

Priority Area	Key activity	Performance Measure	Department/Division	Update
<b>Equality Objective 1- Tackling inequality</b>				
<b>1.1 Schools attainment - improving attainment levels for all and narrowing the gap in achievements for some groups</b>				
1.1.1 Deliver support to schools to narrow gaps in progress and achievement.	Deliver training, and provide support, including pupil tracking, to improve the progress and outcomes of all pupils, including those from target groups: those from Black and minority ethnic groups (BME), Pupil Premium (those eligible for free school meals and Looked After Children), non stated pupils with Special Educational Needs, and LAC.	Key stage progress measures for target groups. Key stage outcomes for target groups.	Children Schools and Families - Merton School Improvement	<p>Performance data - 2012/13 academic year.</p> <p><b>Key stage 2</b> – Expected progress for pupil premium pupils is above national for all subjects (reading writing and maths), and 68% attained expected level at key stage 2 compared to 63% nationally. Attainment and progress for LAC in Merton schools exceeds national. -BME pupils achieved above national for their ethnic group in all progress and attainment levels, with the exception of Black pupils who are behind the national for progress in maths (87% compared to 89%) and for key stage 2 attainment (72% compared to 73%), and ‘mixed’ pupils who are behind national for the latter (73% compared to 77%).</p> <p><b>Key stage 4</b> – Expected progress, and attainment of 5+GCSEs A*-C, is above national for pupil premium pupils and LAC. Non- stated pupils’ (School Action) progress and attainment is above national groups. BME pupils’ attainment is above national for their ethnic group, with the exception of Black pupils where</p>

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				56% compared to 58% nationally achieved 5+GCSEs A*-C. The CSF Department equalities plan for the coming year is being drafted; Black pupils and Pupil Premium pupils will remain a focus of targeted work.
<b>1.2 Improving outcomes - targeting services to improve the outcomes for those most in need.</b>				
1.2.1 Continue to develop a spectrum of short break provision for children and young people with SEND/challenging behaviour.	Continue to commission and contract manage service providers ensuring that provision has the capacity to meet the range of needs of Merton's disabled children and young people, from moderate to severe.	Take up of short breaks.	Children Schools and Families Special Educational Needs and Disabilities Integrated Service.	Work in 13/14 has focused on developing and updating the written statement of short breaks offer and preparation for the offer of personal budgets from April 2014. The team has managed to ensure improved take-up of the on site service at Cricket Green Special School by Tamil parents. Equalities work is now focusing on a needs analysis of provision segmenting take up by 'race' and by type of disability.  December 2013 data: 459 children and young people participated in a commissioned short break; this equates to 1361 activities/contacts.
1.2.2 Monitor data to improve inclusion or performance of specific groups of learners.	Review data on achievement and provide support to under-performing groups in order to bridge the gap.	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	Data will be captured within the end of academic year self assessment report.

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	Review data on protected characteristics that are collected and reported on and measure against targets set. Address any imbalance.			
1.2.3 Discuss community issues / relations in respect of harassment and hate crimes in safeguarding meetings.	Discuss the gathering of information for those protected characteristics currently not recorded and identify the best way forward.	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	MAE support service group to discuss / capture at monthly meetings.
1.2.4 Develop courses to challenge typical stereotyping and market appropriately i.e. Men in the Kitchen – encouraging men to take up childcare courses and women into woodwork etc	<p>Monitor support (ALS or other) provided for learners and measure impact through learner achievement.</p> <p>Set challenging goals across departments and monitor results.</p> <p>Review Census results data and how our community is</p>	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	Curriculum framework being developed for the 14/15 academic year due to be completed by July 2014.

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	reflected.  Discuss performance in equality meetings and action plan for renewed activity if not being met.			
1.2.5 Collection of customer profile data (e.g. ethnicity) at point of referral	Inputting appropriate information onto initial contacts and analysis of information	Numbers and profiles of customers being referred for assessments will be known and inequalities highlighted	Community and Housing – Access and Assessment	A baseline for current performance is to be established and monitoring will be put in place to demonstrate improvement.
1.2.6 Merton Employment team to undertake some equality analysis of referrals for the past 12 months. Especially with regard to age, gender and race.	The analysed data will be used to identify groups that are currently being underrepresented or not being referred for employment opportunities	Increased marketing and referral for employment opportunities, for the identified groups.	Community and Housing - Direct Provision	Initial indications show an under-representation of females and BME groups.
1.2.7 Assess extent to which providers meet the requirements	Use of contract monitoring tools (such as audit visits and customer surveys) to	Appropriate services are available to all customers	Community and Housing - Commissioning /Procurement	On-going

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of customers from all equality groups	evaluate contract compliance and implement provider improvement plans where necessary.	including those from specific equality groups		
1.2.8 Ensure that equality issues are appropriately considered in each tender evaluation process	Assessment of bidders for minimum compliance to equalities requirements at the evaluation stage.	Compliance to minimum tender equality evaluation requirements.	Community and Housing - Commissioning /Procurement	On-going
1.2.9 An Equality Analysis (EA) to be completed for all procured services	If appropriate, a Method Statement to be devised specifically to the service relating to the outcomes of the EA and this to be evaluated according to an agreed evaluation criteria	Method Statement submission to be evaluated in line with the pre-determined tender evaluation matrix.	Community and Housing - Commissioning /Procurement	From April 2014
1.2.10 Improve availability of specialist providers for complex and challenging customers	Identify providers who can meet the needs of customers, conduct a market research/development exercise, with possibility to move to contracted services	Create own local indicators to measure improved service to complex and challenging customers	Community and Housing – Commissioning Brokerage	Ongoing market development work in progress to identify new providers and negotiate cost.
1.2.11	Brokerage to enter	A single tariff for	Community and Housing –	Negotiations completed with BME day

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Standardise charges for day services between Direct Payments and commissioned day services for BME customers	into negotiations with providers to establish a consistent tariff for this service	day services for BME customers, whether they are council commissioned or Direct Payments	Commissioning Brokerage	services to reduce daily rate to £31.37 for commissioned service only. Providers currently not willing to honour reduction via Direct Payments.
1.2.12 Tackle inequality through organisational commitment and responsive services	<p>Equality objectives to be included in new Homelessness Strategy.</p> <p>Meet the required standard for the Customer Service Excellence (CSE) Accreditation's equality strand</p> <p>Monitor equality outcomes of Housing Strategy, Homelessness Strategy, Tenancy Strategy, and other strategy action plans e.g. Affordable Warmth, Older People</p> <p>Monitor equality outcomes for projects – MASH and A10 Project</p> <p>Maximise development</p>	<p>Equality objectives set</p> <p>CSE standard met</p> <p>Equality outcomes highlighted in action plan monitoring reports</p> <p>Project outcomes analysed by equality categories</p> <p>Monitor completions</p> <p>RDS viewings monitored by</p>	Community and Housing - Housing	<p>Review of Homelessness Strategy currently underway and equality objectives being developed.</p> <p>Achieved CSE Accreditation in 2013.</p> <p>Outcomes of strategies monitored annually.</p> <p>Monitoring of projects completed.</p> <p>All housing developments are required to meet targets of 100% Life Time Homes &amp; 10% wheelchair accessible.</p> <p>Completed</p>

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	of wheelchair accessible units and Life Time Homes Record all RDS viewings by equality categories to enable equality monitoring of RDS outcomes	equality categories		
1.2.13 Improve reading attainment levels for all Merton Primary School children	Roll out the Schools and libraries Reading initiative to all schools by July 2014.	95% of children in Merton Primary Schools are active users of their local library	Community and Housing - Libraries and Heritage Service	Implemented in 26 schools with 9826 children signed up and actively using their local library. Further roll out is planned in the coming months.
1.2.14 To ensure National Child Measurement Programme (NCMP) data is used to inform and target resources for tackling obesity	To ensure that commissioned services and other programmes to reduce obesity are effectively targeting those in need  To produce a report identifying areas and schools with highest need	Monitor uptake of weight management services amongst those families with highest need	Community and Housing – Public Health	Reports to Children’s Trust Board and Health and Wellbeing Board. Data used to target Healthy Schools. Data also to be used to prioritise re-commissioning of Children’s Weight Management Services 2014/15.
1.2.15	Managing the delivery of drugs services and	As defined by the planning grids	Environment and Regeneration - Safer Merton	Services continue to be delivered to a high standard and this service will

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	ensuring high quality interventions	and performance targets set for the project		revert to Public Health (PH) in April 2014 when this action will become the domain of PH.
1.2.16	Ensuring equal access and services for those experiencing domestic abuse	As defined in the Domestic Violence (DV) action plan for the SM partnership	Environment and Regeneration - Safer Merton	Currently there is an audit commissioned to review services to DV victims across the council and partnership this in turn will improve the offer of services to victims.
1.2.17 increase the independence and mobility of disabled people by improving accessibility in the public realm in Merton	Progress issues identified by the Corporate Public Transport Liaison Group meetings Ensure that all new development complies with mobility requirements in respect of Planning and Building Control	TBC	Environment and Regeneration - TBC	All public transport providers are invited to this meeting and we use that to ensure they are informed of any issues.  We are currently trying to raise the priority for disabled access to Raynes Park and Motspur park stations with Network Rail.
<b>1.3 Anti-poverty initiatives</b>				
1.3.1 Increase take up of children's centre services by families (with 0-4 year olds) from 30% most deprived areas.	-Improve completion of parenting programmes, and take-up of children's centre services and early years provision, by the most needy families through targeted outreach.  -Continue to roll out	-Increase take up of children's centres services by target families.  -Increase the proportion of parents completing parenting	Children Schools and Families - Early Years and Children's Centres Service.	December 2013 data shows the following:  -Take up of children's centre services by families from areas of deprivation is 68.5%, this is well placed to meet the end of year target  -Of parents taking an evidence based parenting programme 75% completed the course. This is well placed to



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	strategy for funded childcare places for identified 2 year olds	programmes.  -Ensure good take up of 2 year old places.		meet the end of year target.  -Take up of two year old funded nursery places is 413.
<b>1.4 Health inequality - reducing health inequality and the issues affecting particular communities</b>				
1.4.1 Develop a network of community champions who will work within existing voluntary sector groups (with a focus on the East) to support residents to lead healthy lifestyles.	Work with HRCH (LiveWell provider) to commission Merton Voluntary Services Council to deliver health champion programme, train 25 health champions and increase the number of residents from East Merton accessing health improvement services.	Contract signed 25 health champions in place and number of residents engaged.	Community & Housing -Public Health	The first cohort of groups are now being approached to take part in the programme, with training due to take place before the end of March 2014.
1.4.2 Introduce a more targeted approach to the NHS Health Check programme which gives priority to vulnerable groups at increased risk of cardiovascular	Plans to procure a software solution which will identify and invite eligible patients from vulnerable groups to have a check first over a rolling period	Software with this capacity procured and installed onto Providers systems  GPs prioritise and provide NHS health checks for residents who	Community and Housing – Public Health	Proposal for software solution submitted to Local Medical Committee.

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disease.		meet prioritisation criteria		
1.4.3 To develop a Healthy Schools Programme targeting school clusters in areas of highest deprivation	To develop and commission a programme of practical support to schools in East Merton to deliver a range of Healthy Schools prevention activities.	Monitor uptake of weight management services amongst those families with highest need	Community and Housing – Public Health	Agreed to commission to co-create with schools and partners a programme for 2014/15. Commissioning an obesity prevention programme for 20 schools in East Merton.
<b>1.5 Economic development – supporting business during the economic recession and encourage economic growth</b>				
1.5.1	Implement the Economic Development Strategy	As defined by the action plan referenced in the Economic Development Strategy	Environment and Regeneration – Future Merton	Work is on going in line with the strategy Reviewed at the sustainable communities board.
<b>1.6 Access to employment - developing the Employment and Skills plan</b>				
1.6.1	Implement the Employment Skills Plan	As defined by the action plan referenced in the Employment Skills Plan	Environment and Regeneration – Future Merton	Work is on going in line with the strategy Reviewed at the sustainable communities board.
<b>Equality Objective 2 - Service Access</b>				
<b>2.1 Undertaking Equality Analysis (EA) and targeting the gaps identified</b>				
2.1.1 Increase the number and range of in house	Increase capacity and local placement choice to meet the	Recruit 3 x carer households for target group per	Children Schools and Families - Access to Resources Team.	Q3 data shows that 6 carer households have been approved this year, and 3 of these are for target

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local foster carers, as identified by the LAC sufficiency assessment (2012-15).	needs of older children and teenagers.  Target recruitment of carers from an Asian background.	year  Recruit at least 1 x Asian carer household per year.		groups, which meets the end of year target.  In addition we are on target to recruit 16 carer households overall by the end of the year.
2.1.2	All Heads of Service will ensure that EAs lead to equality of service delivery	All reviews to be held at DMT each October prior to the new savings code commencement	All departments - Heads of Service across	EAs are being undertaken where appropriate.
2.1.3 Explore setting up service level agreements to secure regular placements with child minders, nurseries and other childcare providers to support learners with childcare needs.	Discuss with childcare settings who supply work experience placements for our existing courses	Achievement and completion of learners	Community and Housing – Merton Adult Education (MAE)	Achievement and completion of learners  In communication with one local nursery and in process of contacting NCMA for contact details of local childminders.  Dyslexia tutor has identified different resources to be used in classroom. i.e. materials to use for learners with dyslexia – different coloured card slide rules etc.
2.1.4 Promotion and awareness raising of equipment and	Practical demonstration and Classroom observations	Increased use of resources and learner success.	Community and Housing – Merton Adult Education (MAE)	Increased use of resources and learner success.

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resources available to support additional learning needs	Promote in staff briefing (newsletter)			
2.1.5 Collection of customer profile data re those receiving social care assessments	Analysis of numbers of assessments carried out for different groups of clients (e.g. BME, different parts of the borough)	Increased assessments of the harder to reach client groups/parts of the borough	Community and Housing - Access and Assessment	Increased assessments of the harder to reach client groups/parts of the borough  Need to establish baseline for current performance and monitoring for future improved performance.
2.1.6 Analyse outcomes of all nomination panels by equality client group for Supported Living service.	The outcomes for the past 12 months need to be collated.	The outcomes for the past 12 months need to be collated.	Community and Housing – Direct Provision	Work in progress
2.1.7 Ensure that services are accessible to all customers from different equality groups	Review of any formal & informal complaints received related to equalities and implement provider improvement plans where necessary	Increased uptake of services by customers from all equality groups	Community and Housing – Commissioning	On-going
2.1.8 Monitor service access to help ensure equality of	Produce annual equality monitoring report - lettings, supported housing,	Annual report completed and considered by HNMT	Community and Housing - Housing	Annual monitoring report completed and considered by HNMT  Outcomes for Young Persons

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outcomes	<p>intermediate housing, homelessness, RDS, rough sleepers, affordable warmth, and develop actions to address any issues highlighted</p> <p>Analyse outcomes of all nomination panels by equality client group</p> <p>Complete analysis of housing-related Census 2011 data</p> <p>Include equality monitoring of Disabled Facilities Grant (DFG) in annual monitoring report</p>	<p>Annual monitoring report completed</p> <p>Analysis completed</p> <p>DFG outcomes added to annual monitoring report</p>		<p>Nominations Panel completed. Analysis of other panels yet to be completed.</p> <p>Analysis completed</p> <p>DFG outcomes to be added to annual monitoring report</p>
2.1.9 Increase access to libraries among older people and the working age population.	Consult with older people and the working age population to ascertain how we can improve services and better engage with underrepresented	To increase access to library services among under-represented target groups by 10%	Community and Housing - Libraries and Heritage Service	Consultation work scheduled for December 2014. Scoping session with the consultation team planned for April 2014.

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	audiences.			
2.1.10 Gain a greater understanding of the current use and future needs of pharmaceutical service in Merton.	Commission a Pharmaceutical Needs Assessment (PNA) that drives service improvement in Merton pharmacies, including public health commissioned activity e.g. stop smoking services and Emergency Hormonal Contraception and Chlamydia		Community and Housing – Public Health	An organisation has now been appointed, with the first PNA steering group to take place early March 2014.
2.1.11 Development and expansion of existing sexual health service in community pharmacies in Merton. Pharmacies will be selected based on their location in the deprived wards.	Commission 2 pharmacies as a pilot to provide a sexual health suite of services to include Emergency Contraception, Chlamydia testing, Chlamydia treatment and condom provision.		Community and Housing – Public Health	Emergency Hormonal Contraception (EHC) Patient Group Directions (PGD) developed and approved. Chlamydia treatment Patient Group Directions (PGD) in process of being developed.
2.1.12 Development of	The service is now providing opt out HIV		Community and Housing – Public Health	Conducting a review of CASH (Contraception and Sexual Health)

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Contraception and Sexual Health Service (CASH) provision in Merton.	testing and Chlamydia treatment, thereby offering more patient choice and access.			services to inform future commissioning. Discussions currently underway with Merton CCG and providers to negotiate 2014/15 specification.
2.1.13 Review of school nursing service	To ensure the service specification for school nursing services reflects the needs identified in the review		Community and Housing – Public Health	Discussions currently underway with Merton Clinical Commissioning Group and providers to negotiate 2014/15 specification.
<b>2.2 Business Planning</b>				
2.2.1	Savings all have Equality Analysis	100%	Corporate Services – Business Planning	Savings proposals accompanied by Equality Analysis.
<b>2.3 Prevention and independence (Direct payments)</b>				
2.3.1 Expand the Direct Payment Scheme to include Health Funding	A short life joint health and social care project group will implement personal health budgets via the Merton Direct Payments Team	Numbers of Merton residents receiving health funding via a personal budget	Community and Housing – Access and Assessment	The short life health and social care project group will be established by 14 March 2014.
<b>2.4 Building equality considerations into Public Value Reviews (PVRs)</b>				
2.4.1	PVRs all have Equality Analysis	100%	Corporate Services – Business Improvement	The future of the PVRs is being shaped by the information emerging from services' Target Operating Models. It is likely that this will become a targeted intervention that is deployed only where it adds value over and above the agreed programme of lean service/process

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				reviews. Where it is deployed Equalities Analysis will still be an important element to any resulting implementation plan. In the meantime, three pilot PVRs have been undertaken and each review considered equalities issues as part of the process.
<b>2.5 Building equality considerations into the Commissioning process</b>				
2.5.1 Equality proof Contracts	The evaluation process includes an assessment of equalities	100%	Corporate Services - Commercial Services	Workshop held to brief commissioning and procurement staff on embedding equalities considerations into the procurement process. All contracts include equalities considerations where appropriate and these are assessed at tender evaluation.
2.5.2 Improve outreach work	Hold workshops with Small/Medium Enterprises and BAME organisations to advise on the borough's commissioning process	1 annual event	Corporate Services - Commercial Services	An event is planned for September 2014.
<b>Equality Objective 3 – Improving engagement</b>				
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<b>3.1 Young people – to ensure that the needs of all young people are represented.</b>				
3.1.1 Continue to support and develop	-Continue to support Merton's Youth Parliament and	No of young advisors trained and active.	Children Schools and Families - Youth Inclusion	An additional group of young advisors has been trained in 13/14 to focus on health and well-being matters.



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participation/ governance opportunities for young people age 13-19.	Young Advisors to input into the planning and governance of services for children and young people.	No of members of Merton Youth Parliament.		<p>Another group will be trained by the end of the year. This builds on the work of two other groups of Young Advisors – one which focuses on regeneration work in Mitcham, and one on the borough’s youth volunteering strategy.</p> <p>Merton’s Youth Parliament meets every 2 weeks; there are 40 on roll with 25 regularly attending. This year’s activities have included a formal debate with local council party leaders and local MPs on a range of issues of importance to young people.</p>
3.1.2	Support delivery and development of the Your Shout Group and its contribution to the work of the Transition Partnership Board (TPB).	Your Shout to be represented at all Transition Partnership meetings.	Children Schools and Families - Youth Inclusion	The Your Shout Group continues to meet every month, and has been represented on 2/2 of the Transition Partnership Board meetings this year.
3.1.3	Establish clear and age appropriate material and accessible media to promote membership and attendance of Merton’s Children in Care Council.	Improved levels of participation in Merton’s Children in Care Council.	Children Schools and Families - Permanency, Placements and LAC	<p>Merton’s children in care council has improved the regularity of meetings and over the year have met during every school holiday.</p> <p>In addition the levels of attendance at each meeting has improved.</p> <p>Care leavers are involved in regular activities including independence courses, driving experience, and work</p>

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<p>3.1.4 Increase take up of learner support fund to support childcare costs</p> <p>Meeting the needs of learners with childcare needs via the discretionary learning support grant.</p>	<p>Schedule mini open days taster sessions and engagement in events in communities with under represented</p>	<p>Spending childcare support fund</p>	<p>Community and Housing - MAE</p>	<p>experience,</p> <p>To arrange text message to all eligible learners to inform them of support with childcare costs.</p> <p>New claims being processed due to promotion of childcare support in recent advice and guidance sessions.</p>
<p>3.1.5 To proactively engage young people in the shaping and delivery of library services.</p>	<p>To develop key volunteering roles for young people.</p> <p>To develop and deliver a programme of events for young people.</p>	<p>Ten young volunteers support the delivery of events in libraries.</p> <p>Eight young people events are hosted in libraries across Merton.</p>	<p>Community and Housing – Libraries and Heritage Services</p>	<p>New marketing and events work experience roles have been created and four young people have been recruited to these roles.</p> <p>Three YP events organised and delivered to date.</p> <p>Plans currently underway to deliver a comprehensive programme of YP events including writing, marketing and publishing workshops as well as poetry recitals, celebration events and more.</p>
<p><b>3.2 Disabled people</b></p>				

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3.2.1 All Saints Day centre to undertake an analysis of the stakeholders who use the premises for community events.	Collation of the types of activity and the stakeholders using the centre.	Opportunities could be identified for wider engagement and involvement in activities for hard to reach groups.	Community and housing – Direct Provision	The data is currently being compiled
3.2.2	Conduct a survey of disabled clients' use of transport services, analyse the results to produce an action plan	Annual survey	Environment and Regeneration – Transport Services	We also have Community Plan Transport Group which has reps from Older persons forum and Disability – there is a conference where this will be discussed in March 2014.
<b>3.3 Carers/Links and other groups, Older People</b>				
3.3.1	To ensure that Healthwatch which starts in April 2013 reflects the diverse population of Merton	Contract award and specification 2012-13.	Community and Housing – Public Health	Health Watch launched and reporting regularly on work programme to Health and Wellbeing Board.
<b>3.4 BAME engagement e.g. BAME Governors</b>				
3.4.1	Work in partnership with MUN to ensure BAME engagement embedded in service improvement	BAME Plan link in thematic partnership plans	All Departments – Heads of Service	Where appropriate the priorities identified in the BAME plan have been embedded in partnership plans.
<b>3.5 Voluntary and Community Sector support for engagement</b>				
3.5.1 Ensure that any forum or consultative group has a true representation of the local	Review membership of all existing customer forums	Representation of all groups in the local community within customer forums	Community and Housing - Commissioning	To be incorporated in the Customer Engagement Framework which is being developed for implementation in 2014/15.

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community				
3.5.2 Establish an Adult Social Care Customer Engagement Framework	Detail all customer forums, frequency, membership, aims & objectives, communication channels e.g. social networking	More effective and equitable customer engagement	Community and Housing - Commissioning	This is being developed for implementation in 2014/15.
3.5.3 Ensure actions from the consultation and Engagement Strategy is implemented		Monitored via the Departmental Equalities Group	Community and Housing - Commissioning	On-going
3.5.4 Improve engagement through user consultations & satisfaction surveys	<p>Continue engagement with older people through the Older People's Housing Forum</p> <p>Identify housing and support need of older people</p> <p>Collect equalities data for all satisfaction surveys</p> <p>Analyse Housing Options Survey by equality categories</p> <p>Visit one new</p>	<p>Forum meetings held</p> <p>Needs assessment completed</p> <p>Survey analysed by equality categories</p> <p>Evidence obtained from providers</p> <p>Satisfaction survey completed</p>	Community and Housing - Housing	<p>Forum meetings held</p> <p>Needs assessment scheduled for early 2014-15</p> <p>Data collected</p> <p>Survey analysed by equality categories</p> <p>Evidence obtained from providers</p>

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	housing schemes a year after completion to assess satisfaction			
3.5.5 Forge new partnerships within the community to meet the needs of our learners.	<p>Enhance 'wider participation' and 'bridging the gap' plans to keep abreast of our changing community and their requirements.</p> <p>Gather feedback from partnerships and action / implement changes where needed.</p>	Capture progress via the termly self assessment review process and detail key finding within the annual self assessment report	Community and Housing - MAE	Reviewed current widening participation strategy due to complete by June 2013
3.5.6 Provide updates on the diversity of learners and staff for those protected characteristics currently recorded.	<p>Support a wide range of local community events that bring people from different backgrounds together. Eg Mitcham carnival.</p> <p>Celebrate and inform on a range of subjects in respect of equality and diversity.</p> <p>Improve evidence gathering on partnership work and community cohesion</p>	Capture progress via the termly self assessment review process and detail key finding within the annual self assessment report	Community and Housing - MAE	<p>Established a new CV Fresh start employability project supporting young people living in disadvantaged wards back into work. Since commencement in early Feb have signed up 34 young people, many of whom have secured interviews.</p> <p>Diversity data captured in the annual self assessment report 12-13 academic year report due for completion in March 2014</p>

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	<p>and document in SAR appendices.</p> <p>Gather evidence on balancing diverse and sometimes conflicting interests.</p> <p>Enhance communication of how different groups of learners are able to access learning.</p> <p>Finance work already being done in line with Neighbour Learning for Disadvantaged Communities grant funding guidance.</p> <p>Display posters and informative information across college, and within briefings on subjects such as Black History Month, LGBT week etc.</p>			<p>New ESOL and Health courses being developed due to be launched in April with courses taking place out in the community including at the Morden Mosque.</p>

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3.5.7 Work with Health Watch to consult on all Public Health work, especially Joint Strategic Needs Assessment (JSNA)	Public Health uses consultations (e.g. focus groups) to ensure that needs/public health services reflect different communities	All needs assessments incorporate feedback from consultation exercises and used in service design	Community and Housing – Public Health	Public Health consultation event on the JSNA in partnership with Health Watch held autumn 2013. Health Watch also a key partner in Merton Partnership Conference on Health Inequalities.
3.5.8 Improve engagement with the community and the work delivering crime and disorder interventions.	Setting up new partnership engagement methods	Number of meetings number of attendees	Environment and Regeneration – Safer Merton	Currently setting up the local safer neighbourhood board in partnership with the Metropolitan Police Service (MPS) and the Mayors Office for Policing and Crime (MOPAC).
<b>3.6 Lesbian Gay Bisexual and Transgender (LGBT) community</b>				
3.6.1 Increase the civic participation of the LGBT community	Regular consultation and involving the LGBT forum in discussions about strategies and changes to council policy.	Quarterly meetings to be attended by officers cross the council to consult service issues	All departments – Heads of Service	The LGBT forum receives items to consult on, most recently Scrutiny panel review topic suggestions.
<b>Equality Objective 4 – Promoting Community Cohesion</b>				
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<b>4.1 Celebrating diversity</b>				
4.1.1	To ensure that all local demographic changes are fed into		All Departments – Heads of Service	Detailed analysis of the census data has fed into the Policy Network and departments are being given

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	the service plans, user surveys and customer charters to improve service delivery			information to support service planning.
4.1.2 Use locality structure as a springboard for adopting a community outreach/asset based approach to supporting customers	<p>Maximise social capital, informal networks, focus on strengths and abilities of customers</p> <p>Promote connectedness through the Ageing Well Programme and locality based social work and occupational therapy teams</p>	<p>Reduced reliance on funded statutory services</p> <p>Positive outcomes from the Ageing Well Programme</p> <p>Reduced customer isolation</p> <p>Increase in signposting, information and advice</p>	Community and Housing – Access and Assessments	Existing metrics for the Ageing Well Programme, Health Integration, Mertoni and customer feedback from Satisfaction Surveys to be collated as evidence of improvement.
4.1.3 Increase opportunities for integration	<p>Work with Faith in Action to improve engagement with people from A10 countries</p> <p>Publish Merton's Gypsy &amp; Traveller</p>	<p>A10 Project outcomes monitored</p> <p>Strategy published</p> <p>Mapping of</p>	Community and Housing - Housing	<p>A10 Project outcomes monitored</p> <p>Strategy to be updated and published</p> <p>Mapping of schemes initiated</p>



Priority Area	Key activity	Performance Measure	Department/Division	Update
	Strategy  Promote employment and training opportunities for young people through MYSHF	schemes completed		
4.1.4 To develop and deliver a programme of activities that promotes community cohesion and interfaith dialogue and engage underrepresented groups.	Celebrate diversity by supporting a range of key initiatives such as Black History Month and Celebrating Age.	30 events held in libraries across Merton to promote community cohesion	Community and Housing - Libraries and Heritage Service	Extensive events programme delivered including: 19 BHM events 24 Celebrating Age events 12 events for the blind and partially sighted 3 LGBT events 9 celebratory events to bring together the local community.
<b>4.2 Maximising the opportunity to work in partnership with each other in the community</b>				
4.2.1 Continue work to prevent First Time Entrants (FTE) to the Youth Justice system.	Implement diversionary programmes and out of court disposals.	-Reduction in FTE to the Youth Justice system. -No of out of court disposals.	Children Schools and Families - Youth Justice Service	December 2013 data shows 65 first time entrants to the youth justice system. This is low and likely to end the year at below target set.  The rate of out of court disposals will be reported at the end of 2013/14.
4.2.2 Develop a network of community champions who will work within	Engage community groups to work with community members as health champions	Contract signed, 25 health champions in place and number of	Community a Housing - Public Health	The first cohort of groups are now being approached to take part in the programme, with training due to take place before the end of March 2014.

Priority Area	Key activity	Performance Measure	Department/Division	Update
existing voluntary sector groups (with a focus on the East) to support residents to lead healthy lifestyles.		residents engaged.		
4.2.3 To support communities to take greater control over their lives, to include an understanding of key health issues.	8 additional ESOL classes with health messages will be offered in the community	Uptake of ESOL classes	Community a Housing - Public Health	Health Needs Assessment undertaken for East Merton. Partnership work on engaging communities currently being planned including Community Audit.
4.2.4 Work with Alzheimers Society and Imagine to ensure they are promoting community cohesion	Via Contract monitoring and commissioning	Reduced reliance on funded services and increased partnerships between provider organisations and the local community	Community and Housing - Commissioning	From May 2014, a formal contract monitoring framework will be established for these services and this action will be assessed through this.
<b>4.3 Community Cohesion Strategy</b>				

Priority Area	Key activity	Performance Measure	Department/Division	Update
4.3.1	Monitor the delivery of Community Cohesion Strategy action plan	Achieve annual targets	Corporate Services - Policy, Strategy and Partnerships	Implementation of the strategy is well underway. A progress report was presented to the Safer and Stronger Strategy Group in October 2013
<b>4.4 Using the Annual Residents Survey (ARS) results to inform service delivery and improving perceptions</b>				
4.4.1	Analyse ARS results to inform publicity campaign	Report produced and made available on the intranet	Corporate Services - Communications	The ARS 2013 results have been analysed and a report produced that is available on the council's web site.
<b>4.5 Addressing demographic change</b>				
4.5.1	Ensure Census 2011 information is made available locally	Briefings provided internally and to partners.	Corporate Services - Communications	The Policy, Strategy and Partnerships team has undertaken detailed analysis and produced Ward Profiles that are available on the Intranet.
<b>4.6 Equal access to volunteering opportunities</b>				
4.6.1	Promote volunteering opportunities using a variety of media	Quarterly	All Departments - Heads of Service	<p>There is on going discussion within the Target Operating Model work stream about how volunteering can improve service delivery across departments.</p> <p>The council continues to work with Merton Voluntary Services Council to promote volunteering to residents and staff through various media e.g. the Employee Volunteering Scheme.</p>
<b>Equality Objective 5 – Workforce Development</b>				
Priority Area	Key activity	Performance Measure	Department/Division	
<b>5.1 Be an employer that recognises diversity and the talents that being different brings to the organisation and service delivery</b>				
5.1.1	Implement and utilise the self service	Mini survey issued to the	Corporate Services - Human Resources	The section in I-Trent has been developed where staff are able to list

Priority Area	Key activity	Performance Measure	Department/Division	Update
	element of Learning and Development module	workforce to gather feedback on how the organisation utilises the skills they possess  Relationship to results from Staff Survey on Question 65 (It's your ability that counts)		their skills. Will ensure this is measured by the biennial staff survey.
5.1.2 Establish a diverse workforce that is fair, consistent and supports equal opportunities.	Monitor workforce profiles  Set up training modules on MOODLE to make it accessible to all staff regardless of the working arrangements	Evidence of completion (e.g certificate, staff records) ensuring staff compliance	Community and Housing - MAE	Moodle training to be organised with the Head of Support Services.
5.1.3 Ensure staff understand how to apply equality responsibilities to their day-to-day work	Arrange equality & diversity training / talk for all HN&E staff through team meeting	Staff completed training	Community and Housing - Housing	Session to be arranged for 2014.
5.1.4 Develop and	Equality and diversity training rolled out to	100% of library volunteers	Community and Housing - Libraries and Heritage Service	Volunteer E&D training scheduled for June 2014.

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Priority Area	Key activity	Performance Measure	Department/Division	Update
deliver equality and diversity training for library volunteers.	all library volunteers.	receive training in equality and diversity.		27 staff have received Mental Health Awareness training with 15 more staff scheduled to complete this training by end March 2014.
5.1.5 Establish a diverse workforce profile that is reflective of the local community it serves in accordance with the Equalities Act 2010	Set up systems and processes to identify gaps of inequality and disadvantages between local communities and the social care workforce	Detailed analysis of workforce profile	Community and Housing – Adult Social Care Commissioning	Analysis of workforce profile underway as part of the Current Operating Model (TOM People Layer). First draft submitted on 10 February 2014.
5.1.6 Develop an inclusive learning and development action plan	Develop or adapt competency framework to ensure workforce’s thorough understanding of equality and diversity and it’s application in service delivery  Raise the standard of care and support in the sector by ensuring that care and support workers keep their	Measurements against competency framework post training and evaluation, robust supervision sessions and annual appraisals  Data on uptake and post-programme	Community and Housing – Adult Social Care Commissioning	Competency Framework is currently a Work In Progress First draft of qualified social worker supervision policy and procedure drawn up in conjunction with CSF Methods for up-skilling staff and managers currently being explored.

Priority Area	Key activity	Performance Measure	Department/Division	Update
	skills up-to-date  Build managers' confidence and skills in managing a diverse workforce	evaluation  Increased confidence for managers when seeking advice and guidance		
5.1.7 To support front line staff from a range of services to support health improvement agenda.	Train fire-fighters, gym staff and council staff to be able to identify and signpost those residents that may want support to lead healthy lifestyles e.g. stop smoking.	Number of staff who are trained in Merton.	Community and Housing – Public Health	All fire fighters in Merton have now been trained and referral pathways are now being finalised.  Training for library staff, gym staff and other front line staff is now being planned.
5.1.8 To create a healthy work environment for staff	To promote and provide opportunities for staff to become healthy through understanding challenges staff face and coordination of sessions tailored for staff	Survey complete  Number of activities provided for staff  Uptake to activities	Community and Housing – Public Health	A number of initiatives are underway including a stop smoking group for staff and a Livewell clinic at the Civic Centre.
<b>5.2 Learning and Development - developing staff from under-representative groups into senior management roles</b>				
5.2.1	To ensure recruitment strategy has strong	Short and long lists that are	Corporate Services - Human Resources	Departments need to look at their workforce profile to identify under

Priority Area	Key activity	Performance Measure	Department/Division	Update
	focus on delivering staff profile more reflective of the communities we serve at all levels.	representative of all the equality strands where possible		representation and Recruitment and HR managers can insert a welcome clause that encourages application from the particular group.
5.2.2	To deliver equalities training to all staff	Annual Training Report	All Heads of Service	Online diversity training available for managers and staff. Pilot in Legal Services
<b>5.3 Pathways into employment for disabled residents i.e. work experience/ mentoring</b>				
5.3.1	Work with partners and disabled residents to raise awareness of employment pathways across all directorates	Taster sessions to be run in February 2013.  Success of taster sessions evaluated and action plan developed and in place	Corporate Services - Human Resources Chair of Disability Employees Forum, All Heads of Service	Taster session will take place in Sept/October 2014.  A mentoring programme will be launched in September to support participants.  Create opportunities where participants can have 'real' experience – built into recruitment training programme.
<b>5.4 Apprenticeships for young people (e.g. looked after children, those with mental illness, young offenders)</b>				
5.4.1	Increase the number of young people in apprenticeships with sustainable jobs	Work with both internal and external partners to ensure recruitment processes are effective and efficient  Incorporate evaluation from	Corporate Services - Human Resources	We have currently 31 Apprentices in Merton (4 from the LAC)  We have 3 vacancies at interview stage – 2 in Accountancy and 1 in Future Merton  Within the last year 1 apprentice has gained FT employment with the Council and 1 a fixed term contract

Priority Area	Key activity	Performance Measure	Department/Division	Update
		apprentices, partners and appointing managers to develop an action plan to support the sustainability of the programme.		
<b>5.5 Raising awareness of mental illness</b>				
5.5.1	Raise awareness of mental health issues to ensure all employees and managers have an understanding of the impact in the workplace	Bite-size sessions established to raise awareness for managers and employees  The feedback from managers and employees incorporated into a programme that meets the needs of the organisation.  Evaluation to take place up to and including Level 3	Corporate Services - Human Resources  Chair of Disability Employees Forum	Workshops planned in May for managers. The session will be delivered by HML – the Council’s Occupational Health provider.
<b>5.6 Valuing staff diversity / staff appreciation of diversity in the community</b>				



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Priority Area	Key activity	Performance Measure	Department/Division		Update
5.6.1 Improve capacity of managers to operate effectively as leaders of a diverse workforce, delivering services to a diverse customer base.	Deliver values driven leadership programme to managers.	Completion of programme	Children, Schools and Families - Commissioning, Strategy and Performance.		This was completed in 2012/13.  The focus of continued work is to deliver individual coaching to key managers.
5.6.2	Develop a programme to give all staff diversity training.	Evaluate the impact of the diversity training	Environment and Regeneration -Merton Transport Services		Diversity workshops have been delivered in Transport Services at Garth Road and is continuing to be undertaken in partnership with HR.

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