

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

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

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 & target Male -7.9 yrs Female- 5.2 yrs</p>	<p>Health and Wellbeing strategy (2015-18)</p>	<p>C&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"> - 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). - 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). - A targeted approach to delivering NHS Health Checks was established in January <p>2017 focusing on high risk groups in the borough, including those in areas of higher deprivation.</p>

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<p>2. Halt the widening gap in % of obese 10-11 year olds between east & 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 & Wellbeing Strategy/ Merton action plan to prevent childhood obesity 2016</p>	<p>C&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 & west of the borough.</p> <p>Recent work completed includes:</p> <ul style="list-style-type: none"> - 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) - 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. - 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. <p>171 teaching staff from 10 schools have</p>

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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"> - 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. - 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. <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.

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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.

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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>

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11. Continue to improve the educational outcomes for disadvantaged groups including LAC; SEN; and pupils eligible for Free School Meals or Pupil Premium	Education Outcomes at: <ul style="list-style-type: none"> • Early Years • Key Stage 2 • Key Stage 4 For disadvantaged groups of pupils	Children and Young People's Plan 2016 -2019 CSF Departmental Equalities and Community Cohesion Annual Plan Annual School Standards Report	CSF	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).

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12. Challenge schools to improve attendance and reduce exclusions for all children.	School attendance in primary and secondary schools <ul style="list-style-type: none"> • % attendance • % persistent absence Exclusions in primary and secondary schools <ul style="list-style-type: none"> • % of permanent exclusions • % of fixed-term exclusions 	Children and Young People's Plan 2016 -2019 CSF Departmental Equalities and Community Cohesion Annual Plan Annual School Standards Report	CSF	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. The EWS has continued to use robust legal powers to challenge parents.
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	Quarterly outputs provided by the contractor on Total participants and including: <ul style="list-style-type: none"> • long term unemployed • over 50's • ethnic minorities 	Economic Development Strategy Refresh 2012	E&R	The Council is finalising a Skills Plan in collaboration with South London Partnership. This is in the context of the draft London Skills Strategy. 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.
Equality Objective 2: Provide equality of access to services for disadvantaged groups				

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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.

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<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&H CSF</p>	<p>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.</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&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>

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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.

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<p>8. Where possible, the Council endeavours to make the public realm accessible by:</p> <ul style="list-style-type: none"> A. ensure that the kerbs are dropped at key locations such as at junctions; B. de-clutter the footways and footpaths to improve accessibility C. ensuring that dropped kerbs at formal crossings and at some informal crossings have the appropriate tactile paving. 	<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&R</p>	<p>This is ongoing and delivered through TfL funding and facilitated at all key new developments.</p>

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<p>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.</p>	<p>Hold regular or quarterly meetings</p>	<p>Voluntary Sector Strategy</p>	<p>CS</p>	<p>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.</p>

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10. Continue to target families living in areas of deprivation to utilise Children's Centres	<ul style="list-style-type: none"> % of total 0-4 year estimated Census 2011 population from areas of deprivation (IDACI 30%) whose families have accessed children's center services 	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"> Promotion/communication with providers and dissemination of new policy Procuring a new Early Year's hub and going live with validity checking (provider portal); Creating a new/bespoke claims process for the whole sector; Disseminating good practice models and; Attending key national, regional and local stakeholder groups. <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>

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11. Ensure that looked after children achieve long-term stability and permanency	<ul style="list-style-type: none"> • Numbers of children adopted or subject of a special guardianship order • % of LAC in placement for at least 2 years • % of LAC at the end of the month with 3 or more placements 	<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 & 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>

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<p>12. Ensure the timely delivery of Education, Health and Care Plans for children with special educational needs and disabilities.</p>	<ul style="list-style-type: none"> • % Education, Health and Care Plans completed within timescale 	<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>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.</p>				

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<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>

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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"> • Male gender group – 61.1% vs. 51.1% (10% overrepresentation) • White ethnic group – 57.4% vs. 41.8% (15.6% overrepresentation) • SEND (Statemented) – 16.7% vs. 5.3% (11.4% overrepresentation) • Supervised by YOT – 11.1% vs. 0.5% (10.6% overrepresentation) <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>

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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.

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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				
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.

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<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>

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<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>

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5. In developing HR policies and procedures – statutory requirement and best practice is incorporated	<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>	Workforce Strategy	CS	<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>
Equality Objective 5: Promoting a safe, healthy and cohesive borough where communities get on well together				

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<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&R</p>	<p>Domestic Violence 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>Hate Crime 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>

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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>

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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"> % of primary and secondary schools graded 'Good' or better for personal development, behaviour and welfare by Ofsted 	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"> Number of FTE to the YJS aged 10-17 Rate of proven reoffending in the YJS 	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.
Equality Objective 6: Fulfil our statutory duties and ensure (relevant stakeholders are consulted) protected groups are effectively engaged when we change our services.				
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"> • Ensure each CSF service commit to User Voice activity in annual Service Plans. • Report quarterly to Director's management team on annual action plan and programme of User Voice activity. 	<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"> Report quarterly to Director's management team. 	<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>