

APPENDIX 1

**MERTON PARTNERSHIP ANNUAL REPORT 2017-18
(DRAFT)**

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1. THE MERTON PARTNERSHIP

This is the Annual Report for the Merton Partnership 2017/18. It provides an overview of the work of the Merton Partnership and its key achievements.

The [Merton Partnership](#) was established in January 2002 as the overarching strategic partnership for the borough. Its aim is to work together with all partners on issues that are key to local people – including residents, workers and visitors – as reflected in the Community Plan.

The Partnership's primary objectives are to deliver the Community Plan along with other plans and strategies adopted by the Merton Partnership such as the Voluntary Sector and Volunteering Strategy.

The Merton Partnership agreed the latest refresh of the [Community Plan](#) in May 2013. The Community Plan sets out the vision and priorities for the borough going forward. The current Community Plan runs through until 2019 and developing a new Community Plan is part of the forward work programme for the Merton Partnership.

[Merton Data](#) is a website that pulls together the main datasets about the borough and is used by members of the Partnership for strategic planning purposes.

The Merton Partnership consists of senior representatives from the public, private, voluntary and community sectors. Members are recruited on the basis of their capacity to represent their organisations and not their individual interests.

The Partnership comprises an Executive Board and four thematic partnership boards. The thematic partnerships are tasked with delivering the priorities set out in the Community Plan. The Executive Board is responsible for the Community Plan, the vision for the borough and holds the thematic partnerships to account for delivery. There are also a number of sub-boards and working group focusing on particular areas of work. The main areas of work and responsible thematic partnerships are set out overleaf. The Executive Board and Thematic Networks generally meet quarterly.

The Merton Partnership also comes together collectively at its annual conference. The last conference took place on 3 July 2018 and was attended by over 100 members of the Merton Partnership. The theme this year was how to strengthen social capital in Merton.

A total of 15 INVOLVE Community Engagement Network elected representatives sit on the various bodies within the Merton Partnership structure, both to raise and to report back on issues relevant to the voluntary and community sector.

Theme	Responsible body and work areas
Sustainable communities	Sustainable Communities and Transport Board <ul style="list-style-type: none"> ▪ Sustainable housing ▪ Environment (including street scene) ▪ Transport ▪ The economy (including adult learning and skills)
Safer and stronger communities	Safer and Stronger Strategy Group <ul style="list-style-type: none"> ▪ Preventing and reducing crime, anti-social behaviour and substance misuse ▪ Community cohesion and active citizenship ▪ Public safety (including fire safety and civic contingencies)
Healthier Communities	Health and Wellbeing Board <ul style="list-style-type: none"> ▪ Improving health outcomes ▪ Reducing health inequalities ▪ Independent living ▪ Supported living
Children and Young People	Children's Trust <ul style="list-style-type: none"> • Improving overall outcomes for children and young people • Multi-agency partnership practice ▪ Education including Early Years ▪ Children's Social Care ▪ Youth services including Youth Offending ▪ Children's Community Health

Members of the Merton Partnership Executive Board

The following organisations and individuals are members of the Merton Partnership Executive Board:

- Chair of Merton Partnership / Leader of Merton Council (Chair)
- Chief Executive, Merton Council (Deputy Chair)
- Commander, South West London Basic Command Unit
- Director of Children, Schools and Families, Merton Council
- Director of Public Health, Merton Council
- Chair, Merton CCG
- Sutton and Merton Service Director, South West London and St George's Mental Health Trust
- Borough Commander, Merton Fire (LFB)
- Chief Executive, Merton Chamber of Commerce
- Chief Executive, Merton Voluntary Services Council
- Customer Services Leader, Jobcentre Plus
- Vice Principal, Business and Student Services, South Thames College
- Head of Housing Services (Merton), Clarion Housing Group
- Community Engagement Network (CEN) representative x2

2. PARTNERSHIP ACHIEVEMENTS: 2017-18

The Partnership has presented its achievements under the following four Community Plan themes:

1. A healthy and fulfilling life
2. Better opportunities for youngsters
3. Keeping Merton moving
4. Being safe and strong

Achievements against key outcomes in 2017-18, and key priorities for 2018-19 are set out under each theme.

2.1 A HEALTHY AND FULFILLING LIFE:

Health and Wellbeing Board (HWBB)

Health and Wellbeing Boards are statutory partnerships formed to deliver strategic, local leadership in health and wellbeing. The work of the HWBB, focused on addressing health inequalities, is central to informing the commissioning of health and social care services in Merton. It has a core role in encouraging joined up, integrated services across the Council, CCG, acute providers, the voluntary sector and other local partners to improve health and wellbeing across the borough.

Outcome 1: Local Vision programme

- The Health and Wellbeing Board (HWBB) is a statutory body with a duty to encourage integrated working, to develop Joint Strategic Needs Assessments (JSNAs) and joint Health and Wellbeing Strategies.
- In 2017 Merton HWBB undertook significant development work as systems leaders. This has successfully strengthened relationships and partnership work and has helped move the HWBB from simply ratifying reports to delivering effective strategic leadership for health and wellbeing.
- The development work, supported by funding secured through the Leadership Centre Local Vision programme, has also involved the HWBB working to engage and listen to people through a 'community conversations'. Recently HWBB members have acted by 'buddying' with expert volunteers to have conversations with people who are experiencing, or at risk of, diabetes; establishing a dialogue to help inform tackling diabetes as an exemplar project.

Outcome 2: The Wilson Health and Wellbeing Campus

The development of the Wilson Hospital site by Merton CCG, as the centre of a health and wellbeing campus for east Merton, is a large-scale, ongoing legacy project for the HWBB, helping to 'bridge the gap' between east and west Merton. Along with the development of a new model of health and wellbeing for the residents of east Merton, it is a key priority of the HWBB and the Council and all partners are involved in, and supporting, the work. The campus will have integrated clinical and community facilities. Actions and progress include:

- Workshops held throughout autumn 2017 to develop the model of health and wellbeing, with a focus on mental health, children and young people, and primary care.
- The Project Initiation Document for the Wilson programme was approved by NHS England's London Capital Pipeline Group on 1 December 2017.
- The 'participant's requirements' for the clinical part of the site is in development, and work has also started on the business plan for the wellbeing and community aspects of the Campus.
- A Communications and Engagement Strategy is in development by Merton CCG and a programme of further engagement events will take place throughout 2018.

Outcome 3: Tackling Childhood Obesity

The increasing gap in obesity between the east and the west of the borough is a significant health inequality which impacts on children's health and potentially their life chances. Tackling childhood obesity was a key HWBB priority for 2016/17 and the work programme continues. [The Child Healthy Weight Action Plan](#) was developed, and the Director of Public Health's Annual Public Health Report for 2016-17, [Tackling Childhood Obesity Together](#), provides an easy reference to

evidence what works. Merton also took part in a pan London Childhood Obesity Peer Review, linked to the London Great Weight Debate, supported by the Chair of the HWBB. We continue to align with London and national priorities including implementing the LA Declaration on Sugar, Sugar Smart and Change4Life campaigns. Actions and achievements in 2017 include:

- 2,100 residents engaged in the Great Weight Debate Merton on childhood obesity, focusing on the east of the borough.
- Promotion of Change4Life national childhood obesity campaigns
- Merton Food Poverty action plan was developed (receiving an award for the most improved borough in London).
- 37 food businesses are now fully signed up to the Healthy Catering Commitment.
- Merton's Local Plan is asking residents their view on limiting hot food takeaways near schools.
- The All England Lawn Tennis Club Early Years Activation Programme pilot was delivered and evaluated in 25 schools. Initially focused on schools in the east, 20 schools are implementing the 'Daily Mile' with further plans to introduce a 'Merton Mile' in a local park.
- 171 teachers benefited from schools staff training on talking about weight and childhood obesity. 5 schools achieved Bronze Healthy Schools London Award and 1 achieved Silver.
- Going forward we aim to further strengthen Merton's 'whole systems approach' to tackling childhood obesity, aligning to national and regional approaches including establishment of a Childhood Obesity Taskforce for London and London Obesity Leads Network.

Outcome 4: Social prescribing

Social prescribing (SP) enables primary care services to refer patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sector. Developing a SP pilot in Merton was a key HWBB priority for 2016/17.

- The pilot was based in Wide Way and Tamworth GP practices (population 17,400). A SP Coordinator was appointed based in the practices (and hosted by MVSC).
- Patients with issues relating to social isolation, low level mental health problems and frequently presenting at GPs were involved in the pilot. Over the last 12 months the SP Coordinator has seen over 200 patients for a first appointment and 129 for follow up and these patients are accessing a range of community services.
- An independent evaluation commissioned with funding from the SW London Health Innovation Network has shown an increase in self-reported health gains (shown via the outcomes star) by individuals and a statistically significant reduction in GP visits.
- Following the success of the pilot project, Merton CCG are funding an extension and expansion for another year to allow for further detailed analysis of the benefits.
- This will see every GP in east Merton offering SP, with the aim to roll the scheme to every GP practice across Merton.

Outcome 5: Health in all Policies

Health in All Policies (HiAP) presents potential for strong co-benefits, across the council and partners and offers a way of increasing efficiency of public sector spending. Merton Council participated (as the first London Council) in the LGA's HiAP peer assessment and has committed to an action plan.

In October 2017 a Prevention Matters workshop was held with the LGA attended by over 20 councillors, Healthwatch and, as a first for the Prevention Matters programme, three local GPs. Aimed at improving understanding of health across Merton and encouraging all to become champions of health and wellbeing the LGA facilitators were joined by the Leader and four Cabinet leads, and all committed to actions to take forward. LGA were impressed with participants' knowledge and enthusiasm saying it was one of their most successful sessions. The HWBB provides the governance for HiAP and agree the HiAP action plan priorities to: take forward leadership and advocacy; explore social value in commissioning; promote healthy workplaces; pursue joint work between the Environment Directorate and public health; investigate housing and homelessness; embed Think Family in council working; tackle childhood obesity; and, develop a dementia friendly Merton. Successes to date include:

- A draft Social Value Toolkit: for commissioning and procurement developed by Corporate Services which will be shared to explore opportunities as a template for Merton CCG.
- Environment and Regeneration joint work on health impact assessments focussed on estate regeneration and Morden town centre development to create health promoting environments. Also working jointly on health in the new Local Plan towards 2019, involving the HWBB in the consultation process. Merton participation in national TCPA (Town & Country Planning Association) project and development of the Air Quality Action Plan.
- A Joint Strategic Framework for Prevention of Substance Misuse and related harm 2017-21 developed across partners. Taking a whole systems response to the problems of alcohol and drug misuse, to achieve desired outcomes spanning health, social care, welfare, community safety and criminal justice. The Safer Stronger Executive Board has oversight of the Strategic Framework and Action Plan, to ensure cross council, CCG and partners' ownership and commitment.
- Children's Services 'Crossing Bridges' Think Family training for adult mental health and children's social care professionals is underway. 20 participants in October 2017 and further 20 participants in Feb 2018 together with Parental Mental Health Awareness training.
- [Merton Dementia Action Alliance](#) (DAA) now meets quarterly with thematic meetings based on the lives of people with dementia including culture, sport and leisure and legal and financial planning. Merton's DAA was the fastest growing London alliance during summer 2017 and now has 62 members.

Priorities for 2018-19

- It is a priority for the HWBB to promote health and social care integration to deliver a better experience and outcomes for residents. Significant work has taken place to establish Merton Health and Care Together (MHCT), with representation from the Council, Merton CCG, and

partners, to agree a work plan for delivery.

- Development of the HWBB will continue with a planned seminar on its role going forward, including the Health and Wellbeing Strategy (HWBS) refresh, in the context of development of the Local Health and Care Plan and wider SWL plans.
- The refreshed Merton HWBS will, from 2019, focus on the wider determinants of health and embed a health in all policies approach across partners, while the Local Health and Care Plan will focus on health and care service delivery, with the two linking closely and being fully complementary.
- It will also be priority for the HWBB to take forward the diabetes strategic framework, building on the engagement done with volunteers, taking a systems wide approach with partners and acting as an exemplar to the approach to tackling long term conditions.

Additional information

- The [Joint Strategic Needs Assessment](#) (JSNA) gives an overview of the health and wellbeing of Merton residents and informs all that the HWBB does. The JSNA and the Merton Story link to [Merton Data](#), launched in January 2018, which pulls together the key sources of data about Merton into one place. The Merton Story is the annual JSNA summary that sets out the headline health and wellbeing needs for Merton residents.

2.2 BETTER OPPORTUNITIES FOR YOUNGSTERS:

Children and Young People Thematic Partnership (Children's Trust Board)

The Children's Trust Board continues to be the vehicle through which partner agencies share responsibility for delivering services to improve outcomes for children and young people in Merton, particularly those vulnerable to poorer outcomes than their peers. Along with Merton's Safeguarding Children Board and Health and Wellbeing Board, the Children's Trust Board sets priorities for children's services and drives service improvements.

Outcome 1: Children and Young Peoples Plan: Deliver early help and improve outcomes for those subject to the effects of disadvantage

- The Ofsted inspection of May 2017 recognised early help services as being outstanding, stating that "Children are protected through an outstanding early help offer and a robust 'front door', to consider which intervention would help them best.... Effective intervention at an early stage is having a positive impact on the number of children who require more specialist support."
- The Children's Trust Partnership has continued to deliver, commission and broker early help services through a range of providers including the voluntary sector, early year's services, schools, CLCH, Merton CCG, the council and other key partners.
- We have launched Merton's Children, Young People and Families Wellbeing Model and partnership approach to promoting and managing the well-being and safeguarding of children and young people with recommendations agreed with Children's Trust and MSCB partnership boards.
- The early help offer provided by Merton's Early Years' service includes strong local partnerships engaging community health services. Our early years provision includes 100% good and outstanding Children's Centres and 97% good and outstanding PVIs. These services have been effective in meeting the needs of the new demands for extended 2, 3 and 4 year old provision.
- Continued to achieve positive progress on outcomes for Theme 1: *Best start in life-early years development and strong educational achievement* within Merton's Health and Wellbeing Strategy including a greater proportion of FSM children achieving a 'Good Level of Development'.
- Continued to deliver the second phase of Merton's Transforming Families programme to support families with multiple and complex needs. Successful working in partnership enabled the turning around of 434 families (achieving Significant and Sustained Progress) as at the end of March 2018. A recent government report placed Merton 7th in London for delivery of the programme, with 36% of families achieving significant and Sustained Progress.

Outcome 2: Children and Young Peoples Plan: Safeguarding children and young people

- The Ofsted inspection conducted in May 2017 demonstrated that children's safeguarding services were Good with Outstanding features. The report contained only four recommendations which were built into an action plan to ensure that they are monitored and effectively implemented.
- Following the refresh of the borough's multi-agency Neglect Strategy, developed a Neglect Tool

to support with embedding effective consideration of neglect within the casework of practitioners, ensuring that it is widely understood. This supports its position as a key cross-cutting issue across the MSCB's three priorities of Think Family, Supporting Adolescents and Early Help.

- Further driven forward the CSE agenda informed by case audits, an improved dataset, a range of awareness training and development across the Children's Trust and robust CSE meetings to which the young person and family are invited to attend. The Multi-Agency Sexual Exploitation (MASE) panel has also strengthened triangulation with children missing from home, care and education.
- Implemented new workflows and processes for MASH, First Response and LAC through the introduction of the MOSAIC case management system, with other processes scoped for future implementation.
- Continued roll-out of the Signs of Safety (SoS) model and other tools to start embedding a new practice model and engage more effectively with children and families.

Outcome 3: Children and Young Peoples Plan: Looked After Children and Care Leavers

- Strengthened processes and procedures in relation to legal planning meetings, in-house parenting assessments, expert assessments and Family Group Conferences. Continued focus on court proceeding timeliness with at the year end only 19 cases exceeding the 26 week timescale (ahead of the national benchmark) whilst continuing to ensure a more joined up approach, clearer accountability and effective working across services and teams.
- Continued to deliver a successful marketing and recruitment campaign to recruit in-house foster carers, along with events and training to support the retention of existing foster carers. This resulted in the recruitment of 11 in 2017-18 within our target groups, with further applications still being processed which will feed through in 2018-19. Timescales have continued to reduce for the assessment of foster carers and applications are being sought for those wanting to foster the increasing number of asylum seekers.
- Sustained significant progress made with regard to the timeliness of adoptive placements as a result of good quality cross service working and increased scrutiny in case monitoring, improving the 3-year rolling average of time between a child entering care and moving in with its adoptive family to 531 days (2013-16) from 685 (2010-13), with a provisional rate of 393 days for 2014-17.
- Following the Ofsted inspection last summer, new processes have been implemented to ensure the timely and effective dissemination of health reviews and information for looked after children and care leavers.

Outcome 4: Children and Young Peoples Plan: Closing the gap in educational outcomes and opportunity

- 93% of all Merton Schools are graded Good or Outstanding by Ofsted, this places 95% of all pupils in Merton in good or better schools. This means that no schools inspected over the last year have seen a drop in their rating.
- Continued support, challenge and regular monitoring for individual, identified schools to further

improve outcomes for disadvantaged pupils, including those with SEN, to ensure that strategies to raise attainment and narrow the gap are strong and evidence-based, enabling further intensive targeted work to be undertaken where necessary, working closely with the newly established Merton Strategic School Effectiveness Partnership.

- Effective operation of the multi-agency Children Missing Education (CME) panel to monitor both CME and those vulnerable to CME cohorts with the most recent QA report highlighting, that 89% of all cases heard at a CME panel are back on roll within one term.
- Consultation successfully concluded and approval given for the opening of a new secondary school in Wimbledon for Autumn 2018, initially in a temporary site whilst the permanent building is constructed, ensuring sufficient capacity with Merton schools.
- Drafted plans to support the further increase in provision and sufficiency of local SEN places, particularly in response to the continued rise in ASD and SEMH.

Outcome 5: Children and Young Peoples Plan: Engage and enable young people to achieve better outcomes

- Continued to reduce numbers of First-Time Entrants and improve the rate of re-offending, whilst also getting 80-90% of young people into Employment, Training or Education at the end of their order (compared to 40-50% in London or nationally).
- Continued delivery of the NEET / RPA action plan and coordinated work across services such as My Futures, Transforming Families and the YOT to increase the economic prospects for vulnerable groups. Proportions of young people who are NEET, or whose status is not known, fell again in 2017-18 and continue to be better than national averages.
- Implemented new commissioned services during the year, focusing on the priority groups of: children missing from home or care; children at risk of sexual exploitation; advocacy for children on CP Plans / LAC / Care Leavers; young carers; and children with disabilities.
- Increased the focus on Gangs and County Lines to have robust analysis / mapping, raise awareness and create a whole partnership response linked to our contextual safeguarding, CSE and VAWG work.

Outcome 6: Children and Young Peoples Plan: Children with Special Educational Needs and Disabilities

- The Local Offer has been refreshed with input from parents to ensure that it meets their needs, is easy to navigate and contains the correct information. It also incorporates the CAMHS Local Offer and signposts to other public and voluntary sector provision.
- Sustained a focus on achieving greater independence for young people with SEN or disabilities through early planning for transitions, including those who will not meet thresholds for adult services, to ensure effective preparation for adulthood.
- Reconfigured roles, increased capacity and streamlined business processes through use of the SEN Implementation Grant to ensure that SEN Statements were converted to EHC Plans within the timescales, resulting in all except 19 being converted ahead of the 31st March 2018 deadline, despite a large increase in the number of EHCPs (over 1,500 throughout the fourth quarter).

- Established a multi-agency SEN Reforms Implementation Group and refreshed the SEN Needs Analysis to ensure that statutory partners are working collaboratively on implementation of the reforms and to oversee development of a self-evaluation against new Ofsted multi-agency inspection framework.
- Supported health colleagues with the development and engagement around Merton's Autistic Spectrum Disorder (ASDA) strategy, taking a holistic approach, gaining the views of children, young people and families where ASD is a part of their lives.

Priorities for 2018-19

- Refresh of the Children and Young People's Plan for the period 2019-22, ensuring that it reflects current and emerging priorities, drives innovation, efficiency and productivity through working effectively across the partnership and has the voice of the child at the centre of its development and priorities. Supporting a review and development of the Children's Trust User Voice Strategy for 2019-22 to continue to promote and embed the views and participation of service users in future working practices and priorities.
- Develop plans and get agreement for the new partnership to be successor to the MSCB, ensuring that it is ready for implementation from 1st April 2019; to lead implementation and embedding of the Think Family approach across the borough, making full use of the wider partnership membership; maintaining and enhancing a multi-agency focus on neglect.
- Continue to embed the Merton's Practice Model aligned with the Think Family approach using collaborative tools to provide holistic and responsive services, effectively assessing and managing risk to improve outcomes for our children and families underpinned by new working practices and robust reporting and case management following implementation of Mosaic.

Additional information

- Over the course of the next year, much of the activity will be around refresh of the Children and Young People's Plan, to create a new plan for the period 2019-22 and establishment of new partnership arrangements to succeed the MSCB from April 2019. Both of these are large pieces of work of huge strategic importance in continuing to deliver for and improve the opportunities for children and young people within the borough.

2.3 KEEPING MERTON MOVING:

SUSTAINABLE COMMUNITIES & TRANSPORT PARTNERSHIP

The purpose of the Sustainable Communities and Transport Theme Group is to work in partnership to create a more sustainable borough, one which is less reliant on fossil fuel and which reduces its negative impact on the environment and climate change in particular. The Board promotes investment into the borough to create new jobs as well as looking to improve skills levels and the capacity of residents to benefit from these jobs and those across the region. The Board seeks to improve the condition and supply of housing including affordable housing. The Board works to promote the development of sustainable transport particularly active transport [cycling and walking] as well as public transport in and around Merton.

Outcome 1: % reduction in number of JSA Claimants at Mitcham JCP

Merton's Jobseekers allowance (JSA) claimant count is 1.8% as of April 2018 compared to 1.7% in March 2017 (Source – DWP claimant count). Comparable data for London: 2.2% in April 2018; 2.0% March 2017).

% is the number of claimants as a proportion of resident population of area aged 16-64. Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

Outcome 2: Apprenticeships – placements in year

The Economic Development Strategy Refresh has been delivered. No funds have been agreed for activities this year and there is no planned skills and employment support for Merton businesses going forward.

Merton - the Employer

The Government has set public sector targets for apprentice "new starts" based on 2.3% of the workforce over the period 1 April 2017 to 31 March 2021. Based on April 2017 workforce data this equates to 38 for Merton Council and a further 61 in our schools - total 99 new apprentices on average over the 4 year period. Up to May 2018 we have had 23 levy-funded apprentice "new starts" (in addition to 19 existing apprentices at the beginning of the period) with a further 35 advertised to start within the next two months.

Merton Council's HR division manages the LBM employed apprenticeships program.

Outcome 3: Number of people employed through Employability schemes

The Economic Development Strategy Refresh has been delivered. No funds have been agreed for activities this year and there is no planned skills and employment support for Merton businesses going forward. However, the Economic Wellbeing Group maintains a record of programmes being delivered via an Indicator Set.

Outcome 4: No. of clients accessing employment and skills initiatives who have received financial guidance

The partners of the SCTP's Economic Wellbeing Group provide information on employment and skills programmes being delivered. It is not possible to provide a definitive number of residents who have been supported specifically with financial guidance as many of the programmes will be providing complex needs support and some clients will have been supported by more than one partner. There are a number of programmes on offer with specific activities around finances including:

Citizens Advice Merton and Clarion supported 18 Clarion residents with financial advice/support.

Money Buddy: An online e-learning course modelled on digital champions. Learners are led by a Money Buddy narrator. There are 6 x 30 mins modules covering subjects such as savings, budgeting, how to get financial advice. The programme is for 18-64 year olds who want to improve their money skills. It is about to relaunch but will be targeted at residents who are going through moments of change that impact their finances, e.g. starting a new job, or moving house. It is not suitable for residents already in financial crisis.

Guideline: Previously provided by Affinity Sutton now Clarion. This is a helpline for all residents with questions and needs around support toward employment

Better Working Futures: The Work and Health Programme (replacing the work Programme) WHP commissioned via SLP to Reed in Partnership. Employment Advisers helping people into work. Also provides personal advice and guidance, skills training and health support. 1. People with a disability and/or health condition (voluntary) 2. Early Access Disadvantaged Groups (voluntary) 3. Long-term Unemployed (mandatory).

Prevista: Deliver an ESF match funded (via London Councils) employability programme supporting economically inactive. Providing support through 6+ hours of engagement (IAG, job search, mentoring, training) undertaking a work placement / volunteering. Prevista was awarded the contract in December 2017 and began delivering from January 2018. Support is provided for 19-25 year olds unemployed for more than 6 months and for over 25 year olds unemployed for 12 months. Figures are still being collected but as of May 2018:

- 40-45 enrolments
- 10 have passed work focused qualifications (forklift licenses, SIA badges, CSCS cards)
- 9 into employment (Primark, McDonalds, M&S, V&A Museum)
- 0 sustained for 6 months so far. The first ones are due in July

Commonside financial support programme: aiming to support 40 Clarion tenants and resident with financial literacy. This complements the Money Buddy tool. Currently supported 2017/18: Q1 3 people; Q2 4 people; Q3 6 people; Q4 2 people: Total 15 residents supported.

These clients are referred by Clarion course organisers and rent officers, with their agreement, to

sort urgent and not so urgent financial issues connected to: Housing Benefit, JSA, Universal Credit, health-related benefits. Commonsense also give some advice about training, careers, housing, income maximisation, health, diet etc.

Confidential face to face support meetings offered. Clients are then signed up to the Step Forward programme so that we can store their data safely, and see them for 2 or three sessions.

When needed, clients are referred to South West London Law Centres for free legal advice (e.g. relating to debt, housing) – legal advisers visit the Commonsense Trust monthly to offer this additional advice by appointment. Overall the aim of the Commonsense support is to get these people out of immediate difficulties and to a point where they can manage their own finances without our help. Commonsense are successful in approx. 80% of cases (within three months).

Merton Centre for Independent Living (MCIL): Offers an accredited advice and advocacy service to local Deaf and Disabled People on:

- Benefits, including representation
- Budgeting and basic money advice
- Community Care
- Health
- Housing

Expected to deliver over 1,000 sessions of 1:1 Advice and Advocacy in 2017/18 supporting financial resilience, improving quality of life and increasing choice and control. Services are free.

Pollards Hill Regeneration: United Living Group has been appointed by Moat to deliver a £35m regeneration and development scheme at Pollards Hill. The proposal includes a social impact commitment to up-skill and employ local people. **London Youth Support Trust** is involved in the refurbishment of 10 garages at Pollards Hill, providing affordable space to set up businesses and support with business management.

Priorities for 2018-19

- Development of new homes
- Bids for external funding support to benefit Merton's residents and businesses (for all matters connected to sustainable communities)
- Additional priorities may be added once formal agreement of the Sustainable Communities and Transport Partnership review recommendations are discussed at the next Sustainable Communities and Transport Partnership meeting on 07/06/2018.

Additional information

In December 2017, the Sustainable Communities and Transport Board of the Merton Partnership, agreed to undertake a review of its operations. Sarah Tanburn Associates was commissioned to

undertake this project.

The Board's commitment to collaboration and partnership informed the review and from this presented recommendations for the future ways of working to:

- Prioritise the work of the Board and review annually
- Adopt four priorities till May 2019
- Value and be effective at networking
- Adopt clear ways of working and formalities
- Take specific reports at the next meeting of the Board

The Board agreed that the criteria will be reviewed regularly but for the coming year 2018/19 these were set as:

- National/regional context and targets
- Challenges that keep getting left on the 'too hard' pile
- Only solved by collaboration and dismantling barriers
- Joint impact across sectors (exemplified by more active transport)
- Good timing and opportunities
- Actions which really bridge the gap
- Deliverability and alignment with other work within a reasonable timescale

The review has recommended priorities for 2018-2019 are:

1. Increase the supply of jobs and improve skills
2. Promote a cleaner environment and reduce waste consigned to landfill
3. Increase the use of public and active transport in the borough
4. Build social capital, connecting neighbourhoods and communities to grow resilience and self-reliance

2.4 BEING SAFE AND STRONG:

SAFER STRONGER STRATEGY GROUP

The Safer and Stronger Strategy Group performs the role of the community safety partnership for Merton and leads on the community safety and community cohesion agenda on behalf of the Merton Partnership.

Outcome 1: Domestic Burglary and IOM – Burglary remains one of the single biggest concerns for our residents and as such will remain as a strategic priority.

Burglary

- A challenging year caused by Home Office counting laws changing bringing non burglary dwelling i.e. shed burglary, into the same criteria as residential burglary. However much has been done to tackle this issue over the year
- Neighbourhood Watch continues to promote their service and work is ongoing with local Police teams to set up new watches across the borough. We have in excess of 30,000 watch members currently signed up to Merton's neighbourhood watch scheme
- Met Trace continues to be rolled out across the borough. Police, to the highest burglary areas (not necessarily wards but super output areas), deliver met Trace. Challenges have been faced with residents taking up the offer of this free service
- Super Cocooning is taking place following burglaries where 10 properties (either side of that burgled) are leafleted and crime prevention advice provided
- Crime prevention messages from across the partnership have been distributed to help inform residents as to how they can keep them and their property safe.

IOM (Integrated Offender Management)

- A snap shot analytical profile was written based on the IOM cohort in March 2017. The aim of the profile was to assess the needs of the cohort. Ongoing monitoring of the IOM cohort continues.
- The IOM panel meetings continue to meet on a monthly basis.
- The Merton Offenders Board has now been established which looks at how the partnership manages all offenders 18yrs+ and looks at transition issues (i.e. those moving from youth offending cohort to adult offending cohorts)
- Merton maintains its cohort size to a maximum 40 clients due to resource and capacity challenges. The work on IOM will change in the next few months due to the Police merger.

Outcome 2: Local Alcohol Action Areas (LAAA's) and Public Space Protection Orders (PSPO's). PSPO's will replace the current controlled drinking zone in October. The LAAA is a two year Home Office pilot scheme to look at partnership work to tackle alcohol related crime

Public Space Protection Orders

As of the 21st of October, PSPOs replaced the borough wide controlled drinking zone and have incorporated additional powers including dog control orders. The prohibitions for street drinking will remain as they currently are with police having the powers to cease, confiscate or direct the draining of alcohol vessels where ASB is, or is likely to be, present. The powers to enforce are at officer's discretion that means that we can intervene to those in most need of behaviour change.

We are currently in the process of establishing a performance framework for the PSPO. This framework will allow us to capture both qualitative and quantitative outcomes to ensure we can evidence the enforcement levels, resident perception levels and health related impacts on those whom have alcohol dependency needs which result in them drinking to excess in the public domain.

Local Alcohol Action Areas

Merton was successful in its application to become a phase two area, in the Home Office's LAAA Programme. The aims of the programme are to prevent alcohol related crime and disorder, reduce alcohol-related health harms and to generate economic growth by creating a vibrant and diverse night-time economy. The LAAA areas in Merton are focused around Wimbledon and Mitcham Town Centres and the main driver is to "prevent alcohol-related crime and disorder". An action plan has been established and work is ongoing. Key achievements from this work:

- 100% of all on-license premises in Wimbledon now signed up to Ask Angela
- 95% of all on-license premises across the borough signed up to Ask Angela
- Street pastors more engaged and tasked
- Christmas pilot saw improved, and subsequently sustained, conversations and information sharing between CCTV, Police and Wimbledon night time economy businesses whom use the radio scheme
- Visit by Amy Lane, MOPAC night time tsar.

Outcome 3: Theft of Powered Two Wheelers.

Met-wide roll out of Operation Venice, which focuses on "Prevention" through crime prevention messages, "Protection" through ANPR operation and social media campaigns, "Prepare" through reassurance to the local community and work with the manufacturing industry to improve security measures and Pro-active through collecting intelligence, evidence and offender management.

Rolling 12 months data saw reductions in theft of powered two wheelers by some 43% in Merton. This was achieved by working to the London wide plans as well as local interventions:

- Locally there have been two call-ins and CPN's have been issued as well as targeted, intelligence led patrols and operations in known hotspot areas.
- Joint operations with neighbouring boroughs.
- CCTV tasking's
- Collaborative purchases and distribution of crime prevention tools i.e. bike locks
- Increased crime prevention messaging via targeted intervention.

Outcome 4: Priority Areas – Work to address geographically based challenges via formal problem solving approaches. **Wimbledon Park Ward**

- A ward profile was written and disseminated amongst key partners working on the ward.
- An action plan of key work was written and a partnership group set up to action and monitor the work contained in the plan. The action plan is a two-year plan that seeks to improve engagement with the local community including identifying vulnerable residents and offering crime prevention advice, audit CCTV in the ward, develop links with contractors to protect council assets, actively target offenders and to work in partnership with statutory partners and businesses to design out crime on the ward.

- Neighbourhood Watch have actively worked in the area and with the local Police team in the ward to increase watches in the area.
- CCTV has been utilised in key strategic locations, this will continue to be monitored for the next six months and then an evaluation will be undertaken.
- Partnership problem solving at key sites.

Outcome 5: MOPAC (Mayor's Office for Policing and Crime) priorities that we will need to address in partnership at a borough level

- Neighbourhood Policing
- Safeguarding children and young people
- Improving criminal justice system for victims
- Violence against women and girls
- Tackling hate crime and extremism in all its forms

• Neighbourhood Policing

Oversight of rollout of 2x DWOs and 1x PCSO per ward

Oversight of neighbourhood policing priorities

Working with Police and partners to “manage” consultation in regard Wimbledon Police station closure

Working to empower and support communities to hold police to account c/o Safer Neighbourhood Board

• Safeguarding children and young people

Work within the community safety partnership arena included significant investment, with CSF colleagues, around Serious youth violence including knife crime and gangs

Work with the partnership to raise awareness of county lines has been undertaken with discussions at SSE, MSCB and the Merton Partnership Exec. More work is required in the coming year

• Improving criminal justice system for victims

An emerging area of work. Head of Safer Merton sits on a London wide, MOPAC managed Victims Board which is looking at this element of work

The role for the HoS is to represent all 32 London borough Community Safety Partnerships

• Violence against women and girls

Continued delivery of four year strategy

Several large scale communications campaigns

Deep dive review into how LBMs commissioned services meet the needs of victims (within domestic violence)

• Tackling hate crime and extremism in all its forms

Year one of hate crime strategy delivered

Third sector continue to support and lead in hate crime work

Presentation of hate crime work to O&S panel

Redesign and relaunch of hate crime webpages, hate crime information and service leaflet

Delivery of successful community engagement week in Autumn 2017 c/o hate crime awareness week.

Priorities for 2018-19

Strategic assessment priorities (local priorities)

- Theft of Motor Vehicle
- Burglary

MOPAC priorities

- Neighbourhood policing [Crime Dashboard](#)
- Keeping children and young people safe [Gang Crime and Serious Youth Violence Dashboard](#)
- Tackling violence against women and girls [Domestic and Sexual Violence Dashboard](#)
- The criminal justice system that works for London [Criminal Justice Timeliness Dashboard](#)
- Standing together against hate, extremism and terror in all its forms [Hate Crime Dashboard](#)
- ASB

Additional information

Over the next 12 months the key challenges and changes which the Community Safety Partnership, and Safer Merton service, will work to oversee include

- **Police Borough Command Unit (BCU) merger.**

Going live on 23 May the boroughs of Wandsworth, Merton, Kingston and Richmond will merge for police colleagues creating the South West BCU. There is much work to be completed in readiness for this merge, throughout the transition period (until 31 August) and beyond to ensure that there is no negative impact seen on Merton's residents.

- As part of the BCU merger the community safety partnership will monitor two key PIs:
 - 1) Police response times
 - 2) Community confidence levels

The rationalisation for choosing such priorities is that these two areas of concern saw the biggest negative impacts in the two pathfinder areas

- **Police station closure (Wimbledon)**

Currently subject to judicial review proceedings the closure, if JR fails, will need to be managed carefully with communities as the Police 24/7 front counter service moves to Mitcham. This closure is a result of the Met Police needing to make some £400m of savings and MOPAC engagement strategy consultation

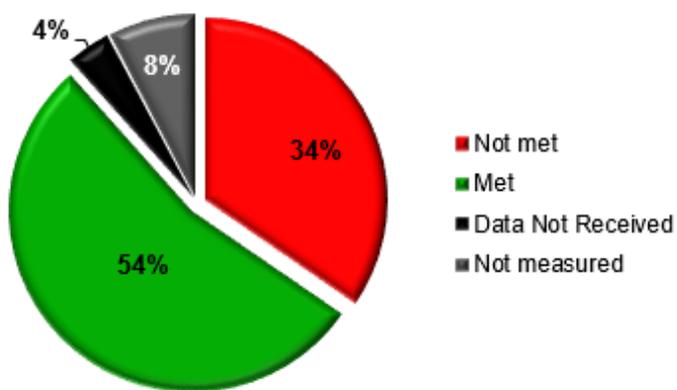
- **CCTV move to Safer Merton**

Summer 2018 will see the councils public realm CCTV service move back to Safer Merton. The move will bring CCTV back into the Community Safety Partnership which will provide additional capacity, tasking ability to the partnership assisting the continued work, and investment, in crime prevention and identification.

3. PERFORMANCE 2017-18

Overall Year End Performance 2017-18

- 3.1 Performance for 2017-18 has been reviewed against the Merton Partnership’s agreed suite of 26 performance indicators.
- 3.2 Of the 26 indicators, 14 (54%) met their target, nine (34%) did not meet their target, two (8%) are Not Measured This Period, and one (4%) has not provided Year End data.



Comparative year on year performance

- 3.3 Measures achieving or exceeding target for 2017-18 increased by 8% overall compared to 2016-17, while measures not achieving their targets increased by 7% overall. There was an decrease in the number of indicators which were recorded as Not Measured This Period” (from 12% to 8%) and a decrease in the number of Data Not Received indicators (from 15% to 4%). Overall, there has been a sustained improvement in overall performance.

Result	2016-17	%	2017-18	%	Trend
Target achieved	12	46%	14	54%	↑
Target not achieved	7	27%	9	34%	↓
Not Measured This Period	3	12%	2	8%	↑
Data Not Received	4	15%	1	4%	↑
No target for this measure	0	0%	0	0%	-