17 and for future years for the Library & Heritage Service are:

<b>Description</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
Deletion of all administrative support	£26,000				<b>£26,000</b>
Reduction in activities program	£2,000				<b>£2,000</b>
Withdrawal from annual CIPFA public library user survey	£3,000				<b>£3,000</b>
Reduction in volunteering contract	£20,000				<b>£20,000</b>
Reduction in Media Fund	£45,000				<b>£45,000</b>
Implementation of self-service libraries at off peak times		£190,000			<b>£190,000</b>
Deletion of Projects & Procurement Manager post		£22,000			<b>£22,000</b>
Reduction in ICT costs		£40,000			<b>£40,000</b>
Shared services with another local authority			£48,000		<b>£48,000</b>
Introduce a coffee shop franchise across libraries			£30,000		<b>£30,000</b>
Increase income at Merton Arts Space				£38,000	<b>£38,000</b>
<b>TOTAL</b>	<b>£96,000</b>	<b>£252,000</b>	<b>£78,000</b>	<b>£38,000</b>	<b>£464,000</b>

- 6.3. The Library & Heritage Service has 7 libraries and a Heritage & Local Studies Centre based on the second floor of Morden Library. Proposals to redevelop Colliers Wood library are well underway whilst there is a pause in the West Barnes Library redevelopment to allow for resident consultation to be completed regarding Cross Rail 2.

## **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. The Council is required to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children', according to the Public Libraries and Museums Act of 1964. Local authorities have a statutory duty to make provision for a library service but may decide on how this is to be done.
- 7.2. Certain aspects of the service must be provided for free including free lending of books, free access to information and free library membership.

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

- 8.1. 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.
- 8.2. Residents from BAME backgrounds make the most effective use of libraries with high proportions in particular of Asian and Black British people regularly using libraries.

**9 CRIME AND DISORDER IMPLICATIONS**

9.1. None identified.

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

10.1. No specific issues identified in this report. A risk register is maintained for projects detailed in the Library & Heritage Service Plan.

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

None included.

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# Sustainable Communities Scrutiny Panel

## Town centre regeneration briefing

22<sup>nd</sup> February 2017

[www.merton.gov.uk/ldf](http://www.merton.gov.uk/ldf)

merton





# Wimbledon

# Wimbledon

- **Planning activity**
- **Crossrail 2**
- **Future Wimbledon Masterplan**
- **Partnerships / BIDs**
- **South Wimbledon**

# Planning Activity





# Planning Activity



## TfL Liaison

- **Alternative options for Wimbledon**
  - **CR2 Base Scheme (Centre Court)**
  - **CR2 Tunnel**
  - **SWT Tunnel**
  - **District Line North**
- **Understanding impact, phasing, growth assumptions**
- **CR2 Business Case – March/April 2017**
- **Consultation late 2017**
- **Parliamentary Bill 2019**
- **Construction TBC (2022-2032?)**

# Future Wimbledon Workshops



## Workshops

- 3 in Jan/Feb
  - 250 attendees
  - Interactive voting / mapping
  - Issues: Design quality, height, traffic, green, CR2
  - Ideas: Public space, greening, enhance heritage

## Outline Timescale

- Workshop Feedback March/April
- Summer – Future Merton drafting the plan
- Summer – CR2 news to feed into the plan
- Autumn – Consultation on the draft Plan
- Winter 17/18 – Adopt the plan

## Partnerships / BIDs

### Wimbletech

- Ongoing support for 90 tech start-ups

### Love Wimbledon BID

- 5 year strategy
- Parking Signage
- Hoarding Design
- Landowner engagement
- Local Flooding issues / Lobbying TW

Feasibility support for Wimbledon Village BID

London & Partners Event Promotions

Match funding for Polka Theatre Arts Council

Supporting SWBA to establish South Wimbledon BID

Rolling out business support and shopfront grants in South Wimbledon High Streets

Supporting communities to form a local centre action plan for South Wimbledon to revive Merton High Street / Kingston Rd / Merton Rd

TFL Traffic modeling at South Wimbledon Junction

High Path Regeneration / Harris Academy

# Raynes Park

# Raynes Park

Page 54

- Working with CR2 to understand impacts at Raynes Park and Motspur Park
- Next @ Home now open
- Times Square retail park - approved
- Supported Raynes Park Christmas events

## Ongoing Work

- Land-transfer of NWR land for pavement widening
- Adoption of PROW @ Rookwood Ave
- Revisions to Rainbow Estate
- Revisions to Wimbledon Hill Park / Atkinson Morley



# Morden

# Housing Zone / Regeneration vision



Page 56

## moreMorden is about reinventing the suburb

- A model for regeneration in outer London
- A model for TfL & GLA and public sector land co-ordination
- A place of untapped potential



# Morden

- **GLA Morden Retail Gateway – shop front improvements**
- **TfL Traffic modeling & buses**
- **TfL Development viability works**
- **Housing Zone development partner late 2017**
- **LBM Local Plan late 2017**

# Morden Court Parade



New signage in London Road

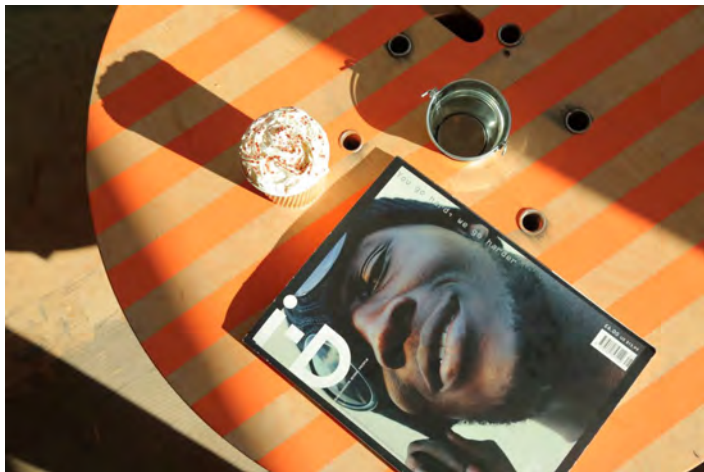


Before



After

# Crown House Creative



# Baitul Futuh Mosque rebuild

Page 60



# Mitcham

# Rediscover Mitcham

## Works Completed

- Clock Tower Restoration
- Market Square
- Majestic Way
- Three Kings Pond

## In Progress

- London Road Bus Lane (Sept 2017)
- Fair Green junctions (Jan 2018)
- Business support / relief



# Mitcham Fair Green: before



# Mitcham Fair Green: after





Page 65



Page 66





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# Colliers Wood

[www.merton.gov.uk/ldf](http://www.merton.gov.uk/ldf)

# Colliers Wood

- **Colliers Wood Tower**
  - Completing Summer 2017
  - Costa & Co-Op arriving summer 2017
  - Snagging on Christchurch Place (Plaza) underway
- **Public Realm**
  - TfL junctions, cycle lanes and footways renewed
  - Baltic Close Homezone - complete
  - Wandle Park boundaries & planting – complete
  - Wandle Riverside promenade & landings – complete
  - Heritage furniture - installed
- **CW High Street**
  - Business support liaison group and shop-front improvements
- **Developments**
  - Library, Western Rd, Christchurch tower, Wandle Bank
  - Abbey Mills in planning for new employment space

# Colliers Wood: Tandem Tower

Page 70





# Colliers Wood: before

Page 71



# Colliers Wood: after

Page 72



# Thank You.

Any Questions?

[www.merton.gov.uk/futureMerton](http://www.merton.gov.uk/futureMerton)



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

**Date: 22 February 2017**

Agenda item:

Wards: ALL

**Subject: Commercial Services Task Group – Department Action Plan.**

Lead member: Abigail Jones, Chair of the Sustainable Communities Overview and Scrutiny panel.

Contact officer: Stella Akintan, [stella.akintan@merton.gov.uk](mailto:stella.akintan@merton.gov.uk); 020 8545 3390

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### **Recommendations:**

A. That the Panel comment on the Department Action Plan.

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

1.1. The purpose of the report is to provide the panel with a department action plan in response to the recommendations from the Commercial Services Task group. The Action Plan is attached at Appendix A

### **2 DETAILS**

2.1. In 2015 this Panel commissioned a task group to consider the opportunities to generate additional income from council services. The following councillors were members of the task group:

Councillor Russell Makin (Chair)  
Councillor James Holmes  
Councillor John Sargeant

2.2. The task group Executive Summary is attached at Appendix B

### **3 ALTERNATIVE OPTIONS**

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

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

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

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

4.1. The Panel will be consulted at the meeting

### **5 TIMETABLE**

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

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

6.1. None relating to this covering report

## **7 LEGAL AND STATUTORY IMPLICATIONS**

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

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

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

## **9 CRIME AND DISORDER IMPLICATIONS**

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

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

10.1. None relating to this covering report

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

- Commercial Services task group – Department action plan Appendix A
- Commercial Services task group – Executive Summary Appendix B

## **12 BACKGROUND PAPERS**

12.1. None

Commercial Services Task Group – Department Action Plan

Task group recommendation	Action	Who	By when
1. That the Sustainable Communities and Overview and Scrutiny Panel has an agenda item on commercial services at least every twelve months to ensure that commercialisation and income generation remains a priority and that we are taking every opportunity to exploit innovative ideas about service delivery.	Reports to Scrutiny annually	Democratic services	Annually
2. That the Sustainable Communities overview and scrutiny panel are provided with performance reports following large scale events.	E&R to produce reports and report these to Scrutiny after all large events	Doug Napier	As and when required [ not expected to be more than annually ]
3. That officers consider new opportunities within the council's property portfolio on a case by case basis to assess most appropriate use. This would include the opportunity to provide built office accommodation in the borough of a purpose built nature for anchor tenants or tenants who can in turn attract other businesses. For example a large office can attract a supermarket, gym, cafes etc.	Property and Asset Management Board to consider on a case by case basis	Chair of PAMB	As and when required
4. That officers explore options for maximising the use of local authority preferential borrowing powers to generate income, while	Property and Asset Management Board to consider investment opportunities	Chair of PAMB / Director of Corporate Services	As and when required

monitoring borrowing limits and utilising external knowledge.			
5. Council to explore opportunity to retain control of parts of Morden town centre regeneration by developing properties which may include opportunities for anchor tenants.	Review retention of commercial property ownership in Morden Town Centre as part of exercise of taking this development to the market in 2017	AD . SC James McGinlay	By April 2018
6. To explore the opportunities to develop a joint venture with a developer as illustrated in this report.	Consider JV in relation to Morden Town Centre as first opportunity	AD . SC James McGinlay	By April 2018
7. That officers explore services that would be suitable to be delivered under the Merton logo. The opportunity would be best suited to a pre-existing contract or selling spare capacity.	This to be built into next round of TOM renewals and service planning	AD Business improvement	April 18
8. That officers explore the possibility of installing a pilot multi purpose lighting system in Merton	Being explored and considered	Dir E&R	April 18
9. That the officers seek advice and expertise from councils who have implemented an ESCO, such as Peterborough.	Done and will continue	AD SC	In hand currently
10. That officers present the business case for the ESCO to the Sustainable	In discussion with Housing scheme provider we will continue to explore the establishment of an ESCO. The proving of a business case for the ESCO depends upon real life	AD SC	April 18



Commercial Services Task Group – Department Action Plan

Communities Overview and Scrutiny Panel alongside the new Estates Plan	development opportunity , the dev mix as well as the loadings and demand for energy and heating. This cannot be finalised and proven until the development is more advanced.		
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## **Appendix B**

### **Commercial Services Task Group Executive Summary**

The Sustainable Communities Overview and Scrutiny Panel commissioned this task group to consider commercial opportunities across the areas within its remit, covering; housing, environmental sustainability, culture and skills, libraries and Transport. Significant reductions in local government funding as well as an obligation to achieve value for money for our residents has provided the impetus for this review.

Councillors met with a wide range of witnesses including the Chief Executive and senior officers at Merton Council, senior representatives from private sector organisations and Directors in the London Boroughs of Harrow and Croydon. The task group members drew upon experience from their professional careers as well as knowledge about the local communities they represent.

It was agreed the review will focus on:

Parks and Green Spaces

Property

The regeneration of Morden Town Centre

Exploiting the Merton Brand

The task group recognised that a cultural change is needed to successfully embed a commercially-based approach across the council. This should be lead by councillors therefore a review looking at commercialisation should be a regular item on the Sustainable Communities Panel agenda.

Good practice examples of a commercially focussed approach came from the London Boroughs of Harrow and Croydon. The task chair visited these authorities and found that Harrow had appointed a Director to embed a commercial agenda within the council.

The regeneration of Morden Town Centre has the potential to yield significant opportunities to work in partnership with private sector organisations. This could boost the local economy through the provision of office or retail space. Merton has significant potential as a business hub given the advantage of good transport links into central London but cheaper rents than the capital.

The task group identified a number of opportunities and asked officers to look more closely at how they can be implemented, these included;

Consideration given to making best use of our preferential borrowing rates.

Generating income through innovative technology such as a solar street lighting system.

There may be opportunities to outsource the Merton brand for services.

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## Committee: Sustainable Communities Overview and Scrutiny Panel

Date: 22 February 2017

Wards: ALL

### Subject: Air Quality Task Group Update

Lead member: Councillor Imran Uddin, Chair of the Air Quality task group.

Contact officer: Stella Akintan, [stella.akintan@merton.gov.uk](mailto:stella.akintan@merton.gov.uk); 020 8545 3390

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#### Recommendations:

- A. That the task group note and comment on the task group update
  - B.
- 

#### 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of the report is to provide the panel with a scope and outline of work of the air quality task group.

#### 2 DETAILS

- 2.1. In June 2016, this Panel set up a task group to consider how to improve air quality in Merton. The membership is as follows:

Councillor Imran Uddin (Chair )  
Councillor Michael Bull  
Councillor David Chung  
Councillor Daniel Holder  
Councillor Abdul Latif

#### 2.2. SCOPE OF THE REVIEW

- 2.3. To review the Merton Air Quality Action Plan looking specifically at planning, monitoring and enforcement. There will be a focus on achieving the acquired targets in a cost effective manner.
- 2.4. To assist the Sustainable Communities Overview and Scrutiny Panel to identify areas that may require future review in the field of air quality. This task group will highlight key developments, topics to consider and future issues of concern in this rapidly changing and increasingly complex area.
- 2.5. To consider how to improve strategic leadership for improving air quality across the South West London sub-region.
- 2.6. Task Group Activity
- 2.7. The task group has held three meetings and met with; Environmental Health Pollution Manager, Head of the Regulatory Services Partnership, Head of Future Merton, Programme Manager with responsibility for planning and

Consultant in Public Health. A task group member attended an Air Quality conference, and shared the literature, provided some useful contacts and reported on the main themes from the event. The key issues which helped to shape the scope of the review are as follows;

- 2.8. Although air quality in London has improved in recent years, pollution is still too high and is a great cause of concern for the government and policy makers. Merton's main local sources of atmospheric pollutants are road transport from the busy and congested roads and the neighbouring areas of London. Poor air quality is thought to contribute to the early deaths of at least 9,000 people a year, affecting those with existing respiratory and cardiac conditions and exacerbating illnesses for people who are already vulnerable.
- 2.9. This review is very timely as the council is in the early stages of refreshing the Merton Air Quality Action Plan. The task group has commented on an early draft and will look at it in detail alongside the results of the associated public consultation which is due to begin this month.
- 2.10. The task group will focus on the role of the planning process in improving air quality at construction sites. There is already good work happening in this area and the task group can play an important role in ensuring that strong partnerships are in place and our approach is robust and consistent.
- 2.11. Monitoring compliance at construction sites and using enforcement measures where necessary are important levers to improve air quality. The task group will review our existing approach, speak to experts and consider good practice.
- 2.12. The task group believes strategic leadership across South London is imperative to make progress in tackling air pollution as Merton cannot successfully tackle this issue in isolation. A number of local partnerships are in place across the sub-region and these must be supported by local politicians and organisations such as the Greater London Assembly and London Councils.

### **3 ALTERNATIVE OPTIONS**

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

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

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

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

- 4.1. The Panel will be consulted at the meeting

**5 TIMETABLE**

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

**6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 6.1. None relating to this covering report

**7 LEGAL AND STATUTORY IMPLICATIONS**

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

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

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

**9 CRIME AND DISORDER IMPLICATIONS**

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

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

- 10.1. None relating to this covering report

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

- 11.1. None

**12 BACKGROUND PAPERS**

- 12.1. None

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## Sustainable Communities Work Programme 2016/17

This table sets out the Sustainable Communities Panel Work Programme for 2016/17; the items listed were agreed by the Panel at its meeting on 9 June 2016. This Work Programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

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

**Chair:** Cllr Abby Jones

**Vice-chair:** Cllr Daniel Holden

### Scrutiny Support

For further information on the work programme of the Sustainable Communities Scrutiny Panel please contact: -  
Annette Wiles, Scrutiny Officer  
Tel: 020 8545 4035; Email: [annette.wiles@merton.gov.uk](mailto:annette.wiles@merton.gov.uk)

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

**Meeting date:** 9 June 2016 (*Deadline for papers: 12pm, 1 June 2016*)

<b>Scrutiny category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member and/or lead officer</b>	<b>Intended outcomes</b>
<b>Scrutiny review</b>	Morden Leisure Centre	Verbal update	Christine Parsloe, Leisure and Culture Development Manager	To provide the Panel with an update on work undertaken and planned in relation to the Morden Leisure Centre development.
<b>Performance monitoring</b>	Performance Reporting	Basket of indicators plus verbal report	Chris Lee, Director Environment and Regeneration	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary
<b>Setting the work programme</b>	Agreeing the 2016/17 work programme	Written report	Annette Wiles, Scrutiny officer	To enable the Panel to agree the draft 2016/17 work programme
<b>Performance monitoring</b>	Circle Housing: agreeing questions for meeting on merger	Discussion	Cllr Abby Jones (Chair)	To ensure that the Panel has agreed what questions it wants Circle Housing to answer on its merger with Affinity Sutton during its

				attendance at the next meeting. This is to make sure the meeting makes best use of the time available.
<b>Pre-decision scrutiny</b>	South London Waste Partnership Phase C (LOTS 1 and 2)	Written report	Chris Lee, Director Environment and Regeneration	To provide the Panel with the opportunity to scrutinise awarding LOTS 1 and 2 as part of the South London Waste Partnership prior to going to Cabinet for decision

**Meeting date: 7 September 2016 (*Deadline for papers: 12pm, 30 August 2016*)**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member and/or lead officer</b>	<b>Intended outcomes</b>
<b>Setting the work programme</b>	Priorities for 2016/17 – Cabinet Member for Regeneration, Environment and Housing	Verbal report	Cllr Martin Whelton	To provide an overview of portfolio priorities to establish where the Panel might focus its work programme and add value to the work of the Council
<b>Performance review</b>	Questions to Circle Housing on its merger with Affinity Sutton	Question and answer session	Cllr Abby Jones (Chair) and representatives from Circle Housing	Circle Housing is in the process of merging with another housing company (Affinity Sutton). This session will be used to focus on the merger and what effect this will have on

				Circle's residents and the quality of its customer service.
<b>Pre-decision scrutiny</b>	Diesel premium report	Written report	Chris Lee, Director of Environment and Regeneration and John Hill, Head of Public Protection	To give the Panel the opportunity to scrutinise proposals to reduce diesel emissions prior to these going to Cabinet for its decision
<b>Pre-decision scrutiny</b>	Highways maintenance contract	Written report	Chris Lee, Director of Environment and Regeneration and James McGinlay, Head of Sustainable Communities	To provide members with an opportunity to comment on the highways maintenance contract renewal and to make any recommendations to Cabinet for consideration
<b>Performance monitoring</b>	Performance reporting	Basket of indicators plus verbal report	Chris Lee, Director of Environment and Regeneration (and a representative from Community and Housing)	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary
<b>Scrutiny review</b>	Update on the commercialisation task group	Verbal report	Cllr Russell Makin, task group chair	To give the Panel the opportunity to consider the findings and agree the recommendations of the task group before these are taken to Cabinet for its approval

<b>Scrutiny review</b>	Scoping the task group for 2016/17 (air quality)	Written report	Annette Wile, Scrutiny Officer (supported by Stella Atinkan, Scrutiny Officer)	The Panel to consider an initial scoping for the 2016/17 task group on air quality
<b>Performance monitoring</b>	Circle Housing: agreeing questions for meeting on repairs and regeneration	Discussion (Possibly to happen outside of the meeting depending on the time available.)	Cllr Abby Jones (Chair)	To ensure that the Panel has agreed what questions it wants Circle Housing to answer on repairs and regeneration during its attendance at the next meeting. This is to make sure the meeting makes best use of the time available
<b>Setting the work programme</b>	Work programme 2016/17	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider

**Meeting date:** 1 November 2016 (**Deadline for papers:** 12pm, 24 October 2016)

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member and/or lead officer</b>	<b>Intended outcomes</b>
<b>Performance review</b>	Questions to Circle Housing on repairs and regeneration	Question and answer session	Cllr Abby Jones (chair) and representatives from Circle Housing	This session will be used to focus on Circle's record on repairs and regeneration against the commitment set out in the agreement with the Council

<b>Setting the work programme</b>	Priorities for 2016/17 – Cabinet Members for Community and Culture and Cleanliness and Parking	Verbal report	Cllrs Nick Draper and Ross Garrod	To provide an overview of portfolio priorities to establish where the Panel might focus its work programme and add value to the work of the Council
<b>Pre-decision scrutiny</b>	Budget/Business Plan Scrutiny (Round 1)	Written report	Chris Lee, Director of Environment and Regeneration, Simon Williams, Director Community and Housing and Caroline Holland, Director of Corporate Services	To comment on the Council's budget proposals at phase 1
<b>Pre-decision scrutiny</b>	Planning shared service	Written report	Chris Lee, Director of Environment and Regeneration and James McGinlay, Head of Sustainable Communities	To comment on the development of a new shared service to provide planning services
<b>Performance monitoring</b>	Performance reporting	Basket of indicators plus verbal report	Chris Lee, Director of Environment and Regeneration (and a representative from Community and Housing)	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary

<b>Scrutiny review</b>	Draft final report of the commercialisation task group including recommendations	Written report	Cllr Russell Makin, task group chair	To give the Panel the opportunity to consider the findings and agree the recommendations of the task group before these are taken to Cabinet for its approval
<b>Setting the work programme</b>	Work Programme 2016/17	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider

**Meeting date: 12 January 2017 (Deadline for papers: 12pm, 4 January 2017)**

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member and/or /lead officer</b>	<b>Intended outcomes</b>
<b>Pre decision scrutiny</b>	Budget and business plan scrutiny (round 2)	Report	Chris Lee, Director of Environment and Regeneration and James McGinlay, Head of Sustainable Communities	To comment on the budget and business plan proposals at phase 2 and make any recommendations to the Commission to consider and coordinate a response to Cabinet
<b>Performance monitoring</b>	Performance reporting	Basket of indicators plus verbal report	Chris Lee, Director of Environment and Regeneration (and a representative from Community and Housing)	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as

				necessary
<b>Pre-decision scrutiny</b>	Resurgence, the collapse of the Circle group structure and ending of a local board	Written report	Simon Williams, Director of Community and Housing, and Steve Webb, Business Support and Relationship Manager, Housing Need	To allow the Panel to consider this decision and provide its comment before it is reviewed by Cabinet on 16 January 2017
<b>Scrutiny review</b>	Monitoring of the implementation of the recommendations of the housing supply task group	Written report	Steve Langley, Head of Housing Needs and Strategy, and James McGinlay, Head of Sustainable Communities	For the Panel to monitor the implementation of the recommendations it made and were accepted by Cabinet
<b>Scrutiny review</b>	Car club proposal update	Written report	Chris Chowns, Transport Planner and Projects Officer	For the Panel to monitor progress with car club provision in the borough
<b>Setting the work programme</b>	Work programme 2016/17	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider



Meeting date: 22 February 2017 (**Deadline for papers: 12pm, 14 February 2017**)

Scrutiny Category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Performance monitoring	Performance reporting	Basket of indicators plus verbal report	Chris Lee, Director of Environment and Regeneration (and a representative from Community and Housing)	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary
Performance monitoring	ANPR and parking update report (including pavement parking and RINGO)	Written report	Chris Lee, Director of Environment and Regeneration and John Hill, Head of Public Protection	To providing the Panel with the opportunity to monitor the performance of the Council's arrangements for parking in the borough and the new ANPR system
Performance monitoring	Library and Heritage Service Annual Report	Presentation	Anthony Hopkins, Head of Library and Heritage Services	To provide the annual report on libraries service and to inform members of proposed future development of the libraries service
Performance monitoring	Town Centre regeneration update (including updates on developments ie: cycling provision)	Presentation	James McGinlay, Head of Sustainable Communities and Paul McGarry, Head of futureMerton	To provide a progress update on the delivery of the Council's town centre regeneration programme

<b>Scrutiny review</b>	Monitoring the work of the air quality task group	Written report	Cllr Imran Uddin, chair of the task group and Stella Akintan, scrutiny officer	To update the Panel on the task group's progress and to enable it to comment on the work of the task group going forward
<b>Scrutiny review</b>	Executive response and action plan – commercialisation task group	Written report	Task group chair	To provide the Panel with a response to the report and recommendations of the commercialisation task group following Cabinet consideration
<b>Setting the work programme</b>	Work programme 2016/17	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider.

**Meeting date:** 15 March 2017 (**Deadline for papers:** 12pm, 7 March 2017)

<b>Scrutiny Category</b>	<b>Item/issue</b>	<b>How</b>	<b>Lead member and/ lead officer</b>	<b>Intended outcomes</b>
<b>Performance monitoring</b>	Performance reporting	Basket of indicators plus verbal report	Chris Lee, Director of Environment and Regeneration (and a representative from Community and Housing)	To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary

<b>Pre-decision scrutiny</b>	Environmental health, trading standards and licensing shared services expansion	Written report	Chris Lee, Director of Environment and Regeneration and John Hill, Head of Public Protection	This is a well established and successful shared service. This will provide the opportunity for the Panel to scrutinise the service as it expands to include and additional authority
<b>Performance monitoring</b>	Facilities for physical activity in children's playgrounds	Written report	Chris Lee, Director of Environment and Regeneration	For the Panel to monitor how the Council provides facilities that support children in the borough to be physically active
<b>Performance monitoring</b>	Merton Adult Education	Written report	Anthony Hopkins, Head of Library and Heritage Services	To give the Panel and opportunity to start to assess the performance of Merton's Adult Education now it is being delivered through an outsourced service
<b>Performance review</b>	Update report on the externalisation of the South London Waste Partnership Phase C	Verbal report	Chris Lee, Director of Environment and Regeneration and Cormac Stokes, Head of Street Scene and Waste	To provide the Panel within an update on the externalisation of services as a result of the South London Waste Partnership Phase C contract

<b>Scrutiny review</b>	Topic suggestions 2017/18	Written report	Annette Wiles, Scrutiny Officer	To seek topic suggestions from the Panel to inform discussions about the Panel's 2017/18 work programme
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**A meeting of the Public Transport Liaison Committee** will be held on 10 May 2017 to address some of the issues raised by LB Merton's residents regarding public transport. Items are likely to include: Crossrail2, Drivenow floating car club, Mitcham Town Centre and on-street electric vehicle charging points.

**Forward plan items relating to remit of the Panel**

**Admission of LB Wandsworth into the shared Regulatory Services Partnership**

Outline business case for LB Wandsworth joining the existing shared regulatory service between Merton

**Decision due:** 3 Jul 2017 by Cabinet