

# Merton Council

## Joint Consultative Committee with Ethnic Minority Organisations Agenda

### Membership

**Councillors:** Edith Macauley MBE (Chair), Eloise Bailey, Omar Bush, Joan Henry, Marsie Skeete

**Substitute Members:** Adam Bush, Simon McGrath

### Ethnic Minority Organisations

African Educational Cultural & Health Organisation (AECHO)

Deputy

Ahmadiyya Muslim Association

Asian Diabetic Support & Awareness Group

Asian Elderly Group of Merton

Asian Youth Association

BAME Voice

Bangladeshi Association of Merton

Deputy

Bengali Association of Merton

Deputy

Bengali Women's Association of Merton

British Muslim Association of Merton

Ethnic Minority Centre

Euro Bangla Federation

Deputy

London South West Chinese Community Association

Merton African Organisation

Merton Somali Community

Mitcham Filipino British Association

Deputy

Merton and Lambeth Citizen's Advice Bureau

Pakistan Cultural Association of Merton & Wandsworth

Pakistan Welfare Association

Deputy

Positive Network

South London Somali Community Association

South London Tamil Welfare Group

Victim Support Merton and Sutton

Wimbledon Mosque

Revd Mrs H Neale

Mr C.H.Nawaz

Mrs N. Shah

Mr M S Sheikh

Revd Mrs H Neale

Mr. N. Islam

Mr J Choudhury

Mr M Rahman

Mrs M Ahmed

Mr B. Afridi

Mrs Sabitri Ray

Dr Z Haque

Mr Q Anwar

Ms L Saltoon

Mr C J Lusack

Mr A. Ali

Ms A Colquhoun

Ms C Batallones

Mr M A Shah

Mr S U Sheikh

Mr Rizvi

Ms G Salmon

Mr A Musse

Dr P Arumugaraasah

Mr A Morgan-Thorne

Mr Z Khan

**Date: Wednesday 13 June 2018**

**Time: 7.15 pm**

**Venue: Council chamber - Merton Civic Centre, London Road, Morden SM4 5DX**

This is a public meeting and attendance by the public is encouraged and welcomed.

For more information about the agenda please contact

[evereth.willis@merton.gov.uk](mailto:evereth.willis@merton.gov.uk) or telephone [020 8545 4637](tel:02085454637).

All Press contacts: [press@merton.gov.uk](mailto:press@merton.gov.uk), 020 8545 3181

# Joint Consultative Committee with Ethnic Minority Organisations Agenda

**13 June 2018**

- |   |  |         |
|---|--|---------|
| 1 | Declarations of Interest   |         |
| 2 | Apologies for Absence  |         |
| 3 | Minutes of previous meeting  | 1 - 6   |
| 4 | Work and Health Programme - Cassandra Kelly, Integration Manager                   | 7 - 22  |
| 5 | Equality Strategy update, Evereth Willis, equality and Community /Cohesion Officer | 23 - 60 |

## **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.

JOINT CONSULTATIVE COMMITTEE WITH ETHNIC MINORITY  
ORGANISATIONS  
7 MARCH 2018

PRESENT Councillor Edith Macauley (in the Chair),  
Councillor Fidelis Gadzama and Councillor Jerome Neil

Councillor Charlie Chirico, Councillor Akyigyina, Mr Shiekh, Mr  
Rahman, Ms Katayama, Mr Butcher, Ms Linehan, Ms Bradley

1 DECLARATIONS OF INTEREST (Agenda Item 1)

None.

2 APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies were received from Mrs Shah, Mrs Neale, Mr Savage, Rev Copeland,  
Mr Hall, Mr Islam, Councillor Simpson, Councillor Latif, Mrs Ahmed.

3 MINUTES OF PREVIOUS MEETING (Agenda Item 3)

The minutes were agreed.

4 MATTERS ARISING (Agenda Item 4)

None.

5 ST RAPHAEL'S HOSPICE - GAIL LINEHAN, DIRECTOR OF CARE  
SERVICES AND STRATEGY DEVELOPMENT (Agenda Item 5)

Ms Linehan gave an overview of St Raphael's Hospice. The Hospice opened in April  
1987 and has 14 rooms. It provides support to clients for symptom control and end of  
life care.

St Raphaels offers a relaxed environment and is focused on individual needs. It  
provides a service to the diverse communities of Sutton and Merton, but for various  
reasons some groups are not accessing the hospice.

She is keen to support the use of the hospice for the community. It prepares people for end of life and supports the wellbeing of those left behind. The service is free at the point of access and is open to all faiths and none.

Ms Linehan's aim is to promote the benefit of a peaceful space that is well resourced with staff that have time to spend with patients. Psychological support is available for patients and their families. Family bereavement care is also offered.

Care is also provided in the home by the At Home Team. The hospice is not dependant upon medication but also uses alternative therapies.

There is a café that is open to the public. Ms Linehan stressed that the hospice is not a gloomy environment.

Annually 350 people are cared for in the hospice and several hundred at home. Annually £4.5 million is raised through donations and fundraising.

### **Questions/comments**

#### **How is the hospice reaching out to other communities?**

Ms Linehan responded that the hospice is not good at using posters or advertising its services and wants to get better at publicity. Booklets and leaflets are left in GP surgeries and St Helier Hospital. Ms Linehan said that she wants to do outreach work to the BAME and Faith and Belief communities.

#### **Is there a charge for services?**

Ms Linehan confirmed that the service is free after referral and carers are also able to access free counselling and bereavement services.

#### **Is there an average length of life left before a referral is made?**

Usually patients are referred who have approximately 12 months life left but the hospice is now getting late referrals for patients only have a few weeks to live.

## **6 FOSTERING RECRUITMENT - ROSIE BRADLEY (Agenda Item 6)**

Steve Butcher, Social Worker and Rosie Bradley, Recruitment and Publicity Officer gave an overview of the fostering service. They informed the meeting that the service wants to raise awareness and encourage the recruitment of foster carers from varied backgrounds.

Most of Merton's foster carers are from the Mitcham area. The children in care reflect the diversity of the borough and the service wants to have diverse carers. To be a good foster carer the following qualities are required:

1. Having an affinity with young people
2. Being non judgemental
3. Having patience
4. The ability to nurture

Approximately 125 children are in care usually because of an issue with their parents. Fostering is the last resort.

Potential foster carers receive three and a half days training, are assessed by a social worker and are interviewed by a fostering panel.

There are currently 60 carers and some of them were born abroad which has given them insight to care for refugees. There is a Foster Carer Association that provides support and arranges functions for foster carers.

Carers are matched up with children of their choice. There is a shortage of carers who look after teenagers and siblings. Carers receive £507 per week per child. Training is ongoing through the year.

#### **Questions/comments**

Private Equity Organisations fund fostering agencies. If the council can not match a child to a carer, agencies may be used.

#### **How do you match carers to children and what happens when there is a problem?**

A social worker assessment is made to look at strengths and weaknesses and then recommendations are given to the fostering panel. Foster carers can express an age preference and where possible matches are also made on ethnic grounds. Placement breakdowns do not happen often.

It was commented that the paperwork is very onerous and can be off putting. It was suggested that a different way was needed to attract carers.

The fostering recruitment staff stressed that accountability is important and daily records are kept in addition to reporting significant events.

## 7 CRIME UPDATE - INSPECTOR DAY (Agenda Item 7)

Inspector Day reported that there has been a 3% increase in crime in Merton. Hate crime has reduced but there has been an increase in Transgender hate crime.

Inspector Day gave an overview of the policing changes. Wandsworth, Richmond, Kingston and Merton Police Command Units will merge. Merton will have a dedicated Community Safety service and a Command Unit. The custody facility will be in Wandsworth and Kingston.

There will be the same number of officers and one Superintendent for the Command Unit.

### **Questions/Comments**

Concern was expressed by JCC representatives who felt that Merton must be losing Police Officers and Merton will lose out as the other areas will focus on their boroughs.

Inspector Day reassured the representatives that there will be no change to the quality of service for Hate Crime as the command unit will be based in the borough. Neighbourhood teams will still be in Merton and Partnership working will continue.

Also Mitcham's response rate should improve now that it is the only police station in the borough.

### **What is being done to tackle the crime increase?**

Inspector Day informed the meeting that various measures have been put in place. Motor vehicle crime is linked to moped theft. There has been some success in catching moped thieves. There is a black market linked to goods stolen using mopeds and it will take some time to tackle.

Inspector Day added that a lot of work is being done to prevent burglaries, such as advising home owners to use alarms and improved door and window locks.

### **How do statistics inform the planning of services?**

Inspector Day confirmed that intelligence is used and local Police also follow directives and undertake reactive and preventative measures.

## 8 ANY OTHER BUSINESS (Agenda Item )

None.



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# Better working futures

## Work and Health Programme

### Introduction to the programme

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LEED  
PARTNERSHIP



This programme is co-financed by the European Social

# Reed in Partnership

Since 1998, has delivered employability and training contracts for DWP, ESFA and individual Local Authorities (including ESF funded contracts):

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- DWP Work Programme in West London
- 10 current DWP ESF Work Routes contracts including South London, West London and North & East London
- Diabetes Prevention Service across South London

Has access to jobs through strong relationships with local employers and dedicated Recruitment Managers.

Has placed **over 140,000 participants into work** and have worked with **over 25,000 employers**.

# Overview

- Commissioned by the South London Partnership
- Government's new flagship employment programme, focused mainly on those Participants with health conditions or disabilities.
- Contract go-live date: 1<sup>st</sup> March 2018
- Programme duration: Until November 2022 for referrals, tracking until 2024.
- During this time, the total number of people that will be supported across the South London contract area will be 5,012.
- All referrals will be made through Jobcentre Plus.
- Participants can access WHP support for up to 15 months, with an additional 6 months of support once Participants are in work.

# Programme aim

1. Help people who have a disability or a health condition, the Long-term Unemployed, and other specified disadvantaged groups to find and sustain work.
2. Integrate with local services and local health provision to ensure participants receive co-ordinated, holistic support
3. Ensure BWF meets local priorities and reflects local needs

# Participant groups for referral

## 1. People with a disability/health condition

- Participants have a disability/health condition.

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- **Early Access disadvantage groups** (Carers; ex-carers; homeless, former Armed Forces, member of Armed Forces reserves; partner of current/former Armed Forces personnel; person with a drug/alcohol dependency; care leavers; refugees; ex-offenders/offenders; victims of domestic violence; young people in gangs)
- **Long-term Unemployed** — (24 month unemployed)

# The participant journey

Our delivery model:

1. Pre-Programme engagement
2. Programme engagement
3. Pre-work support
4. In Work support
5. Programme Exit

# The Participant Journey

## Referral from Thornton Heath JCP

Disability Group



Pre-Programme Engagement



Arrange Initial Appointment

"It was great to speak to someone who could answer my questions."

## Initial Appointment



Office Tour



Get to know each other



Agree next meeting

"My Caseworker really listened to me and I am excited to get started!"

## Diagnostics and Action Plan

Diagnostics:



- Readiness to work
- Readiness to change
- Health & Condition Management assessment
- Better Off Calculation

Current Support



Route Planner Tool



Further Support



Action Plan



"I know where I am going and what I need to do."

## 2. Programme engagement

- Diagnostic & Action Plan Meeting is 1:1, face-to-face & lasts at least 1 hour.
- Participants with Caseworker support complete:
  - Readiness to Work Assessment – Identifies barriers across 5 areas: Mindset; Health; Employability; Skills/Quals; Personal Circumstances;
  - Readiness to Change Assessment – A short psychological survey to indicate Readiness to Change. Supports Advisers to identify Participants fearful of, or resistant to, the change that comes with entering work.
- Assessment results provide guidance to Advisers on interventions to prioritise.
- Health or Functional Skills assessments completed at subsequent meetings.
- Use our Route Planner Tool to find local services to address their needs.
- Assessments and Route Planner Tool used to jointly develop an Initial Action Plan, finalised with 20 days of referral.



## 2. Programme engagement (Cont.)

- Route Planner Tool is a tool embedded in our Participant Management System
- When Caseworkers are creating Participant Action Plans the RPT will generate suggested activities and interventions based on participant details and barriers to employment
- The RPT will contain details of all interventions available across South London
- RPT will be the responsibility of our Integration Manager
- Currently gathering information from key local organisations to populate the RPT for go-live

# 3. Pre-work support

## FIVE KEY AREAS OF SUPPORT



### Adviser Support

All participants receive the following services from their Adviser:

- Minimum fortnightly 1:1 meetings & monthly Action Plan reviews
- Better Off Calculation
- CV to meet at least one defined job goal
- Support to access local services using our Route Planner tool
- Funding support, e.g. for travel, interview clothing or training



### Mindset

Support to develop the attitude & behaviours participants need to succeed, including:

- Changing Mindset course
- Positive Thinking course
- Planning for Success course
- Character Traits workshops:
  - Integrity
  - Resilience
  - Self-Confidence
  - Proactivity
  - Self-Awareness
  - Working with others



### Health & Disability

Support to address health barriers to work & improve health and wellbeing, including:

- Specialist Health Review
- Health Advice
- Health & Wellbeing workshops
- Advocacy support
- Mindfulness workshop
- Declaring Conditions to Employers
- Managing your Health at Work



### Employability

Support to develop the practical skills required to search, apply & secure work, including:

- Identifying Job Goals
- Digital Inclusion
- Preparing for Work Placements
- Our Online Portal
- Employer Routeways training
- Introduction to Self-Employment
- Workshops
  - Tailoring CVs
  - Application Forms
  - Interview Skills
  - Jobsearch Skills
- Our Employer Services Team:
  - Source vacancies
  - Pre-screen
  - Provide interview preparation



### Skills & Quals

Support to increase skills levels to meet local employer needs including:

- Identifying Transferable Skills course
- Sector Taster courses
- Sector Specific courses
- Accredited training courses
- External training
  - ESOL
  - Literacy
  - Numeracy
  - Further vocational courses

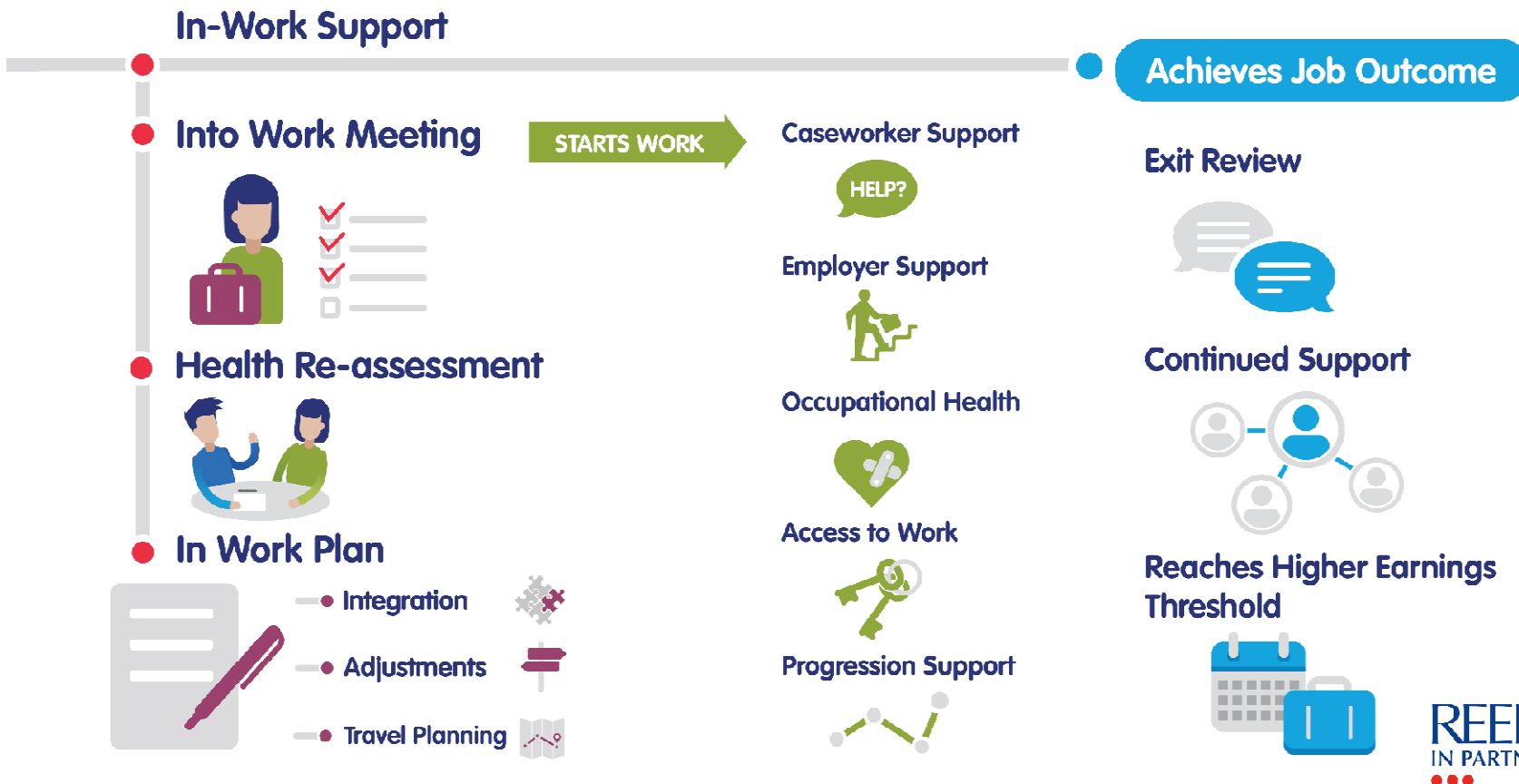


### Personal Circumstances

Support to address complex needs & barriers (including those faced by Early Access groups), including:

- Housing stability
- Balancing caring responsibilities
- Disclosing convictions
- Money Management
- Transport support
- Specialist support, e.g. RBLI course for Ex-Armed Forces

# 4. In-work support and exit

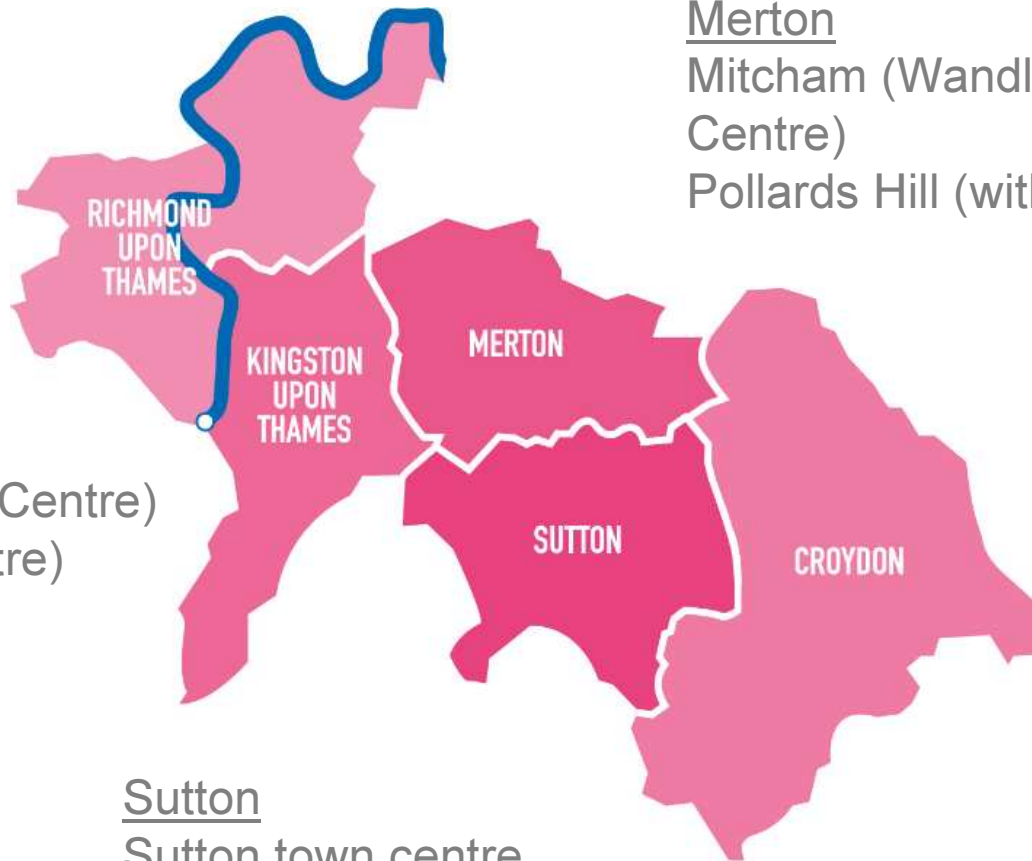


# South London contract area

Richmond  
Kenham (Civic centre)

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Kingston  
Card Mayo Centre (Town Centre)  
Bassington (with Hook Centre)



Merton  
Mitcham (Wandle Valley Resource Centre)  
Pollards Hill (with Commonsense Trust)

Sutton  
Sutton town centre

Croydon  
East Croydon  
New Addington (with CALAT)

# Our staff

## Management Team

- **Operations Director:** Responsible for operational delivery of all Red in Partnership contracts.
- **Senior Operations Manager:** Oversees the contract, its performance, and conducts strategic stakeholder engagement.
- **Business Managers:** Responsible for the local team and office management and day-to-day delivery of the service.

# Our staff

## Frontline Staff

- **Integration Manager:** Responsible for liaising with local services to ensure the programme is fully integrated with local provision.
- **Case workers:** Provide personalised support to Participants throughout their time on the programme to identify & address barriers to work.
- **Self-Employment Caseworkers:** Provide targeted support to those Participants who wish to become self-employed.
- **Health Professionals:** Conduct health assessments & support Participants to improve their health & wellbeing through 1:1 support & group training activities.
- **Trainers:** Deliver accredited & non-accredited training to improve the skills of Participants.
- **Recruitment Managers:** Work with medium & large employers to source vacancies and work placements for Participants.
- **Employment Support Officers:** Work with smaller employers to source vacancies for individual Participants & provide workplace support.

# Summary of key features

## **Intensive Adviser support:**

- Maximum Adviser caseloads of 45 at any one time
- Weekly contact, fortnightly face-to-face 1:1s, monthly Action Plan reviews
- Additional time to support those with complex needs

## **Health Specialism:**

- Specialist health assessments & occupational health support
- Health & Wellbeing Adviser deliver 1:1 & group health support

## **Integration and Route Planner Tool:**

- Relationships with local services to help Participants to access support

## **Focused on Changing Mindset:**

- Readiness to Change assessment to inform interventions & sequencing
- Changing Mindset interventions – Positive Thinking, Confidence etc.

## **Financial Support:**

- All travel, childcare and interview clothes costs covered by the provider.

## **Self-Employment:**

- Dedicated Self-Employment Advisers & funding support to help new start ups.

# Questions

Please keep in touch:

- Cassandra Kelly [cassandra.Kelly@reed.co.uk](mailto:cassandra.Kelly@reed.co.uk)  
07889402690



## **Committee: Joint Consultative Committee (JCC) with Ethnic Minorities**

**Date: 13 June 2018**

Wards:

**Subject: Progress report on implementation of the Equality and Community Cohesion Strategy 2017-21.**

Lead officer: John Dimmer, Head of Policy, Strategy and Partnerships

Lead member: Councillor Edith Macauley, Cabinet Member for Community Safety, Equalities and Engagement

Contact officer: Evereth Willis, Equality and Community Cohesion Officer

### **Recommendations:**

- 
1. That Members of the JCC note and comment on the progress made on the implementation of the Equality and Community Cohesion Strategy 2017-21.
- 

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

- 1.1. To provide the JCC with a progress report on the implementation of the Equality and Community Cohesion Strategy 2017-21.

## **2 DETAILS**

- 2.1. The Equality Act 2010 introduced the Public Sector Equality Duty (PSED) which requires the local authority, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and to advance equality of opportunity and foster good relations between persons who share a “protected characteristic” and those who do not. “Protected characteristics” are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 2.2. The Equality Act 2010 also requires the council to publish equality objectives every four years to demonstrate how it will meet the PSED. The Equality Strategy outlines the Council’s ‘Equality Objectives’ as the following six themes:
  - a. To ensure key plans and strategies narrow the gap between different communities in the borough;
  - b. Improve equality of access to services for disadvantaged groups;
  - c. Ensure regeneration plans increase the opportunity for all Merton’s residents to fulfil their educational, health and economic potential, participate in the renewal of the borough and create a health promoting environment;
  - d. Promoting a safe, healthy and cohesive borough where communities get on well together ;

- e. Encourage recruitment from all sections of the community , actively promote staff development and career progression opportunities and embed equalities across the organisation;
  - f. Fulfil our statutory duties and ensure protected groups are effectively engaged when we change our services.
- 2.3. The objectives aim to narrow the gap in outcomes between residents, in particular between the East and West of the borough. A cross-departmental approach has been taken to deliver some of the commitments such as Hate Crime and Domestic Violence.
- 2.4. Council approved the Equality Strategy 2017-21 in March 2017. The strategy is a four-year strategy that sets out what we will do to tackle discrimination and inequality and promote equal opportunities and community cohesion in Merton.
- 2.5. The accompanying action plan sets out the actions we will take to meet our equality priorities both corporately and departmentally.
- 2.6. The activity in the action plan is closely linked to the council's performance framework as commitments are aligned with departmental service plans. This will ensure the strategy is embedded in service plans across the council to ensure effective implementation. The aim is to set smart targets and, where no baseline information exists, improving data collection and analysis will itself become a target.
- 2.7. Departments are currently reviewing Service Plans and Target Operating Models (TOMs) and these will inform the action plan's priorities in early Autumn 2018.

### **Progress on the implementation of the strategy**

Overall, the update in Appendix 1 shows good progress has been made to implement the commitments in the Equality Strategy, in particular key achievements to note include:

- Good progress has been made on the work to reduce health inequalities in the East of the borough, notably the proposed development of the Wilson Hospital Campus received approval from NHS England in December 2017, and the work with schools and other agencies to successfully deliver the Child Healthy Weight Action Plan 2016-18.
- An increase in library usage by 11-16 year olds from a CR4 postcode.
- A 20% increase of learners enrolled on employability or family learning courses coming from deprived wards in the East of the borough.
- The Local Welfare Support Scheme has provided support to approximately 250 residents, also between April 2017 and December 2017 the Welfare Benefits Advisor has secured over £270,000 in benefits for Merton residents.
- Our schools continue to improve educational outcomes for disadvantaged groups. Provisional outcomes at Key Stage 2 for 2016-17 show that 66% (9% increase on the previous year) of pupils attained the expected standard.
- At Key Stage 4 Merton has the highest Average Progress 8 score in the country.
- Excellent partnership work between the Educational Welfare Service and schools has continued to create a culture of good school attendance. The

recent Ofsted inspection reports highlights that *‘Education Welfare staff are persistent in their tracking of children missing education, an example being undertaking unannounced visits at known addresses. They liaise and share information effectively with other local authorities and within the council, and escalate cases to social care when necessary, overseen by the multi-agency children missing education panel.’*

- As at June 2017, 47% of new requests for Educational Health Care (EHC) plans were completed within 20 weeks, raising to 49% year to date in July. This is an improvement as at the end of 2016-17 where 19% of new requests for EHC plans were completed within 20 weeks.
- Merton’s Stonewall (Workplace Equality Index) rating has improved to 1st in London and 13th out of 39 local authorities who took part across the country. As part of Anti-Bullying Week 2017, a half-day conference took place showcasing students from Ricards Lodge who addressed issues around Transgender inclusion in education.
- During the current financial year the provision of housing advice and assistance has successfully met the target to prevent homelessness in 450 cases. The target will have been exceeded by year end.
- A draft Autism Strategy has been developed and signed off for public engagement 5th Feb-19th March. An action plan for its implementation is being developed during this public engagement period.
- Wimbledon Park station is step free from January 2018 and we are working with transport partners to make all stations step free.
- A review of polling places was undertaken in November 2017 and March 2018 to make sure that all polling stations are accessible ahead of council elections in May 2018.
- A Work Experience Scheme 2018 will shortly be launched with 32 placements being made available to Merton Schools.

#### **4 ALTERNATIVE OPTIONS**

- 4.1. The Equality Act 2010 requires the council to prepare and publish equality objectives and subsequently at least four-yearly. Failure to do so would mean the Council is not fulfilling its legal obligations and could be subject to legal action.

#### **5 CONSULTATION UNDERTAKEN OR PROPOSED**

- 5.1. The Overview and Scrutiny Commission and Corporate Management Team have been given a progress report on the Equality Strategy.

#### **6 TIMETABLE**

- 6.1. None.

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

- 7.1. Delivery of the Equality and Community Strategy 2017-21 action plan is with in existing resources.

## **8 LEGAL AND STATUTORY IMPLICATIONS**

- 8.1. On 6 April 2011 the Equality Act 2010 introduced the Public Sector Equality Duty (PSED) which requires the Local Authority, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and to advance equality of opportunity and foster good relations between persons who share a “protected characteristic” and those who do not. “Protected characteristics” are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2. Delivery of the commitments in the Equality Strategy action plan and the publication of an Equality Strategy setting out our equality objectives assists with working to fulfil the Council’s on-going legal obligations relating to equalities legislation.

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

- 9.1. By setting out its equalities commitments in the Equality and Community Cohesion Strategy 2017-21 the Council is re-affirming its commitment to human rights, equality and community cohesion.

## **10 CRIME AND DISORDER IMPLICATIONS**

- 10.1. There is a risk of increased hate crime activity directed towards certain groups if there is no commitment to eliminate discrimination and harassment.

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

- 11.1. There is a risk to the Council’s reputation if it fails to produce and publish equalities objectives. Additionally there is a risk of claims of discrimination based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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

- Appendix 1 – Progress update of the Equality and Community Cohesion Strategy 2017-21 Action Plan

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## **13 BACKGROUND PAPERS**

13.1. Equality and Community Cohesion Strategy 2017-21.

[HTTPS://WWW2.MERTON.GOV.UK/COUNCIL/PLANSANDPOLICIES/EQUALITY-STRATEGY.HTM](https://www2.merton.gov.uk/council/plansandpolicies/equality-strategy.htm)

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**Appendix 1 – Equality and Community Cohesion Strategy 2017-21 Action Plan - Year 1 update**

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<b>Equality Objective 1: To ensure key plans and strategies narrow the gap between different communities in the borough</b>				

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>1. To reduce health inequalities between different communities in the borough: Sustained halt in rise in the gap in life expectancy between least and most deprived areas within Merton, through improving life expectancy amongst the most deprived</p>	<p>2012/14 Male -6.8 yrs Female-5 yrs Baseline 2011/13 &amp; target Male -7.9 yrs Female- 5.2 yrs</p>	<p>Health and Wellbeing strategy (2015-18)</p>	<p>C&amp;H</p>	<p>The 2018 Annual Public Health Report (due to be published in June 2018) will examine trends in health inequalities in Merton in detail, with life expectancy being the overarching indicator of the Health and Wellbeing Strategy (2015-2018).</p> <p>Reducing health inequalities is one of the strategic goals of the Public Health team and runs through all programmes of work. A number of projects that aim to reduce health inequalities between the most and least deprived areas of the borough are progressing including:</p> <ul style="list-style-type: none"> <li>- Development of the Wilson Hospital Campus for east Merton has progressed through a series of engagement workshops in autumn 2017. The project initiation document for the programme has been approved by NHS England in December 2017, and a public engagement lead by Merton CCG is planned to commence in May 2018 (post-elections).</li> <li>- The ongoing delivery of the Child Healthy Weight Action Plan (2016-2018) targeting the widening obesity gap between east and west of the borough (see box below for full details).</li> <li>- A targeted approach to delivering NHS Health Checks was established in January</li> </ul> <p>2017 focusing on high risk groups in the borough, including those in areas of higher deprivation.</p>



Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>2. Halt the widening gap in % of obese 10-11 year olds between east &amp; west Merton, through reducing obesity in children in east Merton</p>	<p>Target 2015/16 – 2017/18 9.2% Baseline: 2012/13-2014/15 9.2% gap</p> <p>Trend in the gap between east and west Merton is increasing</p> <p>East: 23.6% obese West: 14.4% obese</p>	<p>Health &amp; Wellbeing Strategy/ Merton action plan to prevent childhood obesity 2016</p>	<p>C&amp;H</p>	<p>The Child Healthy Weight Action Plan 2016-18 continues to be delivered, aiming to both reduce childhood obesity levels and tackle inequalities between the east &amp; west of the borough.</p> <p>Recent work completed includes:</p> <ul style="list-style-type: none"> <li>- Establishing a new child healthy weight support service delivered by Merton School Nursing Service to provide additional support to children identified as obese through the National Child Measurement Programme (began delivery in September 2017)</li> <li>- Commissioning the Great Weight Debate Merton – a consultation focused on engaging those from the east of the borough and from BAME groups in conversations around obesity. 2,100 individuals were engaged in this project between Feb-Aug 2017. The findings will be used to inform all work around childhood obesity going forward.</li> <li>- Extending support for the Merton School Sports Partnership for an additional year (2018/19) to continue to support schools in their applications to achieve the Healthy Schools London programme awards (bronze, silver, gold). To date, 5 schools have achieved their Bronze award, and 1 schools has achieved their silver award.</li> </ul> <p>171 teaching staff from 10 schools have</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
3. Reduce gap in % of obese 10-11 year olds between east & west Merton, through reducing obesity amongst children in east Merton	target 2016/17 – 18/19 8% Baseline: 2012/13 –14/15 9.2% gap  Trend in the gap between east and west Merton is increasing  East: 23.6% obese West: 14.4% obese	Health & Wellbeing Strategy/ Merton action plan to prevent childhood obesity 2016	C&H	<ul style="list-style-type: none"> <li>- benefited from training to support them to have conversations about the issues of childhood obesity with children and parents (commissioned by Public Health). 13 further schools have been offered training, to be delivered in the 2017/18 academic year.</li> <li>- The development of a Food Poverty Action Plan 2018-2020 to tackle poor access to food and malnutrition, a particular issue in the east of the borough.</li> </ul> <p>The commissioning of HENRY training (Healthy Eating And Nutrition for the Really Young) for up to 100 early years settings including private and voluntary nurseries.</p>
4. Increase active usage of libraries by 5% in the east of the borough amongst 11-16 year olds.	2015/16: 2270 active library users aged 11-16 years in the CR4 postcode.	Business Plan 2016-2021	C&H	2017/18: There are currently 5814 active library users aged 11-16 from a CR4 postcode. This is a demonstrable improvement on previous performance that can be attributed to increased work with schools and local youth organisations.
5. Increase course take up by 25% in deprived wards by delivering a focussed employability and family learning offer.	2015/16: 52% of adult learners on employability and family learning courses were from deprived wards in academic year 2015-16.	Merton Adult Learning Strategy	C&H	2016/17: 72% of learners who enrolled on employability or family learning courses were from deprived wards.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
6. Promote digital inclusion through activities that support the Customer Contact strategy	Proportion of completed online transactions for available services	Customer Contact strategy/Business Improvement	CS	In 2017 we have seen a significant shift from telephone to web transactions with 55% now being completed on-line. This is despite the soft launch of our new transactional website. Other operational areas are experiencing the same results with the majority of Housing Benefit claim forms now completed on-line. It is anticipated that this will continue to increase with further services coming on-line, the update of TOM's in 2018 and the communication of a new customer service strategy and standards within the year.
7. Produce guidance and training for commissioners on the use of the Social Value Act including the development of a model approach for measuring and evaluating social value.	Quarter 3 2017/18	Corporate Services/Infrastructure & Transactions division/ Commercial services team	CS	A draft Social Value Toolkit has been produced and circulated to Departmental Operational Procurement Groups for comment. The Procurement Board will review the Toolkit in March 2018.  Once agreed, training will be looked at.
8. Work with MVSC to increase community giving to the VCS, in particular to support smaller groups with low/no income base - working with disadvantage and vulnerable groups.	Report to Compact Board Autumn 2017 with proposals	Voluntary Sector and Volunteering Strategy	CS	A working group has been formed by the Compact Board to consider this. A report went to the Merton Partnership Executive Board in February 2018 and approval was given to fund the Chamber of Commerce to employ a dedicated VCS fundraiser. The fundraiser has now been appointed with the aim of raising at least £40k in 2018/19. The fundraiser will focus on raising awareness of the work of the VCS with businesses and co-ordinating the work of Merton's major fundraisers.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
9. Review the support offer to Merton's VCS organisations, in particular to smaller and informal groups	Revised commissioning objectives for VCS support in 2017/18	Voluntary Sector and Volunteering Strategy	CS	This is being taken forward as part of the review of the Council's Strategic Partner Programme. The Voluntary Sector and Volunteering Strategy recognised this as a priority. The first meeting of the Collaborative Working Group to consider the future development of the Programme, including support for small groups took place on 19 February. Findings will be reported to Cabinet in the Autumn of 2018.
10. Financial Inclusion/Welfare Reform	Continue with existing council tax support scheme and local welfare support scheme for 2017/18. The local welfare support scheme will include referrals to the Food bank and continued part funding of a CAB Welfare Disabilities Advisor	% of council tax collection	CS	<p>Council tax collection for 2017/18 is on course to meet the performance target and the council tax support scheme for 2018/19 has been agreed and will remain the same.</p> <p>The local welfare support scheme has again been agreed for 2018/19. The estimated spend for the year is £approximately £35-40,000 with support provided to around 250 residents.</p> <p>Over 100 referrals have been made in the past year to the Foodbank and a £10,000 donation from the Local Welfare Support Scheme budget has been made.</p> <p>Between April 17 and December 17 the Welfare Benefits Advisor has generated over £270,000 in yearly benefits for Merton residents. This part funding will continue into 2018/19.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>11. Continue to improve the educational outcomes for disadvantaged groups including LAC; SEN; and pupils eligible for Free School Meals or Pupil Premium</p>	<p>Education Outcomes at:</p> <ul style="list-style-type: none"> <li>• Early Years</li> <li>• Key Stage 2</li> <li>• Key Stage 4</li> </ul> <p>For disadvantaged groups of pupils</p>	<p>Children and Young People's Plan 2016 -2019</p> <p>CSF Departmental Equalities and Community Cohesion Annual Plan</p> <p>Annual School Standards Report</p>	<p>CSF</p>	<p>Provisional outcomes at Key Stage 2 from the 2016-17 academic year show that the proportion reaching the expected standard in the combined indicator (reading/writing/mathematics) was 66% - a nine percentage point increase on Merton's performance in 2016 and increases the gap above the national average to 5 percentage points. Merton's performance is just below the Outer London and London average and ranks the LA 28th in the country. At Key Stage 4, Merton has the highest Average Progress 8 score in the country (+0.51, joint with Brent) and is above national in all headline attainment outcome indicators (Progress 8, Attainment 8, English and maths and EBacc).</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
12. Challenge schools to improve attendance and reduce exclusions for all children.	<p>School attendance in primary and secondary schools</p> <ul style="list-style-type: none"> <li>• % attendance</li> <li>• % persistent absence</li> </ul> <p>Exclusions in primary and secondary schools</p> <ul style="list-style-type: none"> <li>• % of permanent exclusions</li> <li>• % of fixed-term exclusions</li> </ul>	<p>Children and Young People's Plan 2016 -2019</p> <p>CSF</p> <p>Departmental Equalities and Community Cohesion Annual Plan</p> <p>Annual School Standards Report</p>	CSF	<p>Excellent partnership work between the Educational Welfare Service (EWS) and schools has continued to create a culture of good school attendance. Performance is now significantly above national and outer London figures/rates. For the last three years, Merton has been above London and National for primary, secondary, special and Pupil Referral Unit (PRU) attendance. The EWS has continued to use robust legal powers to challenge parents.</p> <p>The EWS has continued to use robust legal powers to challenge parents.</p>
13. Work with London Councils, as the borough lead for a pan-London employment project to address the following two priorities – 1. Inclusive labour markets 2. Skills for Growth	<p>Quarterly outputs provided by the contractor on Total participants and including:</p> <ul style="list-style-type: none"> <li>• long term unemployed</li> <li>• over 50's</li> <li>• ethnic minorities</li> </ul>	Economic Development Strategy Refresh 2012	E&R	<p>The Council is finalising a Skills Plan in collaboration with South London Partnership. This is in the context of the draft London Skills Strategy.</p> <p>The London Councils led programme was awarded to Prevista. Unfortunately this has commenced late (January 2018) and so there are currently no outputs available to report.</p>
<b>Equality Objective 2: Provide equality of access to services for disadvantaged groups</b>				

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
1. Adult Social Care - ensure equality of uptake of social care for all- in line with residents' needs -and take action through commissioning and provision decisions to improve equality of uptake	Annual analysis of pattern of service use by characteristics relating to need- including ethnicity	Commissioning /service plans	C&H	Equality Impact Assessment screening is undertaken for each significant commissioning activity, eg the new Home Care contract. The contract also requires a specific method statement around ensuring equality of access, providing culturally appropriate services and compliance with the Equalities Act 2010. Now that the new social care information system is in place we will be able to run year-end analysis of take up by protected characteristics.
2. Housing –prevention of homelessness through advice and assistance	450 cases annual target	Service plan	C&H	At the end of January, Housing had successfully prevented homelessness in 450 cases, therefore the annual target has already been met, and the target will have been exceeded by year end.
3. Engage BAME groups to inform adult learning and library service development, tailored to their needs.	A range of services are currently provided. Workshops will be used to direct where some of our future resources are placed. Run 2 workshops each year.	Merton Adult Learning Strategy	C&H	A range of workshops have taken place across libraries and other community venues to gather input from BAME groups that feeds into the provision provided.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>4. Disabilities and autism – to assess the need and picture of inequalities and inequity for people with disabilities and autism in Merton, and develop autism and disabilities strategies and action plans to tackle gaps in support, provision and access. These will take a pragmatic approach in recognition of existing financial constraints in the statutory sector, looking at optimising existing resources.</p>	<p>Needs assessments on autism and disabilities completed. Strategies and action plans developed for autism (by September 2017) and disabilities (by 31 March 2018).</p>	<p>Health and Wellbeing Strategy Children and Young People's Plan 2016-19</p>	<p>C&amp;H CSF</p>	<p>A draft Autism Strategy has been developed and signed off for public engagement 5<sup>th</sup> Feb-19<sup>th</sup> March. An action plan for its implementation is being developed during this public engagement period.</p> <p>The finalised strategy and action plan are to be signed off at Health and Wellbeing Board on June 2018.</p> <p>Initial scoping on disability work has been undertaken including data analysis, a policy review and scoping of services and issues of stakeholders. Further progress to date has however been limited due to competing work priorities (including delivery of the Autism Strategy) and limited resources.</p> <p>Currently we are reviewing the best approach to delivering on the disability work stream – one option under consideration is delivering a more targeted, specific Health Needs Assessment to deliver a strong evidence base to inform commissioners, ensuring disability needs and issues are considered in the commissioning of services.</p>
<p>5. Provide an assisted collection for residents who otherwise may not be able to present their wheeled bin in accordance with standard policy</p>	<p>100% of those requesting assisted collection who meet the criteria set out in the standard policy to receive assisted collections</p>		<p>E&amp;R</p>	<p>We provide assisted collections in all cases where requested / needed. We are making plans for the arrangements post October 2018 and liaising with Merton Centre for Independent Living and Age Concern.</p>



Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
6. Continues to raise the issue of step free access at train stations such as Motspur Park, Rayne Park , Wimbledon Park Stations as opportunities arise	This falls under Network Rails' jurisdiction. However, Merton will continue to raise this at the south London partnership meetings and at other stake holder groups.	Merton Local Plan & Local Implementation Plan	E&R	Wimbledon Park station is step free from January 2018 and we are working with transport partners to make all stations step free.
7. work with TfL to ensure that all signalised crossings have the appropriate tactile and audible features & all other controlled crossings have the appropriate tactile paving	All controlled crossings on borough roads adhere to the regulation and are DDA compliant. TfL have recently completed their review and remedial works at all signalised junctions.	Merton Local Plan & Local Implementation Plan	E&R	According to TfL all signals are DDA compliant. As the borough, all uncontrolled and controlled crossings are and continue to be DDA compliant. We have a rolling annual Accessibility programme where the needs of vulnerable road users are accommodated via engineering interventions. This also includes providing pedestrian phases at those signalised junctions that currently do not facilitate a pedestrian crossing.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>8. Where possible, the Council endeavours to make the public realm accessible by:</p> <p>A. ensure that the kerbs are dropped at key locations such as at junctions;</p> <p>B. de-clutter the footways and footpaths to improve accessibility</p> <p>C. ensuring that dropped kerbs at formal crossings and at some informal crossings have the appropriate tactile paving.</p>	<p>Attend quarterly meetings with the sub-regional mobility forums</p> <p>This is also measured through the annual monitoring of the Local Implementation plan</p>	<p>Local Implementation plan</p>	<p>E&amp;R</p>	<p>This is ongoing and delivered through TfL funding and facilitated at all key new developments.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
9. Continue to work with BAME Voice, Merton Centre For Independent Living, the LGBT and Faith and Belief forums to disseminate and raise awareness in their respective communities of services and support on offered by the council and partners.	Hold regular or quarterly meetings	Voluntary Sector Strategy	CS	The JCC and Faith and Belief forum are held quarterly and continue to provide the mechanism for example for Public Health and the Clinical Commissioning Group to engage on matters such as the Health and Wellbeing Strategy and encourage outreach to target these communities to increase take up of Health Checks.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
10. Continue to target families living in areas of deprivation to utilise Children's Centres	<ul style="list-style-type: none"> <li>% of total 0-4 year estimated Census 2011 population from areas of deprivation (IDACI 30%) whose families have accessed children's center services</li> </ul>	Children and Young People's Plan 2016 -2019	CSF	<p>Work continues on an outreach model to support an increase in the take-up of 2 year-old places for children meeting specific low household income criteria.</p> <p>The new policy for free 30 hours of education for children aged 3 and 4 was introduced in September 2017 with over 160 settings in Merton registering to deliver free education. The project plan has been completed with regard to key outputs by September 2017 which included:</p> <ul style="list-style-type: none"> <li>Promotion/communication with providers and dissemination of new policy</li> <li>Procuring a new Early Year's hub and going live with validity checking (provider portal);</li> <li>Creating a new/bespoke claims process for the whole sector;</li> <li>Disseminating good practice models and;</li> <li>Attending key national, regional and local stakeholder groups.</li> </ul> <p>The focus for the remainder of 2017-18 and onwards is to raise the scheme's profile and maximise take-up of the 30 hours.</p> <p>At the end of Q3 this year, 44% of 0-5 year olds from areas of deprivation (IDACI 30%) were accessing Children's Centre services.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
11. Ensure that looked after children achieve long-term stability and permanency	<ul style="list-style-type: none"> <li>• Numbers of children adopted or subject of a special guardianship order</li> <li>• % of LAC in placement for at least 2 years</li> <li>• % of LAC at the end of the month with 3 or more placements</li> </ul>	<p>Children and Young People's Plan 2016 -2019</p> <p>Looked after Children and Care Leavers Strategy</p>	CSF	<p>Bi-weekly adverts have been running in The Croydon and Wimbledon Guardian with adverts alternating on the need for carers for teenagers and sibling groups.</p> <p>Social media and the internet are also vital tools to reach prospective carers. The Fostering Recruitment Team uses their bespoke web pages as a platform for promotion. Merton's Fostering &amp; Adoption Facebook page is used to promote the Fostering Information events at Morden Baptist Church which are held twice a month to raise awareness. In Q2 of 2017-18, three fostering roadshows were held at Mitcham Carnival, Wimbledon Guild Hall Fair and Morden Family Funday to advertise the need for Merton Foster Carers. At the end of Q3 this year, 7 in-house foster carers have been recruited.</p> <p>Merton's Staying Put policy is being implemented across the service with foster carers, young people and social workers.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>12. Ensure the <b>timely delivery of Education, Health and Care Plans</b> for children with special educational needs and disabilities.</p>	<ul style="list-style-type: none"> <li>• % Education, Health and Care Plans completed within timescale</li> </ul>	<p>Children and Young People's Plan 2016 -2019</p>	<p>CSF</p>	<p>As at June 2017, 47% of new requests for Educational Health Care(EHC)plans were completed within 20 weeks, raising to 49% year to date in July. This is an improvement as at the end of 2016-17 where 19% of new requests for EHC plans were completed within 20 weeks. In May 2017, processes were streamlined which included the first 6 weeks of the EHC Assessment process being managed by the Business Support Team. This meant that the timeframes for new EHC assessment requests being heard at panel and professional advice being sought and received have decreased.</p> <p>It is envisaged that Merton will complete transfers by the March 2018 deadline. Use of the SEND Implementation Grant to employ additional SEN Case Officers has contributed to meeting this timeframe. The Educational Psychology service continues to strive to ensure that all contributions to EHCP assessments are completed in a timely fashion so that the SENDIS team can issue EHCPs to meet national timescales. This has improved over the year and currently 85% of EP advice is provided within timescale.</p>
<p><b>Equality Objective 3: Ensure regeneration plans and activities increase the opportunity for all Merton's residents to fulfil their educational, health and economic potential, participate in the renewal of the borough and create a health promoting environment.</b></p>				

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>1. Merton Partnership to look at opportunities through the One Public Estate (OPE) programme to review how the public sector collectively uses its public estate and supports the VCS to deliver increased social value.</p>	<p>Report to Merton Partnership on OPE opportunities Autumn 2017</p>	<p>One Public Estate programme</p>	<p>CS/ER</p>	<p>We are using OPE money to develop approaches at Wilson hospital and working closely with the Voluntary Sector to increase social value.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
2. Continue to support young people into Education, Employment and Training	<p>Reduce the % of NEET young people</p> <p>Reduce the % of “not known” NEET</p> <p>Reduce the % of Care Leavers NEET</p>	<p>Children and Young People’s Plan 2016 -2019</p> <p>Looked after Children and Care Leavers Strategy</p>	CSF	<p>The measurement period for NEET is December to February. At the end of October 2017, there were 54 young people within Merton’s 2016-17 academic age NEET group with the monthly NEET percentage at 1.4%. This data shows a number of groups that are overrepresented within NEET compared to the whole cohort:</p> <ul style="list-style-type: none"> <li>• Male gender group – 61.1% vs. 51.1% (10% overrepresentation)</li> <li>• White ethnic group – 57.4% vs. 41.8% (15.6% overrepresentation)</li> <li>• SEND (Statemented) – 16.7% vs. 5.3% (11.4% overrepresentation)</li> <li>• Supervised by YOT – 11.1% vs. 0.5% (10.6% overrepresentation)</li> </ul> <p>Schools and local authority teams are focusing on apprenticeship take-up. A NEET worker has been in post within the Virtual School since February 2017. The role works in partnership with the 14+ Team and the LAC Permanency Team to support a targeted group of NEET young people post-16 and also with Year 11 LAC who are at risk of becoming NEET.</p>



Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
3. Housing needs for vulnerable people and families to be considered as part of the affordable housing proportion of all planning applications (planning conditions s106)	Affordable housing supply and nominations policy between LBM and RPs.	Housing Strategy & Merton's Local Plan	E&R	<p>The Council aim is to provide the right balance of homes, in terms of their type, size, price and tenure and seeking to maximise that housing supply is available for all of our residents , by working in partnership with our registered providers to build new homes and making the most of existing supply both public and private sector</p> <p>As we refresh our Housing Strategy we will look further at how we can meet housing need through mixed communities which provide opportunities for our residents.</p>
4. We will work with Clarion-Latimer to promote access to local employment and apprenticeships opportunities via planning conditions and for Clarion's procurement for re-building the estates.	To be determined and monitored as planning conditions of the regeneration.	Merton's Local Plan & Estates Local Plan	E&R	This is being built into the development at the 3 estates which are due to come forward to planning Committee shortly.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<b>Equality Objective 4: To encourage recruitment from all sections of the community, actively promote staff development and career progression opportunities and embed equalities across the organisation</b>				
1. Monitor progress with respect to the recruitment of apprenticeships as required through the Waste Collection and Environmental Services Contract	% of apprentices as a proportion of the total workforce operating on this contract within Merton. In total the Lot 1 contractor has committed to 25 apprenticeship placements being made across the contract for all SLWP boroughs.		E&R	This is now with Veolia and they are employing apprentices as required. They have retained those staff with learning disability that were employed by LBM and TUPE transferred.
2. Ensure that the procurement of Environmental services contracts, allow for the recognition of social value through the employment of special needs, apprenticeships and local long term unemployed	A commitment to implement the Contractors Voluntary Work Placement Programme (Veolia Re-start) is contained within the contract. This programme is run in conjunction with JobCentre Plus and Welfare to Work partners.		E&R	This continues to be monitored.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>3. Access to Apprenticeships:</p> <p>1. Departments will work with HR to create opportunities for apprenticeships.</p> <p>2. HR will work with managers to get maximum benefit from the Apprenticeship Levy by developing existing workforce.</p> <p>3. The Council will continue to work closely with CSF to prioritise apprenticeships for its Looked After Children and Care Leavers.</p>	<p>HR will host quarterly apprenticeship awareness workshops for managers.</p> <p>% of apprenticeship levy accessed per workforce.</p> <p>Provide regular apprenticeship news stories and plan activities for Apprenticeship Day</p> <p>Set up quarterly meetings with Head of service to establish which young person/s would benefit from participating in an apprenticeship scheme and determine the support needed to ensure the young person fulfils their potential</p>	<p>Workforce Strategy</p>	<p>CS</p>	<p>HR have hosted three apprenticeship events for managers and discussed at the Council's SLT meeting. Discussed at CMT, DMT's and Workforce Strategy Board. Working closely with schools to increase the number of apprentices.</p> <p>60 apprentices – including schools</p> <p>30 new 30 existing workforce</p> <p>Series of news articles planned for Apprenticeship Week 2018.</p> <p>HR works closely with CSF to identify young people who would benefit from the apprenticeship scheme. Apprenticeship roles are sent to the team as soon as these become available.</p> <p>Work Experience Scheme 2018 to be launched – 32 placements to be made available to Merton Schools</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>4. Increase the diversity of Senior Leadership Team:</p> <p>1. We cannot positively discriminate however we will ensure that our recruitment processes are adhered to for senior roles including the appointment of the best candidate for the role.</p> <p>2. HR will ensure that the Council's Executive search consultants and recruitment team advertise the vacancies widely.</p> <p>3. HR will monitor equal access to Learning and development opportunities including management and leadership development.</p>	<p>Monitor recruitment on quarterly basis and report findings to CMT as part of the HR metrics report.</p> <p>Provide CMT with the end of recruitment summary</p> <p>Provide participation rate on a quarterly basis to identify trends and respond to these as appropriate.</p> <p>Increase rating by 5% in the staff survey in relation to development</p>	Workforce Strategy	CS	<p>The process for senior recruitment consists of many layers including longlisting, preliminary interviews with technical assessor, shortlisting, psychometric assessments and a final member panel interview. At each stage candidates are assessed on the requirements of the role.</p> <p>When using any of our Executive Search consultants we ensure they are fully aware of our commitment to equality and diversity. They aim to attract a diverse candidate pool for us by designing a fully equalities proof and barrier free selection process, use of targeted mailshots to candidates from ethnically diverse backgrounds, specific targeted campaigns and use of networking groups i.e. Asian Voice, Asian Life, The Voice, Network of Black Professionals, Women in business, Women on Boards and diversity.org.uk.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>5. In developing HR policies and procedures – statutory requirement and best practice is incorporated</p>	<p>Policies are agreed and staff are briefed and made aware of the new policies.</p> <p>Measure take up of briefing sessions.</p> <p>Ensure the policies are compliant with Equalities Act 2010.</p>	<p>Workforce Strategy</p>	<p>CS</p>	<p>HR policies have been reviewed, negotiated and agreed with the Trade Unions.</p> <p>Key features: compliant with legislation, user friendly. New polices, procedures and guidance available on the Council’s HUB.</p> <p>Comprehensive communications was produced for the workforce.</p> <p>HR Policies for Managers sessions- 54 attendees HR Policies for HR staff- 22 attendees</p> <p>Interactive tools available for managers to underpin understanding and application of the policies</p> <p>Commissioning training for investigating officers and Hearing Managers.</p>
<p><b>Equality Objective 5: Promoting a safe, healthy and cohesive borough where communities get on well together</b></p>				

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>1. Increase the confidence of victims to report Hate Crime and Domestic Violence</p>	<p>The performance measures remain tbc until year 1 priorities are confirmed and the strategic assessment is completed in January 2017</p> <p>Current performance is designed to increase reporting by 20% year on year for 2016-17. This will be subject to review in the new year when the strategic assessment is finalised and the MOPAC police and crime plan performance is confirmed</p>	<p>Hate Crime Strategy Violence Against Women and Girls Strategy</p>	<p>E&amp;R</p>	<p><b>Domestic Violence</b>  The end of year figure for 2016/ 17 financial year for Violence with Injury - Domestic Abuse (VWI DA) was 471. This was a reduction of -3.3% compared to the previous year. Whilst the target of a 20% increase was not achieved a significant amount of partnership work was undertaken throughout the year to try and increase reporting, through the No More campaign, 16 days against violence and articles that have appeared in My Merton. Despite the reduction in reports, figures from Victim Support show an increase in the caseloads of the Domestic Violence Advocates over the year.</p> <p>We do not currently have the end of year figure for 2017/18, however at the end of quarter 3 there had been 350 incidents of VWI DA. This was a -2% decrease compared to the end of Quarter 3 2016/17.</p> <p>Due to the large disparity between the 20% target in 2016/17 and the end of year figure, it was decided that the target would reduce to a 10% increase for 2017/18, which for this FYTD has not been met.</p> <p><b>Hate Crime</b>  The end of year figure for calendar year 2016 was 335 with 2017 reporting levels 313, a decrease of 22 reports. This slight decrease is a small disappointment given all that has been achieved over the last 12 months including work on hate crime week, IDAHO, a communications campaigns and the launch of a new hate crime logo and literature designed to provide resilience to our victims of hate crime. We have seen an increase in transgender hate crime reports however which is a huge positive which we can take forward over the coming year.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
2. Working in partnership to deliver the Prevent Duty and keep Merton a safe and cohesive borough	Hold monthly Prevent Case Management meetings	Prevent Delivery Plan	CS Lead	<p>Monthly Prevent Case Management and Channel Panel meetings are held to discuss referrals.</p> <p>Meetings are attended by a SO15 Police Officer, and representatives from the CCG, Mental Health Trust and Adult and Children Safeguarding staff.</p>
3. Working in partnership to reduce alcohol-related harm	Baseline Admission episodes for alcohol related conditions (broad)- 1,858 rate per 100,000 population	Strategic Framework for prevention of substance misuse (September 2017) Local Alcohol Action Area	Public Health & E&R	<p>The baseline performance measure (1,858 rate per 100,000 population) is for the period 2014/15. The latest performance figures are for the period 2016/17 and are:</p> <p>Admission episodes for alcohol related conditions (broad)- 1,868 rate per 100,000 population</p> <p>This shows a small increase (0.5%) in the numbers of admissions over this period. This, compared to both the increase for the London region (4.5%), and the England (2.8%) increase, shows that LB Merton are (2016/17) doing significantly better regionally and nationally.</p> <p>The LB Merton Strategic Framework for the Prevention of Substance Misuse (SFPSM) has a number of actions that directly work towards raising awareness of the risks of harm associated with alcohol use. The aims of these actions are to reduce alcohol-related harm. We are therefore hopeful that in 2017/18 the admission episodes for alcohol related conditions will not increase.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
4. Continue to celebrate diversity by promoting community cohesion activity such as Black History Month and LGBT History Month	Hold annual civic event for Holocaust Memorial Day and promote LGBT History Month and Black History Month events	Equality Strategy	CS/E&R	<p>Working with the LGBT forum a display was set up in Merton Link for LGBT History month. Libraries had an electronic display and the resource has been shared with schools.</p> <p>The Faith and Belief Forum continues to promote community cohesion and integration in the borough. For interfaith week, the forum came together to have an interfaith dinner in Wimbledon.</p> <p>The Faith and Belief forum worked with officers to plan and organise Holocaust Memorial Day. This year the theme was 'The Power of Words'. The guest speaker was Marcel Ladenheim, whose father was killed in Auschwitz.</p>



Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
5. Continue to work collaboratively to reduce bullying in Schools	<ul style="list-style-type: none"> <li>% of primary and secondary schools graded 'Good' or better for personal development, behaviour and welfare by Ofsted</li> </ul>	CSF Departmental Equalities and Community Cohesion Annual Plan	CSF	<p>Merton's Stonewall (Workplace Equality Index) rating has improved to 1st in London and 13th out of 39 local authorities who took place across the country. As part of Anti-Bullying Week 2017, a half-day conference took place showcasing students from Ricards Lodge who addressed issues around trans inclusion in education.</p> <p>At secondary level, 100% of secondary schools are good or better (in comparison with the national average of 79%). Ricards Lodge moved from "Good" to "Outstanding" on its recent inspection and St Mark's has retained its "Good" rating. As at January 2018, 91% of all Merton schools are currently judged to be good or better - this is the same as the national average, but slightly below the London average of 93%. 89% of primary schools are good or better (just below the national average of 90%).</p> <p>A consultation took place in June 2017 with students and school senior leaders around Merton's LGBT/Transgender Guidance. Merton and Wandsworth are working in conjunction to produce this guidance which will be applicable for both boroughs. Case studies are being compiled to demonstrate good practice locally, which will be published alongside the guidance.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
6. Continue to work in partnership to reduce the number of First-Time Entrants (FTE) to the Youth Justice system and undertake targeted work to identify and support those at risk of offending and re-offending.	<ul style="list-style-type: none"> <li>Number of FTE to the YJS aged 10-17</li> <li>Rate of proven reoffending in the YJS</li> </ul>	Children and Young People's Plan 2016 -2019	CSF	There were 37 First-Time Entrants (FTE) during quarter 3 retaining and average of just over 12 in each quarter. There is an anticipated drop in FTE for the year should this rate continue. Ethnicity data shows overrepresentation of BME groups in Merton's YOT clients compared to the general population, which is in line with many other areas. The YJB reoffending toolkit continues to be used and a more detailed quarterly dashboard has information about the age and demographics of those young people reoffending. It also provides information on the reoffending of YP participating in different programmes. At the end of Q2, there were 38 young people in the cohort with 13 re-offending with 27 offences – making an average of 0.71 offences across the whole group.
<b>Equality Objective 6: Fulfil our statutory duties and ensure (relevant stakeholders are consulted) protected groups are effectively engaged when we change our services.</b>				
1. Equality Analysis routinely undertaken to support the decision making process	Savings, growth and service reviews to include EAs	Equality Strategy	All	EAs accompanied the savings proposals and are undertaken routinely.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>2. Refresh User Voice Strategy and ensure children, young people and families continue to impact continuous improvement for all services across CSF</p>	<ul style="list-style-type: none"> <li>• Ensure each CSF service commit to User Voice activity in annual Service Plans.</li> <li>• Report quarterly to Director's management team on annual action plan and programme of User Voice activity.</li> </ul>	<p>CSF User Voice Strategy 2017 - 2019</p>	<p>CSF</p>	<p>Progress on key activity contained in the Children and Families' Voice Framework 2017-19 continues to be reported regularly to DMT and the Children's Trust. User voice continues to feature as a key theme in the service planning process for activity to be delivered over 2018-19.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>3. Continue to consult with children, young people and parents in the development of services for children with SEN and disabilities in line with the expectations of the Children and Families Act 2014</p>	<ul style="list-style-type: none"> <li>Report quarterly to Director's management team.</li> </ul>	<p>CSF User Voice Strategy 2017 - 2019</p>	<p>CSF</p>	<p>The Head of SENDIS is working with the Participation Manager to establish a CYP forum following the closure of Your Shout. It is envisaged that the SEN reference group forum will be established by March 2018. A time-limited forum was established to gain user voice insight in relation to the Autism Strategy being developed by Public Health. Young people actively participated in this and a formal report was written and presented to the CCG on their feedback, which resulted in the Autism Strategy being amended to incorporate their views.</p> <p>The Preparation for Adulthood Board has updated its Terms of Reference. The Board has been expanded to include broader preparation for adulthood and not just transitions from Children's Social Care to Adults Social Care, with a work plan developed to drive forward the priorities of the Board. The Board includes parental representation from Kids First and Adults First.</p> <p>On-going work with key stakeholders is taking place with a focus on raising the profile of the Family Service Directory and Local Offer for families and young people in partnership with adult services, encouraging feedback and supporting professionals to use the directory as an integrated information hub for sourcing information about the wider range of services that are available locally.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
4. Polling station review to be undertaken ahead of the council elections in May 2018	<p>Seek to ensure that all electors in the local authority area have such reasonable facilities for voting as are practicable in the circumstances.</p> <p>Seek to ensure that so far as is reasonable and practicable every polling place for which it is responsible is accessible to electors who are disabled.</p>	Electoral Commission Performance Standards for Returning Officers	CS	<p>Review of polling places undertaken in November 2017 March 2018 to make sure that all polling stations fit for purpose ahead of council elections in May 2018.</p> <p>Full polling district review of every premises will be undertaken in 2019 as per statutory requirements.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>5. Target particular communities who have not responded or registered to vote:</p> <p>1. Continue to collect council tax and housing benefit data on a monthly basis in order to identify new electors, plus student data at the beginning of each academic year. Expand data mining in an attempt to gain access to registrars, blue badge, and libraries data to identify new citizens/residents.</p> <p>2. Compare non responding properties to mosaic data in order to identify if there are particular communities under represented on the electoral register.</p>	50% of all new monthly registrations through data mining.	Electoral Commission Performance Standards for Electoral Registration Officers	CS	<p>Data mining progressing as planned.</p> <p>Blue badge have provided access to their records, Registrars have been able to provide partial access.</p> <p>Libraries data has been assessed as having little value for ES purposes.</p> <p>Snap general election of 2017 delayed the analysis of non - responding properties and mosaic data. However, all properties have been sent a household notification letter in early 2018 giving residents the chance to register ahead of the council elections.</p>