

Priority Area	Key activity	Performance Measure	Department/Division	Update
Equality Objective 1- Tackling inequality				
1.1 Schools attainment - improving attainment levels for all and narrowing the gap in achievements for some groups				
1.1.1 Deliver support to schools to narrow gaps in progress and achievement.	Deliver training, and provide support, including pupil tracking, to improve the progress and outcomes of all pupils, including those from target groups: those from Black and minority ethnic groups (BME), Pupil Premium (those eligible for free school meals and Looked After Children), non stated pupils with Special Educational Needs, and LAC.	Key stage progress measures for target groups. Key stage outcomes for target groups.	Children Schools and Families - Merton School Improvement	2014-15 Provisional Data: Key stage 2: - There is a 14-point percentage gap between Disadvantaged pupils (72%) and All Other pupils (86%) reaching the expected benchmark in reading, writing and maths. - Compared to last year’s results, the gap for disadvantaged pupils with regard to expected progress has been closed for writing and narrowed in reading. However, it has widened slightly by 1% in mathematics. - Of the four largest ethnic groups, White British, Asian Other and White Other attained better than All Pupils with regard to reaching the expected benchmark in reading, writing and maths. - SEN pupils’ attainment in terms of both expected levels and progress (with a Statement or EHC Plan) was significantly higher than the same group nationally. Key stage 4: - 45% of Disadvantaged Pupils achieved 5 A*-C GCSEs (incl Eng & maths) compared to 68% of All Other

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				<p>Pupils, which is above the national average for this group. The attainment gap of 23% is lower than the national gap of 28%.</p> <ul style="list-style-type: none"> - 69% of Disadvantaged Pupils made the expected progress in English – the gap with All Other Pupils is narrower than that seen nationally. - 57% of Disadvantaged Pupils made the expected progress in maths – the gap with All Other Pupils is only 1% larger than nationally. - Students receiving SEN support and those with a Statement/EHC Plan outperformed their comparator groups both in London and nationally with regard to both end of key stage attainment and expected progress.
1.2 Improving outcomes - targeting services to improve the outcomes for those most in need.				
<p>1.2.1 Continue to develop a spectrum of short break provision for children and young people with SEND/challenging behaviour.</p>	<p>Continue to commission and contract manage service providers ensuring that provision has the capacity to meet the range of needs of Merton’s disabled children and young people, from moderate to severe.</p>	<p>Take up of short breaks.</p>	<p>Children Schools and Families Special Educational Needs and Disabilities Integrated Service.</p>	<p>Over 2014-15, a range of commissioned preventative services continued to be available for children and young people with disabilities including family-based overnight short breaks, weekend clubs offering activities and excursions, a holiday playscheme for children with complex needs, and a parent carer support service and parent forum.</p> <p>The Local Offer went live on the 1st of September 2014. A Local Offer Steering Group has been set up to</p>

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				<p>ensure that Merton is meeting the requirements in relation to this aspect of work. The next phase of consultation and testing with parents and young people was scheduled for Autumn 2015 and will be reported on through the ECCA group end-of-year report.</p> <p>Brightwell supported 433 children during the 2014-15 financial year – this was above the target of 372.</p> <p>A project is scheduled to commence in Q3 of 2015-16 to explore the use of Personal Budgets for short-breaks.</p>
<p>1.2.2 Monitor data to improve inclusion or performance of specific groups of learners.</p>	<p>Review data on achievement and provide support to under-performing groups in order to bridge the gap.</p> <p>Review data on protected characteristics that are collected and reported on and measure against targets set. Address any imbalance.</p>	<p>Successful outcome of enrolments and courses running</p>	<p>Community and Housing – Merton Adult Education (MAE)</p>	<p>For the 2014-2015 academic year One of our key priorities over the years has been to widen participation amongst the more disadvantaged learners, in effect bridging the gap between the east and west of the borough. The strategy centres on building effective partnerships in order to gain access to excluded communities. Much progress has been made over the past 10 years in the 2004/2005 academic year ethnic minority students amounted to only 17% of our overall student base. However due to the successful implementation of the strategy over</p>

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				<p>69% of our learners on qualification courses and 46% on non qualification courses are from ethnic minority groups. This has resulted in a truly diverse intergenerational student profile.</p> <p>A key area for development relates to our gender profile, with 74% of ASB and 83% of students being female and 26% ASB and 17% Community Learning being male. Equality and diversity is celebrated at MAE and displays of learners work are used effectively to promote this. Policies and procedures to include the promotion of fundamental British values have been revised and will be introduced in 15-16. A diversity calendar showing a range of cultural events was provided to tutors, this led to many celebrations taking place in lessons exposing students to the different backgrounds of learners within MAE.</p>
<p>1.2.3 Discuss community issues / relations in respect of harassment and hate crimes in safeguarding</p>	<p>Discuss the gathering of information for those protected characteristics currently not recorded and identify the best way forward.</p>	<p>Successful outcome of enrolments and courses running</p>	<p>Community and Housing – Merton Adult Education (MAE)</p>	<p>MAE has established a safeguarding team responsible for implementation of the PREVENT strategy; good progress has been made as reflected in the recent Ofsted Inspection.</p> <p>I counter poll in reception indicated that of the 211 students that participated in the survey 100% felt</p>

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meetings.				safe at MAE.
1.2.4 Develop courses to challenge typical stereotyping and market appropriately i.e. Men in the Kitchen – encouraging men to take up childcare courses and women into woodwork etc	<p>Monitor support (ALS or other) provided for learners and measure impact through learner achievement.</p> <p>Set challenging goals across departments and monitor results.</p> <p>Review Census results data and how our community is reflected.</p> <p>Discuss performance in equality meetings and action plan for renewed activity if not being met.</p>	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	<p>Support funds have been fully allocated this year as a result of increased signposting at the advice and initial assessment stage of student recruitment.</p> <p>The move towards commissioning will present further opportunities to develop courses to attract more men.</p>
1.2.5 Collection of customer profile data (e.g. ethnicity) at point of referral	Inputting appropriate information onto initial contacts and analysis of information	Numbers and profiles of customers being referred for assessments will be known and inequalities	Community and Housing – Access and Assessment	A baseline for current performance is to be established and monitoring will be put in place to demonstrate improvement.

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		highlighted		
1.2.6 Merton Employment team to undertake some equality analysis of referrals for the past 12 months. Especially with regard to age, gender and race.	The analysed data will be used to identify groups that are currently being underrepresented or not being referred for employment opportunities	Increased marketing and referral for employment opportunities, for the identified groups.	Community and Housing - Direct Provision	Initial indications show an under-representation of females and BME groups. Update February 2015; Referrals from April 2014 to date show female referrals remaining constant (10 out of 38 referrals, up from 10 from 41 the previous year) BME referrals have increased from 7 out of 41 to 17 from 28 in the year to date.
1.2.7 Assess extent to which providers meet the requirements of customers from all equality groups	Use of contract monitoring tools (such as audit visits and customer surveys) to evaluate contract compliance and implement provider improvement plans where necessary.	Appropriate services are available to all customers including those from specific equality groups	Community and Housing - Commissioning /Procurement	This is done as part of the contract monitoring process
1.2.8 Ensure that equality issues are appropriately considered in each tender evaluation process	Assessment of bidders for minimum compliance to equalities requirements at the evaluation stage.	Compliance to minimum tender equality evaluation requirements.	Community and Housing - Commissioning /Procurement	This is done as part of the commissioning and procurement process
1.2.9 An Equality Analysis (EA) to	If appropriate, a Method Statement to	Method Statement	Community and Housing - Commissioning /Procurement	This is done as part of the contract monitoring process

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be completed for all procured services	be devised specifically to the service relating to the outcomes of the EA and this to be evaluated according to an agreed evaluation criteria	submission to be evaluated in line with the pre-determined tender evaluation matrix.		
1.2.10 Improve availability of specialist providers for complex and challenging customers	Identify providers who can meet the needs of customers, conduct a market research/development exercise, with possibility to move to contracted services	Create own local indicators to measure improved service to complex and challenging customers	Community and Housing – Commissioning Brokerage	As part of the ASC Redesign Programme, the service is undertaking a review of how the support needs for this client group can be better met in Merton both in the short term and in the longer term
1.2.11 Standardise charges for day services between Direct Payments and commissioned day services for BME customers	Brokerage to enter into negotiations with providers to establish a consistent tariff for this service	A single tariff for day services for BME customers, whether they are council commissioned or Direct Payments	Community and Housing – Commissioning Brokerage	Negotiations completed with BME day services to reduce daily rate to £31.37 for commissioned service only. Providers currently not willing to honour reduction via Direct Payments.
1.2.12 Tackle inequality through organisational commitment and responsive services	Equality objectives to be included in new Homelessness Strategy. Meet the required standard for the Customer Service	Equality objectives set CSE standard met	Community and Housing - Housing	Equality objectives included in Draft Homelessness Strategy to 2020. Achieved CSE Accreditation in 2013 but no further assessment planned. Outcomes of strategies monitored

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	<p>Excellence (CSE) Accreditation's equality strand Monitor equality outcomes of Housing Strategy, Homelessness Strategy, Tenancy Strategy, and other strategy action plans e.g. Affordable Warmth, Older People Monitor equality outcomes for projects – MASH and A10 Project Maximise development of wheelchair accessible units and Life Time Homes Record all RDS viewings by equality categories to enable equality monitoring of RDS outcomes</p>	<p>Equality outcomes highlighted in action plan monitoring reports Project outcomes analysed by equality categories Monitor completions RDS viewings monitored by equality categories</p>		<p>annually, 2014-15 completed. Monitoring of projects for 2014-15 completed. All housing developments met targets of 100% Life Time Homes & 10% wheelchair accessible. Completed.</p>
<p>1.2.13 Improve reading attainment levels for all Merton Primary School children</p>	<p>Roll out the Schools and libraries Reading initiative to all schools by July 2014.</p>	<p>95% of children in Merton Primary Schools are active users of their local library</p>	<p>Community and Housing - Libraries and Heritage Service</p>	<p>Implemented in 39 schools with 15,995 children signed up and actively using their local library. Further roll out targeting the final four schools is planned in the coming months.</p>

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1.2.14 To develop a Healthy Schools Programme targeting school clusters in the East of the borough [area of highest deprivation]	To produce a report identifying areas and schools with highest need based on a schools audit Develop a targeted Merton Healthy Schools programme and provide support to schools to implement the offer	To develop and commission a programme of practical support to schools in East Merton to deliver a range of Healthy Schools prevention activities.	Community and Housing – Public Health	Two School Clusters commissioned to co-ordinate for 2014-16, schools audit undertaken, and range of pilot programmes commissioned and delivered providing practical support to schools to address health improvement priorities, in particular obesity for example through funding projects to encourage increasing physical activity, healthy eating diet and nutrition, gardening and food growing. It is a targeted programme for 20 schools in the east for the borough, where levels of obesity and health inequalities are higher Evaluation report currently being produced. Sustainability plan to be developed for 2016/17.
1.2.15 To ensure National Child Measurement Programme (NCMP) data is used to inform and target resources for tackling obesity	To ensure that commissioned services and other programmes to reduce obesity are effectively targeting those in need To produce a report identifying areas and schools with highest need	Monitor uptake of weight management services amongst those families with highest need	Community and Housing – Public Health	NCMP data has been used to inform services including Children’s Weight Management services, School Nursing Service , targeted Healthy Schools programme. Data has been reported to Primary School head teachers, Children’s Trust Board and Health and Wellbeing Board
1.2.16 NB this has been	Commissioning the delivery of drugs services and ensuring	As defined in quarterly	Public Health (previously Safer Merton)	Services continue to be delivered to a high standard and perform within the top quartile of comparator areas for

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moved to Public Health from Environment and Regeneration- Safer Merton.	high quality Interventions	DOMES report		relevant Public Health Outcome Framework (PHOF) outcomes. Currently reviewing overall service structure and delivery. Procurement to be completed in early 2016/17 and new service in place by October 2016.
1.2.17	Ensuring equal access and services for those experiencing domestic abuse	As defined in the Domestic Violence (DV) action plan for the SM partnership	Environment and Regeneration - Safer Merton	Needs Assessment carried out, there is a new VAWG strategy that has been published and the VAWG strategy Board is currently working on an action plan for themselves and the practitioners group.
1.2.18 increase the independence and mobility of disabled people by improving accessibility in the public realm in Merton	Progress issues identified by the Corporate Public Transport Liaison Group meetings Ensure that all new development complies with mobility requirements in respect of Planning and Building Control	Monitored at the Corporate Public Transport Liaison Group meetings and by monitoring relevant planning appeals.	Environment and Regeneration - Future Merton	<p>a) The council is delivering a works programme to bring 95% of bus stop up to accessible standards by 2016. In particular, work on the stop outside the Waitrose store in Raynes Park is expected to commence shortly</p> <p>b) The Council raises the issue of step free access for both Motspur Park and Rayne Park Stations as opportunities arise. However, should Crossrail 2 move forward then pressure to upgrade stations facilities will increase as both stations are likely to be served by Crossrail 2 services.</p> <p>c) Where possible, the Council endeavours to ensure that the</p>

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				<p>kerbs are dropped at key locations such as at junctions; de-clutter the footways and footpaths to allow for those with mobility scooter and the visually impaired. We also ensure that dropped kerbs at formal crossings and at some informal crossings have the appropriate tactile paving.</p> <p>d) We work with TfL to ensure that all signalised crossings have the appropriate tactile and audible features</p> <p>e) We are very proactive in terms of providing disabled parking bays at key locations such as in Car parks, Town Centres, transport hubs, public buildings as well as outside individual residential properties.</p>
1.3 Anti-poverty initiatives				
1.3.1 Increase take up of children's centre services by families (with 0-4 year olds) from 30% most deprived areas.	-Improve completion of parenting programmes, and take-up of children's centre services and early years provision, by the most needy families through targeted outreach.	-Increase take up of children's centres services by target families. -Increase the proportion of parents	Children Schools and Families - Early Years and Children's Centres Service.	In 2014-15, take-up of Children's Centre services by families from deprived areas was 77.7% and met the 75% minimum target. Families from the target areas engaged with a wide range of activities including access to play and stay and early education groups, job club, child health services, midwifery and

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	<p>-Continue to roll out strategy for funded childcare places for identified 2 year olds</p>	<p>completing parenting programmes.</p> <p>-Ensure good take up of 2 year old places.</p>		<p>antenatal as well as targeted home visiting services.</p> <p>In Q3 of 2015-16, take-up of Children’s Centre services stood at 62.4%. It is anticipated that the target of 75% will be reached by the end of this financial year.</p> <p>Over 2014-15, 917 children accessed the two year-old funding over the year. This significantly exceeded the target of 705 with the steady increase a result of assertive outreach and targeted campaigns. The Early Years service’s work with providers increased the number delivering funded 2 year old places to 98 at the end of the year.</p> <p>Take-up of two year-old funding at the end of Q3 of 2015-16 stood at 540 (data covering autumn term) which lagged against the target of 751.</p> <p>At the end of Q3 of 2015-16, there were 105 providers against an end of year target of 118. It is anticipated that this target will be exceeded</p> <p>2014-15 provisional education outcomes shows a 14-percentage point gap between Free School Meal (FSM) pupils (55%) and All Other</p>

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				Pupils (69%) achieving a 'Good Level of Development' (GLD). 74% of White British children achieved a GLD. For White Other and Asian Other, the two largest ethnic minority groups, 61% and 67% achieved a GLD, respectively.
1.4 Health inequality - reducing health inequality and the issues affecting particular communities				
1.4.1 Develop a network of community champions who will work within existing voluntary sector groups (with a focus on the East) to support residents to lead healthy lifestyles.	Work with HRCH (LiveWell provider) to commission Merton Voluntary Services Council to deliver health champion programme, train 25 health champions and increase the number of residents from East Merton accessing health improvement services.	Contract signed 25 health champions in place and number of residents engaged.	Community & Housing -Public Health	<p>Community Health Champions have been trained and are now delivering support to their members.</p> <p>A review of the whole LiveWell service including the Health Champions was undertaken in Q3 2015, which has informed future work including the planned re-commissioning of the healthy lifestyles services in 2016/17.</p>
1.4.2 Introduce a more targeted approach to the NHS Health Check programme which gives priority to vulnerable groups	Procuring a software solution which will identify and invite eligible patients from vulnerable groups to have a check first over a rolling period	<p>Software with this capacity procured and installed onto Providers systems</p> <p>GPs prioritise and provide NHS</p>	Community and Housing – Public Health	<p>The new QMS software has been procured and implemented in all partner GP Practices (23 practices). Patients are now being prioritised by vulnerability of cardiovascular risk.</p> <p>As 90% of the checks are by invitation, going forward in 2016/17, GPs are first checking Merton residents who are likely to benefit</p>

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at increased risk of cardiovascular disease.		health checks for residents who meet prioritisation criteria		most.
1.4.3 To develop a Healthy Schools Programme targeting school clusters in areas of highest deprivation	To develop and commission a programme of practical support to schools in East Merton to deliver a range of Healthy Schools prevention activities.	Monitor uptake of weight management services amongst those families with highest need	Community and Housing – Public Health	Agreed to commission to co-create with schools and partners a programme for 2014/15. Commissioning an obesity prevention programme for 20 schools in East Merton.
1.5 Economic development – supporting business during the economic recession and encourage economic growth				
1.5.1	Implement the Economic Development Strategy	As defined by the action plan referenced in the Economic Development Strategy	Environment and Regeneration – Future Merton	The Economic Wellbeing Group (EWG) continues to provide quarterly updates on progress to the Sustainable Communities and Transport thematic partnership. The Economic Development Strategy Refresh was proposed for 2012-2015 and much of the agreed programmes of activities are due to complete at the end of this financial year. However, some programmes, including employment and skills provisions delivered through the EWG will continue to run for the next financial year. It is proposed that a new economic development programme is

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				implemented for 2017-2020.
1.6 Access to employment - developing the Employment and Skills plan				
1.6.1	Implement the Employment Skills Plan	As defined by the action plan referenced in the Employment Skills Plan	Environment and Regeneration – Future Merton	The EWG implemented the first Employment and Skills Action Plan in 2014 as a 12 month programme. A new plan is now in place for 2015-17. The update on actions are reported to SCTP quarterly.
Equality Objective 2 - Service Access				
2.1 Undertaking Equality Analysis (EA) and targeting the gaps identified				
2.1.1 Increase the number and range of in house local foster carers, as identified by the LAC sufficiency assessment (2012-15).	<p>Increase capacity and local placement choice to meet the needs of older children and teenagers.</p> <p>Target recruitment of carers from an Asian background.</p>	<p>Recruit 3 x carer households for target group per year</p> <p>Recruit at least 1 x Asian carer household per year.</p>	Children Schools and Families - Access to Resources Team.	<p>Recruitment of suitable in-house foster carers remains a key priority for the department. A Sufficiency assessment is refreshed annually to target our understanding of types of cares needed for our looked after children. In line with our continuous improvement principles, the LAC Sufficiency Statement for 2016-17 has been refreshed with a new approach agreed to support a greater understanding of placement needs.</p> <p>In 2014-15, 10 foster carers were recruited of which 6 were from target groups. The carers recruited for teenagers were directed to the service through three targeted recruitment campaigns including a demographically targeted door drop, print advertising and the use of</p>

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				<p>internal recruitment streams. All three campaigns had a strong message in accordance with the need for carers for the 11+ age group.</p> <p>At the end of Q3 of 2015-16, 10 foster carers had been recruited. Seven of these are approved foster carers for target groups.</p>
2.1.2	All Heads of Service will ensure that EAs lead to equality of service delivery	All reviews to be held at DMT each October prior to the new savings code commencement	All departments - Heads of Service across	Savings proposals are accompanied by EAs where appropriate.
2.1.3 Explore setting up service level agreements to secure regular placements with child minders, nurseries and other childcare providers to support learners with childcare needs.	Discuss with childcare settings who supply work experience placements for our existing courses	Achievement and completion of learners	Community and Housing – Merton Adult Education (MAE)	<p>In communication with one local nursery and in process of contacting NCMA for contact details of local childminders.</p> <p>Have built good relationships with local child minders and nurseries who have expressed requests to work with MAE again.</p> <p>Dyslexia tutor has identified different resources to be used in classroom. i.e. materials to use for learners with dyslexia – different coloured card slide rules etc.</p> <p>Formal Dyslexia assessments carried out to identify degree of Dyslexia and recommended methods of support</p>

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2.1.4 Promotion and awareness raising of equipment and resources available to support additional learning needs	Practical demonstration and Classroom observations Promote in staff briefing (newsletter)	Increased use of resources and learner success.	Community and Housing – Merton Adult Education (MAE)	Increased use of resources and learner success. New posters, visits to classes, information included in Advice and Guidance, informal discussions on demand have been implemented
2.1.5 Collection of customer profile data re those receiving social care assessments	Analysis of numbers of assessments carried out for different groups of clients (e.g. BME, different parts of the borough)	Increased assessments of the harder to reach client groups/parts of the borough	Community and Housing - Access and Assessment	The commissioned research from Public Health re the assessment of inequalities from an ethnicity perspective of Adult Social Care (ASC) data, to gain a better understanding of whether there were any differences in service provision experienced by the different ethnicity groups is now complete and findings under consideration
2.1.6 Analyse outcomes of all nomination panels by equality client group for Supported Living service.	The outcomes for the past 12 months need to be collated.	The outcomes for the past 12 months need to be collated.	Community and Housing – Direct Provision	Nominations from April 2014 to date; 1 female, 8 male, all from white backgrounds.
2.1.7 Ensure that services are accessible to all customers from different equality groups	Review of any formal & informal complaints received related to equalities and implement provider improvement plans	Increased uptake of services by customers from all equality groups	Community and Housing – Commissioning	The commissioned research from Public Health re the assessment of inequalities from an ethnicity perspective of Adult Social Care (ASC) data, to gain a better understanding of whether there were any differences in service provision

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	where necessary			experienced by the different ethnicity groups is now complete and findings under consideration
2.1.8 Monitor service access to help ensure equality of outcomes	<p>Produce annual equality monitoring report - lettings, supported housing, intermediate housing, homelessness, RDS, rough sleepers, affordable warmth, and develop actions to address any issues highlighted</p> <p>Analyse outcomes of all nomination panels by equality client group</p> <p>Complete analysis of housing-related Census 2011 data</p> <p>Include equality monitoring of Disabled Facilities Grant (DFG) in annual monitoring report</p>	<p>Annual report completed and considered by Housing Needs Management Team (H</p> <p>Annual monitoring report completed</p> <p>Analysis completed</p> <p>DFG outcomes added to annual monitoring report</p>	Community and Housing - Housing	<p>Annual monitoring report completed and considered by HNMT</p> <p>Outcomes for Young Persons Nominations Panel completed. Analysis of other panels yet to be completed.</p> <p>Analysis completed</p> <p>Age & gender data for DFG being added to spread sheet. Ethnicity data still to be captured. Will be added to annual monitoring report once data are inputted.</p>
2.1.9 Increase access to libraries among older	Consult with older people and the working age	To increase access to library services among	Community and Housing - Libraries and Heritage Service	Target not yet achieved but consultation has been completed and action plan presented to Sustainable

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people and the working age population.	population to ascertain how we can improve services and better engage with underrepresented audiences.	under-represented target groups by 10%		Communities Scrutiny Panel.
2.1.10 Gain a greater understanding of the current use and future needs of pharmaceutical service in Merton.	Commission a Pharmaceutical Needs Assessment (PNA) that drives service improvement in Merton pharmacies, including public health commissioned activity e.g. stop smoking services and Emergency Hormonal Contraception and Chlamydia	PNA published by April 2015	Community and Housing – Public Health	The PNA has now been completed and agreed by the Health and Wellbeing Board for their comments. This was published by the statutory deadline of 1st April 2015.
2.1.11 Development and expansion of existing sexual health service in community pharmacies in Merton. Pharmacies will be selected based on their location in	Commission 2 pharmacies as a pilot to provide a sexual health suite of services to include Emergency Contraception, Chlamydia testing, Chlamydia treatment and condom provision.	PNA published by April 2015	Community and Housing – Public Health	Emergency Hormonal Contraception (EHC) Patient Group Directions (PGD) developed and approved. Chlamydia treatment Patient Group Directions (PGD) developed and approved. Introduction of Chlamydia treatment cancelled due to budget constraints. Healthy Living Pharmacy (HLP)

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the deprived wards.				model being developed – anticipated April 16. Further enhanced services aimed at HLPs may be considered at a later date.
2.1.12 Development of Contraception and Sexual Health Service (CASH) provision in Merton.	The service is now providing opt out HIV testing and Chlamydia treatment, thereby offering more patient choice and access.	Increase provision and access of sexual health services in the community and offer more patient choice.	Community and Housing – Public Health	Review of CASH (Contraception and Sexual Health) alongside other sexual health services completed. . CASH service carried out a STI testing pilot for over 25's in 2015/16 which has now been incorporated into the new service model – due to commence 01st April 2016
2.1.13 Review of school nursing service	To ensure the service specification for school nursing services reflects the needs identified in the review		Community and Housing – Public Health	School Nursing Service (5-19 healthy child) specification was revised to include a requirement to undertake school health profiles to inform prioritisation of resources based on defined school needs in 2015. Service has been re-commissioned with health visiting services and will be delivered by Central London Community Health from April 2016.
2.2 Business Planning				
2.2.1	Savings all have Equality Analysis	100%	Corporate Services – Business Planning	Savings proposals are accompanied by Equality Analysis.
2.3 Prevention and independence (Direct payments)				
2.3.1 Expand the Direct Payment Scheme to include Health Funding	A short life joint health and social care project group will implement personal health budgets via the	Numbers of Merton residents receiving health funding via a personal budget	Community and Housing – Access and Assessment	A health and social care project group has been established. This is work in progress.

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	Merton Direct Payments Team			
2.4 Building equality considerations into Public Value Reviews (PVRs)				
2.4.1	PVRs all have Equality Analysis	100%	Corporate Services – Business Improvement	PVRs have been developed into a targeted tool that we will use where it adds value to more routine service reviews and the regular TOM exercise. Where it is deployed Equalities Analysis will still be an important element to any resulting implementation plan.
2.5 Building equality considerations into the Commissioning process				
2.5.1 Equality proof Contracts	The evaluation process includes an assessment of equalities	100%	Corporate Services - Commercial Services	All contracts include equalities considerations where appropriate and these are assessed at tender evaluation.
2.5.2 Improve outreach work	Hold workshops with Small/Medium Enterprises and BAME organisations to advise on the borough's commissioning process	1 annual event	Corporate Services - Commercial Services	Initial works are being held with the Voluntary Sector on the 21st April and the 4th May 2016. The feedback from these meeting will be used to develop SME workshops.
Equality Objective 3 – Improving engagement				
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3.1 Young people – to ensure that the needs of all young people are represented.				
3.1.1 Continue to support and develop participation/	-Continue to support Merton's Youth Parliament and Young Advisors to	No of young advisors trained and active.	Children Schools and Families - Youth Inclusion	Our use of 'User voice' customer feedback continues to be a key focused for the department. The department's young people's

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governance opportunities for young people age 13-19.	input into the planning and governance of services for children and young people.	No of members of Merton Youth Parliament.		<p>participation and engagement functions a key area of focus following the publication of a new strategy for youth participation last year.</p> <p>At the end of 2014-15, there were 32 Young Advisors and 14 Young Inspectors trained and active. There were 35 members of Merton Youth Parliament (and others).</p> <p>Over 2014-15, a range of groups continued to provide children and young people with participation opportunities and the chance to effect service development and delivery. These included:</p> <ul style="list-style-type: none"> - A group of young people from a range of youth forums and the youth service were supported to take part in the re- commissioning process for the new risk and resilience service by visiting providers and interviewing young people, users and adults. This influenced contracts and fed back into the decision-making process and is an excellent example of services shaped with reference to young people’s views. <p>See below for Your Short (Children with disabilities group) and Children in</p>

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				<p>Care Council for engagement with looked after children.</p> <p>Progress in Q2 of 2015-16 included: -Work underway to set up Youth Parliament elections in secondary schools. -In response to identified need and requests from pupils an LGBT group has been set up at Ricards Lodge High School. -Young Inspector recruitment process underway.</p> <p>DMT continue to receive quarterly 'User Voice' summary reports of all feedback activity taking place across the department.</p>
3.1.2	Support delivery and development of the Your Shout Group and its contribution to the work of the Transition Partnership Board (TPB).	Your Shout to be represented at all Transition Partnership meetings.	Children Schools and Families - Youth Inclusion	In 2014-15, the 'Your Shout' group for children with learning disabilities has fed into management discussions around aspects of the C&F Act including the Local Offer and preparation for adulthood. The group also made a short-film to show people what it is like to be a young person with a disability for which they won a 'Positive for Youth' award.
3.1.3	Establish clear and age appropriate material and accessible media to	Improved levels of participation in Merton's Children in Care	Children Schools and Families - Permanency, Placements and LAC	In 2014-15, the Children in Care Council (CICC) were involved in helping to refresh the Children in Care and Care Leavers charter,

Priority Area	Key activity	Performance Measure	Department/Division	Update
	<p>promote membership and attendance of Merton’s Children in Care Council.</p>	<p>Council.</p>		<p>inputting into the Care Leavers Strategy 2015-18, reviewing the LAC Pack and identified specifications for a new information website.</p> <p>CICC also took part in reviewing the LAC review forms and ‘Let’s Talk’ booklets.</p> <p>The Participation Apprentice currently working within the 14+ team is involved alongside the MSCB in participation work being led by South Bank University. The apprentice is meeting throughout the year with the MSCB Chair to ensure that the voice of the LAC young person is represented on the Board.</p> <p>A project is being led jointly by an Independent Reviewing Officer and the Participation Apprentice which involves consultation with LAC to feed into practice development. A thematic CICC meeting was held in September 2015 with the older LAC cohort and a further session was planned for October half-term with younger LAC.</p>
<p>3.1.4 Increase take up of learner support fund to support childcare costs</p>	<p>Schedule mini open days taster sessions and engagement in events in communities with under</p>	<p>Spending childcare support fund</p>	<p>Community and Housing - MAE</p>	<p>To arrange text message to all eligible learners to inform them of support with childcare costs.</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
Meeting the needs of learners with childcare needs via the discretionary learning support grant.	represented			<p>Availability of Ad Hoc discussions regarding eligibility for childcare support</p> <p>New claims being processed due to promotion of childcare support in recent advice and guidance sessions.</p> <p>The allocation has been fully committed this year due to the additional promotion</p>
3.1.5 To proactively engage young people in the shaping and delivery of library services.	<p>To develop key volunteering roles for young people.</p> <p>To develop and deliver a programme of events for young people.</p>	<p>Ten young volunteers support the delivery of events in libraries.</p> <p>Eight young people events are hosted in libraries across Merton.</p>	Community and Housing – Libraries and Heritage Services	Over 150 young people contributed time to Merton’s libraries in the last year. Both performance measures have been well exceeded.
3.2 Disabled people				
3.2.1 All Saints Day centre to undertake an analysis of the stakeholders who use the premises	Collation of the types of activity and the stakeholders using the centre.	Opportunities could be identified for wider engagement and involvement in	Community and housing – Direct Provision	As at February 2015 31 different groups use All Saints. Of these, 2 are statutory agencies, 5 are charities, 1 is a church, 3 are community network groups and the rest are a range of small community groups or start up

Priority Area	Key activity	Performance Measure	Department/Division	Update
for community events.		activities for hard to reach groups.		businesses (Yoga group, Acupuncture Clinic)
3.2.2	Conduct a survey of disabled clients' use of transport services, analyse the results to produce an action plan	Annual survey	Environment and Regeneration – Transport Services	A further survey is being circulated shortly; this time with specific transport related questions. SEN lead on this, so that we do not swamp the families with multiple surveys. Results of this one should be available around the end of April.
3.3 Carers/Links and other groups, Older People				
3.3.1	To ensure that Healthwatch which started in April 2013 reflects the diverse population of Merton	Contract award and specification 2012-13.	(Commissioned by MVSC)	Health Watch to help engage residents on a consultation.
3.4 BAME engagement e.g. BAME Governors				
3.4.1	Work in partnership with MUN to ensure BAME engagement embedded in service improvement	BAME Plan link in thematic partnership plans	All Departments – Heads of Service	BAME Voice was launched on 4 February 2016 and will develop priorities to discuss with the Council and partner agencies
3.5 Voluntary and Community Sector support for engagement				
3.5.1 Ensure that any forum or consultative group has a true representation of the local community	Review membership of all existing customer forums	Representation of all groups in the local community within customer forums	Community and Housing - Commissioning	A Customer Engagement Framework has not been developed. However, customer forums are facilitated / hosted by voluntary sector partners e.g. Healthwatch, CIL, MVSC, Carers Support Merton etc. to ensure all sectors of the local community are represented.
3.5.2 Establish an Adult Social Care Customer	Detail all customer forums, frequency, membership, aims &	More effective and equitable customer	Community and Housing - Commissioning	This is part of the ASC Redesign Programme. A Customer Engagement Framework is being

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Priority Area	Key activity	Performance Measure	Department/Division	Update
Engagement Framework	objectives, communication channels e.g. social networking	engagement		developed for implementation in 2015/16 This has taken longer than expected so delayed to 16/17.
3.5.3 Ensure actions from the consultation and Engagement Strategy is implemented		Monitored via the Departmental Equalities Group	Community and Housing - Commissioning	This is done
3.5.4 Improve engagement through user consultations & satisfaction surveys	<p>Continue engagement with older people through the Older People's Housing Forum</p> <p>Identify housing and support need of older people</p> <p>Collect equalities data for all satisfaction surveys</p> <p>Analyse Housing Options Survey by equality categories</p> <p>Visit one new housing schemes a year after completion to assess satisfaction</p>	<p>Forum meetings held</p> <p>Needs assessment completed</p> <p>Survey analysed by equality categories</p> <p>Evidence obtained from providers</p> <p>Satisfaction survey completed</p>	Community and Housing - Housing	<p>Forum meetings once a year. Next Forum to take place in March 2016.</p> <p>Research completed on 01/10/2014 with over 70 responses. Analysis completed in 2014-15</p> <p>Data collected for 2013-14. Satisfaction surveys will only be undertaken periodically from now on, and surveys not completed in 2014-15 or 2015-16.</p> <p>2013-14 Survey analysed by equality categories</p> <p>Evidence obtained from providers</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
3.5.5 Forge new partnerships within the community to meet the needs of our learners.	<p>Enhance 'wider participation' and 'bridging the gap' plans to keep abreast of our changing community and their requirements.</p> <p>Gather feedback from partnerships and action / implement changes where needed.</p>	<p>Capture progress via the termly self assessment review process and detail key finding within the annual self assessment report</p>	Community and Housing - MAE	<p>Good partnerships exist with many local groups within our community. MAE responds promptly to specific needs identified by partners and implements well received courses to meet the needs of local learners. 14-15 saw a 22% increase in FEML (Family English, Maths and Language) courses, all working with partners in family centres and schools. Employability courses, including for the potential self employed, using NLDC funds were also delivered, and a specialised art course for clients of the Stroke Association.</p> <p>Learners at MAE feel safe and effective processes and procedures are in place. The college single central record is managed and updated, and good arrangements are in place for DBS checks to be carried out and monitored. Learner responses taken from the evaluation questionnaires show that 99.7% of learners agree that MAE is a safe place to learn. Significant Safeguarding and Prevent training took place in summer 2015 policy and action plan will be implemented at the beginning of 15-16 with tutor training taking place in the tutor conference.</p>
3.5.6 Provide	Support a wide range	Capture progress	Community and Housing - MAE	Established a new CV Fresh start

Priority Area	Key activity	Performance Measure	Department/Division	Update
<p>updates on the diversity of learners and staff for those protected characteristics currently recorded.</p>	<p>of local community events that bring people from different backgrounds together. Eg Mitcham carnival. Celebrate and inform on a range of subjects in respect of equality and diversity.</p> <p>Improve evidence gathering on partnership work and community cohesion and document in SAR appendices.</p> <p>Gather evidence on balancing diverse and sometimes conflicting interests.</p> <p>Enhance communication of how different groups of learners are able to access learning.</p> <p>Finance work already being done in line with Neighbour Learning for Disadvantaged</p>	<p>via the termly self assessment review process and detail key finding within the annual self assessment report</p>		<p>employability project supporting young people living in disadvantaged wards back into work. Since commencement in early Feb have signed up 34 young people, many of whom have secured interviews.</p> <p>Diversity data captured in the annual self assessment report 12-13 academic year report due for completion in March 2014</p> <p>We have collated the equality profile for our learners relating to ethnicity, age, disability, disadvantaged ward and employment status and there are no achievement issues in relation to particular ethnic groups, age or disability. Ofsted require us to assess these types of issues.</p> <p>New ESOL and Health courses being developed due to be launched in April with courses taking place out in the community including at the Morden Mosque.</p> <p>ESOL and Health continue to progress well.</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
	<p>Communities grant funding guidance.</p> <p>Display posters and informative information across college, and within briefings on subjects such as Black History Month, LGBT week etc.</p>			
<p>3.5.7 Work with Health Watch to consult on all Public Health work, especially Joint Strategic Needs Assessment (JSNA)</p>	<p>Public Health uses consultations (e.g. focus groups) to ensure that needs/public health services reflect different communities</p>	<p>All needs assessments incorporate feedback from consultation exercises and used in service design</p>	<p>Community and Housing – Public Health</p>	<p>HealthWatch to help engage residents on a consultation of the refresh of the Health and Well-being Strategy April 2015</p>
<p>3.5.8 Improve engagement with the community and the work delivering crime and disorder interventions.</p>	<p>Setting up new partnership engagement methods</p>	<p>Number of meetings number of attendees</p>	<p>Environment and Regeneration – Safer Merton</p>	<p>The local Safer Neighbourhood Board in partnership with the Metropolitan Police Service (MPS) and the Mayors Office for Policing and Crime (MOPAC) is now established and meets quarterly. Social media and twitter accounts are used to disseminate domestic violence</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
				information and to engage with the community raising awareness regarding the public consultation for the strategic assessment.
3.6 Lesbian Gay Bisexual and Transgender (LGBT) community				
3.6.1 Increase the civic participation of the LGBT community	Regular consultation and involving the LGBT forum in discussions about strategies and changes to council policy.	Quarterly meetings to be attended by officers cross the council to consult service issues	All departments – Heads of Service	<p>The LGBT forum has been re-launched. The group held a series of films for LGBT History Month.</p> <p>The Forum is developing a work programme, has launched a new web site and is trying to encourage more community members to get involved with the work of the forum.</p> <p>A public meeting will be held on 26 April at Vestry Hall.</p>
Equality Objective 4 – Promoting Community Cohesion				
Priority Area	Key activity	Performance Measure	Department/Division	
4.1 Celebrating diversity				
4.1.1	To ensure that all local demographic changes are fed into the service plans, user surveys and customer charters to improve service delivery		All Departments – Heads of Service	Detailed analysis of the census data has fed into the Policy Network and departments are being given information to support service planning.
4.1.2 Use locality structure as a springboard for	Maximise social capital, informal networks, focus on	Reduced reliance on funded statutory services	Community and Housing – Access and Assessments	This is part of the ASC Redesign Programme and is part of our Promoting Independence Strategy

Priority Area	Key activity	Performance Measure	Department/Division	Update
adopting a community outreach/asset based approach to supporting customers	<p>strengths and abilities of customers</p> <p>Promote connectedness through the Ageing Well Programme and locality based social work and occupational therapy teams</p>	<p>Positive outcomes from the Ageing Well Programme</p> <p>Reduced customer isolation</p> <p>Increase in signposting, information and advice</p>		
4.1.3 Increase opportunities for integration	<p>Work with Faith in Action to improve engagement with people from A10 countries</p> <p>Publish Merton's Gypsy & Traveller Strategy</p> <p>Promote employment and training opportunities for young people through MYSHF</p>	<p>A10 Project outcomes monitored</p> <p>Strategy published</p> <p>Mapping of schemes completed</p>	Community and Housing - Housing	<p>The A10 Project had assisted 362 clients over a 4-year period (2011-12 to 2014-15)</p> <p>The number of clients assisted had increased by 130% between Year 1 and Year 4 of the Project</p> <p>The proportion of A10 clients assisted who were rough sleepers had gone up from 13% in 2011-12 to 93% in 2014-15</p> <p>The Project helps people from A10 countries to integrate through assistance with housing, applications for work licence / ID documents, referrals to support services etc.</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
				Strategy to be updated and published Mapping of schemes completed
4.1.4 To develop and deliver a programme of activities that promotes community cohesion and interfaith dialogue and engage underrepresented groups.	Celebrate diversity by supporting a range of key initiatives such as Black History Month and Celebrating Age.	30 events held in libraries across Merton to promote community cohesion	Community and Housing - Libraries and Heritage Service	Target exceeded. Annual marketing and events plan ensures that these elements are covered and performance is tracked throughout the year.
4.2 Maximising the opportunity to work in partnership with each other in the community				
4.2.1 Continue work to prevent First Time Entrants (FTE) to the Youth Justice system.	Implement diversionary programmes and out of court disposals.	-Reduction in FTE to the Youth Justice system. -No of out of court disposals.	Children Schools and Families - Youth Justice Service	Good progress continues to be made in reducing the numbers of First Time Entrants into the Young Justice System. 2014-15 data showed a 32% reduction of First-Time Entrants (FTE) to the Youth Justice System (YJS) compared to last year. The rate of re-offending remained in line with the national average. At the end of Q3 of 2015-16, there were 33 FTEs against a target of 80. Over 2014-15, work on youth crime prevention concentrated on early intervention and prevention methods

Priority Area	Key activity	Performance Measure	Department/Division	Update
				<p>centred on working in a more holistic way addressing both young people’s and families needs. This was delivered through a range of group and 1:1 interventions which has included a focus on parenting capacity, mental health and other environmental factors.</p> <p>This year, the Youth Justice Team have utilised the Breaking Free group (a commissioned service facilitated by ex-offenders) which allows young people to explore the journey to offending and pathways out of offending to consider long-term consequences and opportunities for ‘breaking free’. Other programmes delivered are: All Calm group to support stress management, Tightrope Tool to engage in self-assessment and identify areas of resilience, Jigsaw4U and Teentalk (CBT) exercises and embedding Motivational Interviewing techniques.</p> <p>Although young women remain a low percentage of the FTE cohort (and of the overall YOT cohort), numbers have been recently increasing. The recent spike can be linked to some of the issues (MISPERS and CSE) and council’s priorities such as the Violence Against Women and Girls</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
				strategy.
4.2.2 Develop a network of community champions who will work within existing voluntary sector groups (with a focus on the East) to support residents to lead healthy lifestyles.	Engage community groups to work with community members as health champions	Contract signed, 25 health champions in place and number of residents engaged.	Community a Housing - Public Health	The first cohort of groups are now being approached to take part in the programme, with training due to take place before the end of March 2014.
4.2.3 To support communities to take greater control over their lives, to include an understanding of key health issues.	8 additional ESOL classes with health messages will be offered in the community	Uptake of ESOL classes	Community a Housing - Public Health	8 ESOL classes delivered in community settings during Q1 & 2. A further 8 classes are being offered in Q3 &4.
4.2.4 Work with Alzheimers Society and Imagine to ensure they are promoting community cohesion	Via Contract monitoring and commissioning	Reduced reliance on funded services and increased partnerships between provider organisations and the local community	Community and Housing - Commissioning	This is done as part of the contract monitoring process.

Priority Area	Key activity	Performance Measure	Department/Division	Update
4.3 Community Cohesion Strategy				
4.3.1	Monitor the delivery of Community Cohesion Strategy action plan	Achieve annual targets	Corporate Services - Policy, Strategy and Partnerships	The strategy is being refreshed.
4.4 Using the Annual Residents Survey (ARS) results to inform service delivery and improving perceptions				
4.4.1	Analyse ARS results to inform publicity campaign	Report produced and made available on the intranet	Corporate Services - Communications	Due to the withdrawal of our longstanding contractor it was not possible to deliver an annual residents survey in 2015. We are currently exploring options for gathering the views of residents in the future.
4.5 Addressing demographic change				
4.5.1	Ensure Census 2011 information is made available locally	Briefings provided internally and to partners.	Corporate Services - Communications	The Policy, Strategy and Partnerships team has undertaken detailed analysis and produced Ward Profiles that are available on the Intranet.
4.6 Equal access to volunteering opportunities				
4.6.1	Promote volunteering opportunities using a variety of media	Quarterly	All Departments - Heads of Service	<p>There is on going discussion within the Target Operating Model work stream about how volunteering can improve service delivery across departments.</p> <p>The council continues to work with Merton Voluntary Services Council to promote volunteering to residents and staff through various media e.g. the Employee Volunteering Scheme.</p> <p>VolunteerMerton launched. This is a new online portal that seamlessly links up volunteers with volunteer</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
				<p>opportunities through a digital platform.</p> <p>The Merton Partnership has signed up to ValueYou: a new accreditation scheme to recognise individuals who have delivered over 100 hours of volunteering and offer them discount cards at local businesses.</p>
Equality Objective 5 – Workforce Development				
Priority Area	Key activity	Performance Measure	Department/Division	
5.1 Be an employer that recognises diversity and the talents that being different brings to the organisation and service delivery				
5.1.1	Implement and utilise the self service element of Learning and Development module	<p>Mini survey issued to the workforce to gather feedback on how the organisation utilises the skills they possess</p> <p>Relationship to results from Staff Survey on Question 65 (It's your ability that counts)</p>	Corporate Services - Human Resources	<p>The section in I-Trent has been developed where staff are able to list their skills. The staff survey (2014) has taken place but the analysis of the report is not yet available. Report due to go to CMT 3 March 2015.</p> <p>Bringing On Talent programme designed and to be launched in May 2015.</p> <p>Managers have supported a local Secondary School – by providing interview skills workshops as well as leading sessions about their roles and the qualifications needed.</p>
5.1.2 Establish a diverse workforce that is fair,	Monitor workforce profiles	Evidence of completion (e.g certificate, staff	Community and Housing - MAE	Moodle training to be organised with the Head of Support Services.

Priority Area	Key activity	Performance Measure	Department/Division	Update
consistent and supports equal opportunities.	Set up training modules on MOODLE to make it accessible to all staff regardless of the working arrangements	records) ensuring staff compliance		<p>Compiling an Equality and Diversity resource folder on MOODLE for tutors to use. Tutors sharing resources that have been used in class.</p> <p>E&D posters around the building continuously updated.</p>
5.1.3 Ensure staff understand how to apply equality responsibilities to their day-to-day work	Arrange equality & diversity training / talk for all HN&E staff through team meeting	Staff completed training	Community and Housing - Housing	Session to be arranged for 2015 – part of on-going training.
5.1.4 Develop and deliver equality and diversity training for library volunteers.	Equality and diversity training rolled out to all library volunteers.	100% of library volunteers receive training in equality and diversity.	Community and Housing - Libraries and Heritage Service	All volunteers receive equality & diversity training as part of their induction and this is topped up when any new policies and procedures are rolled out. The focus at the moment is in ensuring the training also incorporates in Prevent and CSE elements.
5.1.5 Establish a diverse workforce profile that is reflective of the local community it	Set up systems and processes to identify gaps of inequality and disadvantages between local	Detailed analysis of workforce profile	Community and Housing – Adult Social Care Commissioning	This is embedded within the TOM and ASC Re-design Programme and is on-going.

Priority Area	Key activity	Performance Measure	Department/Division	Update
<p>serves in accordance with the Equalities Act 2010</p>	<p>communities and the social care workforce</p>			
<p>5.1.6 Develop an inclusive learning and development action plan</p>	<p>Develop or adapt competency framework to ensure workforce’s thorough understanding of equality and diversity and it’s application in service delivery</p> <p>Raise the standard of care and support in the sector by ensuring that care and support workers keep their skills up-to-date</p> <p>Build managers’ confidence and skills in managing a diverse workforce</p>	<p>Measurements against competency framework post training and evaluation, robust supervision sessions and annual appraisals</p> <p>Data on uptake and post-programme evaluation</p> <p>Increased confidence for managers when seeking advice and guidance</p>	<p>Community and Housing – Adult Social Care Commissioning</p>	<p>A specific L&D plan has not yet been developed, but there has been progress, including:</p> <ul style="list-style-type: none"> • Two equalities and diversity training sessions have been provided to managers by an external provider, focussing on the application of equality and diversity in service delivery and also in managing staff – this has led to increased confidence in managers managing a diverse workforce; and • Staff continue to upskill in service specific areas e.g. British Sign Language in the Sensory Impairment team. <p>The Head of Direct provision sits on the Workforce Development Group.</p> <p>Learning and development continues to form part of staff’s appraisal, 1:1 and supervision.</p>
<p>5.1.7 To support</p>	<p>Train fire-fighters,</p>	<p>Number of staff who are trained</p>	<p>Community and Housing – Public Health</p>	<p>All fire fighters in Merton have now been trained and referral pathways</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
front line staff from a range of services to support health improvement agenda.	gym staff and council staff to be able to identify and signpost those residents that may want support to lead healthy lifestyles e.g. stop smoking.	in Merton.		<p>are now being finalised. Training for library staff, gym staff and other front line staff has also taken place or is now being planned:</p> <ul style="list-style-type: none"> • 15 LBM Workplace Health Champions trained in Sept 2015 • 24 Children’s Centre staff trained in HENRY (workforce development to give staff more confidence in tackling child obesity) in Autumn 2016. • 10 Outdoor gym instructors interviewed in Feb 2016 and accepted for 8 month training programme commencing March 2016 • RSPH awarded contract in February 2016 to train 100 frontline staff – training to commence in April 2016 • Training session scheduled for all 60 Councillors on 01 March 2016 to signpost how they can access Health Champion training themselves.
5.1.8 To support front line staff from a range of services to support health improvement	Train fire-fighters, gym staff and council staff to be able to identify and signpost those residents that may want support to lead healthy lifestyles	Number of staff who are trained in Merton.	Community and Housing – Public Health	<p>All fire fighters in Merton have now been trained and referral pathways are now being finalised.</p> <p>Training for library staff, gym staff and other front line staff is now being planned.</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
agenda.	e.g. stop smoking.			
5.1.9 To create a healthy work environment for staff	To promote and provide opportunities for staff (internal and external) to become healthy through understanding challenges staff faced and development of programmes to meet this need.	Number of workplaces working towards London Healthy Workplace Charter. Number of activities provided for staff Uptake to activities	Community and Housing – Public Health	Merton Council has achieved commitment level of the London Healthy Workplace Charter, which included the development of a steering group and action plan. Public Health has commissioned Merton Chamber of Commerce to deliver to support to businesses in Merton who would like to support their staff, including working towards the London Healthy Workplace Charter.
5.2 Learning and Development - developing staff from under-representative groups into senior management roles				
5.2.1	To ensure recruitment strategy has strong focus on delivering staff profile more reflective of the communities we serve at all levels.	Short and long lists that are representative of all the equality strands where possible	Corporate Services - Human Resources	Departments need to look at their workforce profile to identify under representation and Recruitment and HR managers can insert a welcome clause that encourages application from the particular group.
5.2.2	To deliver equalities training to all staff	Annual Training Report	All Heads of Service	Online diversity training available for managers and staff.
5.3 Pathways into employment for disabled residents i.e. work experience/ mentoring				
5.3.1	Work with partners and disabled residents to raise	Taster sessions to be run in February 2013.	Corporate Services - Human Resources Chair of Disability Employees Forum,	Create opportunities where participants can have 'real'

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	awareness of employment pathways across all directorates	Success of taster sessions evaluated and action plan developed and in place	All Heads of Service	experience – built into recruitment training programme.
5.4 Apprenticeships for young people (e.g. looked after children, those with mental illness, young offenders)				
5.4.1	Increase the number of young people in apprenticeships with sustainable jobs	Work with both internal and external partners to ensure recruitment processes are effective and efficient Incorporate evaluation from apprentices, partners and appointing managers to develop an action plan to support the sustainability of the programme.	Corporate Services - Human Resources	We currently have 28 Apprentices in the council. 60% of apprentices either go on to higher education, acquire employment internally/externally.
5.5 Raising awareness of mental illness				
5.5.1	Raise awareness of mental health issues	Bite-size sessions	Corporate Services - Human Resources	Workshops took place in May - 20 managers attended. Will be rolling out

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	to ensure all employees and managers have an understanding of the impact in the workplace	<p>established to raise awareness for managers and employees</p> <p>The feedback from managers and employees incorporated into a programme that meets the needs of the organisation.</p> <p>Evaluation to take place up to and including Level 3</p>	Chair of Disability Employees Forum		<p>6 sessions.</p> <p>Regular articles circulated to managers from the Employee Assistance Programme and HML on issues relating to stress and mental health.</p> <p>Support the rollout of Dementia Friends in the Council.</p>
5.6 Valuing staff diversity / staff appreciation of diversity in the community					
5.6.1 Improve capacity of managers to operate effectively as leaders of a diverse workforce, delivering services to a diverse customer base.	Deliver values driven leadership programme to managers.	Completion of programme	Children, Schools and Families - Commissioning, Strategy and Performance.	<p>This was completed in 2012/13.</p> <p>The Workforce and Practice Development Team have overseen delivery of mandatory training around ethnicity and diversity for permanent and agency staff, Frontline participants and as optional for students. Information on impact will be reported on at the end of 2015-16.</p> <p>CSF has launched its Social Work</p>	

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					<p>Academy which is part of the London's Best Council work programme (Feb 2016).</p> <p>CSF also participates in the Bringing on the Talent programme to support motivated and talented people within the department to develop their potential as future managers and leaders.</p>
5.6.2	Develop a programme to give all staff diversity training.		Evaluate the impact of the diversity training	Environment and Regeneration -Merton Transport Services	Diversity workshops have been delivered in Transport Services at Garth Road and were well received. Further sessions are being undertaken in partnership with HR for new employees.