

Priority Area	Key activity	Performance Measure	Department/Division	Update
Equality Objective 1- Tackling inequality				
1.1 Schools attainment - improving attainment levels for all and narrowing the gap in achievements for some groups				
1.1.1 Deliver support to schools to narrow gaps in progress and achievement.	Deliver training, and provide support, including pupil tracking, to improve the progress and outcomes of all pupils, including those from target groups: those from Black and minority ethnic groups (BME), Pupil Premium (those eligible for free school meals and Looked After Children), non statemented 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>2013-14 Provisional Data:</p> <p>Key stage 2:</p> <ul style="list-style-type: none"> - Progress in maths by Black pupils has increased to 89% from 87% and has met target. - Progress in writing by Pakistani pupils has increased to 100% from 91% and is above target. - Pupil premium gap in writing progress has reduced to 1% but increased to 5% and 4% in reading and maths, respectively. - SEN gap in expected progress from KS1 to KS2 in writing has reduced from 11% to 9% but has risen to 12% from 8% in reading and to 17% from 16% in maths. <p>Key stage 4:</p> <ul style="list-style-type: none"> - Progress in maths by Black pupils has remained stable at 73%. - Progress in English by Bangladeshi pupils has increased to 92% from 78% and is above target. - Pupil premium gap has increased from 13% to 16% in English and 18% to 25% in maths. <p>The 2013-14 provisional results show that the Merton School Improvement</p>

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				<p>Service (MSI) continued programme of support to primary and secondary schools to identify, track and extend the progress made by individual pupils from target groups in key subjects has impacted positively on outcomes. The MSI Service will continue supporting schools in using pupil premium funding to deliver targeted support for individual needs. MSI are also investigating gaps at secondary level and formulating an approach for improvement, this forms part of a normal annual process of assessing evidenced based needs and formulating a response</p> <p>The CSF departmental Equalities plan for 2015/16 is being drafted and will include areas for focus to continue to narrow the gap.</p>
1.2 Improving outcomes - targeting services to improve the outcomes for those most in need.				
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	Take up of short breaks.	Children Schools and Families Special Educational Needs and Disabilities Integrated Service.	<p>Ensuring suitable provision and capacity to meet the range of needs of Merton's disabled children and young has been at the core of the role out of the Children and Families Act in relation to children with disabilities.</p> <p>Part of the work has involved developing a 'Local Offer' under a programme of consultation and engagement of families with children</p>

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	moderate to severe.			<p>with SEN and disabilities, this has been underway since October 2013, to ensure that service options meet the needs and requirements of children with SEN and disabilities and their parents. Results of this work are concluding that parents have felt meaningfully involved by the local authority and that their views have been listened to and used to inform developments. The Local Offer went live on 1st September 2014, and in order to continue this positive engagement of families, two information sessions were delivered to parents about the Local Offer and the provisions of the C&F Act overall.</p> <p>It should be noted that Merton’s Brightwell Children’s respite care home continues to be a good quality short breaks provider. The last Ofsted inspection judged the Brightwell as providing an ‘outstanding’ quality of care and as being ‘good’ overall. Take up of provision for disabled children and young people across all short breaks this year has totalled 388 in the first quarter and 404 in quarter 2.</p>
1.2.2 Monitor data to improve inclusion or	Review data on achievement and provide support to	Successful outcome of enrolments and	Community and Housing – Merton Adult Education (MAE)	Data will be captured within the end of academic year self assessment report.

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performance of specific groups of learners.	<p>under-performing groups in order to bridge the gap.</p> <p>Review data on protected characteristics that are collected and reported on and measure against targets set. Address any imbalance.</p>	courses running		
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	<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>	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	Two courses were run both of which went

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to take up childcare courses and women into woodwork etc	<p>Review Census results data and how our community is reflected.</p> <p>Discuss performance in equality meetings and action plan for renewed activity if not being met.</p>			
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	<p>Initial indications show an under-representation of females and BME groups.</p> <p>Update February 2015; Referrals from April 2014 to date show female referrals remaining constant (10 out of 38 referrals, up from 10 from 41 the previous year) BME referrals have increased from 7 out of 41 to 17 from 28 in the year to date.</p>

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1.2.7 Assess extent to which providers meet the requirements of customers from all equality groups	Use of contract monitoring tools (such as audit visits and customer surveys) to evaluate contract compliance and implement provider improvement plans where necessary.	Appropriate services are available to all customers including those from specific equality groups	Community and Housing - Commissioning /Procurement	This is done as part of the contract monitoring process
1.2.8 Ensure that equality issues are appropriately considered in each tender evaluation process	Assessment of bidders for minimum compliance to equalities requirements at the evaluation stage.	Compliance to minimum tender equality evaluation requirements.	Community and Housing - Commissioning /Procurement	This is done as part of the commissioning and procurement process
1.2.9 An Equality Analysis (EA) to 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	This is done as part of the contract monitoring process
1.2.10 Improve availability of specialist providers for complex and	Identify providers who can meet the needs of customers, conduct a market research/development	Create own local indicators to measure improved service to complex and	Community and Housing – Commissioning Brokerage	As part of the ASC Redesign Programme, the service is undertaking a review of how the support needs for this client group can be better met in Merton both in

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challenging customers	exercise, with possibility to move to contracted services	challenging customers		the short term and in the longer term
1.2.11 Standardise charges for day services between Direct Payments and commissioned day services for BME customers	Brokerage to enter into negotiations with providers to establish a consistent tariff for this service	A single tariff for day services for BME customers, whether they are council commissioned or Direct Payments	Community and Housing – Commissioning Brokerage	Negotiations completed with BME day services to reduce daily rate to £31.37 for commissioned service only. Providers currently not willing to honour reduction via Direct Payments.
1.2.12 Tackle inequality through organisational commitment and responsive services	<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</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</p>	Community and Housing - Housing	<p>Review of Homelessness Strategy currently underway and equality objectives being developed.</p> <p>Achieved CSE Accreditation in 2013 but no further assessment planned.</p> <p>Outcomes of strategies monitored annually, 2013-14 completed.</p> <p>Monitoring of projects for 2013-14 completed.</p> <p>All housing developments are required to meet targets of 100% Life Time Homes & 10% wheelchair accessible.</p> <p>Completed.</p>

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	<p>outcomes for projects – MASH and A10 Project</p> <p>Maximise development of wheelchair accessible units and Life Time Homes</p> <p>Record all RDS viewings by equality categories to enable equality monitoring of RDS outcomes</p>	<p>completions</p> <p>RDS viewings monitored by equality categories</p>		
1.2.13 Improve reading attainment levels for all Merton Primary School children	<p>Roll out the Schools and libraries Reading initiative to all schools by July 2014.</p>	<p>95% of children in Merton Primary Schools are active users of their local library</p>	<p>Community and Housing - Libraries and Heritage Service</p>	<p>Implemented in 39 schools with 15,995 children signed up and actively using their local library. Further roll out targeting the final four schools is planned in the coming months.</p>
1.2.14 To develop a Healthy Schools Programme targeting school clusters in the East of the borough [area of highest deprivation]	<p>To produce a report identifying areas and schools with highest need based on a schools audit</p> <p>Develop a targeted Merton Healthy Schools programme and provide support to schools to implement the offer</p>	<p>To develop and commission a programme of practical support to schools in East Merton to deliver a range of Healthy Schools prevention activities.</p>	<p>Community and Housing – Public Health</p>	<p>Report from consultants to inform development of work completed. Support/coordination for school clusters being commissioned. Schools audit template developed to assess and identify needs and inform commissioning of further practice support to 20 schools in the East of the Borough</p>

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1.2.15 To ensure National Child Measurement Programme (NCMP) data is used to inform and target resources for tackling obesity	To ensure that commissioned services and other programmes to reduce obesity are effectively targeting those in need To produce a report identifying areas and schools with highest need	Monitor uptake of weight management services amongst those families with highest need	Community and Housing – Public Health	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
1.2.16 NB this has been moved to Public Health from Environment and Regeneration-Safer Merton.	Commissioning the delivery of drugs services and ensuring high quality Interventions	As defined in quarterly DOMES report	Public Health (previously Safer Merton)	Services continue to be delivered to a high standard and perform within the top quartile of comparator areas. Currently reviewing overall service structure and delivery
1.2.17	Ensuring equal access and services for those experiencing domestic abuse	As defined in the Domestic Violence (DV) action plan for the SM partnership	Environment and Regeneration - Safer Merton	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.
1.2.18 increase the independence and mobility of disabled people by improving accessibility in the public realm in Merton	Progress issues identified by the Corporate Public Transport Liaison Group meetings Ensure that all new development complies with mobility	Monitored at the Corporate Public Transport Liaison Group meetings and by monitoring	Environment and Regeneration - Future Merton	a) The council is delivering a works programme to bring 95%of bus stop up to accessible standards by 2016. In particular, work on the stop outside the Waitrose store in Raynes Park is expected to commence shortly

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	requirements in respect of Planning and Building Control	relevant planning appeals.		b) The Council raises the issue of step free access for both Motspur Park and Rayne Park Stations as opportunities arise. However, should Crossrail 2 move forward then pressure to upgrade stations facilities will increase as both stations are likely to be served by Crossrail 2 services.
1.3 Anti-poverty initiatives				
1.3.1 Increase take up of children's centre services by families (with 0-4 year olds) from 30% most deprived areas.	<p>-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.</p> <p>-Continue to roll out strategy for funded childcare places for identified 2 year olds</p>	<p>-Increase take up of children's centres services by target families.</p> <p>-Increase the proportion of parents completing parenting programmes.</p> <p>-Ensure good take up of 2 year old places.</p>	Children Schools and Families - Early Years and Children's Centres Service.	<p>We are on target for 'take-up of children's centres by children living in areas of deprivation. (Q2 55.7% and on target to reach 77.7% by the end of the year). A key contributing factor is the quality of services provided, it should be noted that Acacia Children's Centre was judged as 'outstanding' in all areas in its recent Ofsted inspection.</p> <p>Take up of funded childcare places for identified 2 year olds is also on target to meet expectations this year and exceeding performance this time last year (380 children by June 2014 against a target of 522 by year end). Work is on-going to engage eligible families and raise awareness of the programme.</p> <p>In relation to proportion of parents</p>

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				completing parenting programmes we are performing below target, 61.5% (Q1) and 56.3% (Q2) of parents completed evidence-based parenting courses – against a target of 78%. Work is now focusing on pre-course preparation to promote successful completion.
1.4 Health inequality - reducing health inequality and the issues affecting particular communities				
1.4.1 Develop a network of community champions who will work within existing voluntary sector groups (with a focus on the East) to support residents to lead healthy lifestyles.	Work with HRCH (LiveWell provider) to commission Merton Voluntary Services Council to deliver health champion programme, train 25 health champions and increase the number of residents from East Merton accessing health improvement services.	Contract signed 25 health champions in place and number of residents engaged.	Community & Housing -Public Health	The first cohort of groups have been trained and are now delivering support to their members. A review of progress will be undertaken in Q3 2015, which will inform future work.
1.4.2 Introduce a more targeted approach to the NHS Health Check programme which gives priority to	Procuring 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	Community and Housing – Public Health	Appointed a new IT call/recall system (QMS) for the programme and are due to award the contract in 2014/15 Quarter 3. The lead in for implementation is due to commence in the same quarter.

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vulnerable groups at increased risk of cardiovascular disease.		GPs prioritise and provide NHS health checks for residents who 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.
1.5 Economic development – supporting business during the economic recession and encourage economic growth				
1.5.1	Implement the Economic Development Strategy	As defined by the action plan referenced in the Economic Development Strategy	Environment and Regeneration – Future Merton	Reviewed at the Economic Wellbeing Group of the Sustainable Communities and Transport Partnership
1.6 Access to employment - developing the Employment and Skills plan				
1.6.1	Implement the Employment Skills Plan	As defined by the action plan referenced in the Employment Skills Plan	Environment and Regeneration – Future Merton	Reviewed at the Economic Wellbeing Group of the Sustainable Communities and Transport Partnership
Equality Objective 2 - Service Access				

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2.1 Undertaking Equality Analysis (EA) and targeting the gaps identified				
2.1.1 Increase the number and range of in house local foster carers, as identified by the LAC sufficiency assessment (2012-15).	Increase capacity and local placement choice to meet the needs of older children and teenagers. Target recruitment of carers from an Asian background.	Recruit 3 x carer households for target group per year Recruit at least 1 x Asian carer household per year.	Children Schools and Families - Access to Resources Team.	Recruitment of suitable in-house foster carers remains a key priority for the department. A Sufficiency assessment is refreshed annually to target our understanding of types of cares needed for our looked after children. In this year we have delivered 8 new foster carer approvals of these one was from a 'targeted group', with a further 17 potential carers in assessment at the end of Q3. Against benchmarking available to us (this data is not readily published) we are doing well, the West London Consortium (consisting of 10 Boroughs) recruited 34 foster careers between them during 2013/14, in Merton we recruited 15 in the same period. As well as continuing with our recruitment strategy, there are new initiatives being pursued with Merton churches and other faith groups. From within existing resources, we have now created a dedicated management structure to drive forward our recruitment strategy for 2015/16.

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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)	<p>In communication with one local nursery and in process of contacting NCMA for contact details of local childminders.</p> <p>Have built good relationships with local child minders and nurseries who have expressed requests to work with MAE again.</p> <p>Dyslexia tutor has identified different resources to be used in classroom. i.e. materials to use for learners with dyslexia – different coloured card slide rules etc. Formal Dyslexia assessments carried out to identify degree of Dyslexia and recommended methods of support</p>
2.1.4 Promotion and awareness raising of equipment and resources available to support additional	Practical demonstration and Classroom observations Promote in staff briefing (newsletter)	Increased use of resources and learner success.	Community and Housing – Merton Adult Education (MAE)	<p>Increased use of resources and learner success.</p> <p>New posters, visits to classes, information included in Advice and Guidance, informal discussions on demand have been implemented</p>

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learning needs				
2.1.5 Collection of customer profile data re those receiving social care assessments	Analysis of numbers of assessments carried out for different groups of clients (e.g. BME, different parts of the borough)	Increased assessments of the harder to reach client groups/parts of the borough	Community and Housing - Access and Assessment	The commissioned research from Public Health re the assessment of inequalities from an ethnicity perspective of Adult Social Care (ASC) data, to gain a better understanding of whether there were any differences in service provision experienced by the different ethnicity groups is now complete and findings under consideration
2.1.6 Analyse outcomes of all nomination panels by equality client group for Supported Living service.	The outcomes for the past 12 months need to be collated.	The outcomes for the past 12 months need to be collated.	Community and Housing – Direct Provision	Nominations from April 2014 to date; 1 female, 8 male, all from white backgrounds. The previous year showed 5 female, 6 male referrals, 4 from BME backgrounds. Work will continue with referring agencies to examine the referral process.
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	The commissioned research from Public Health re the assessment of inequalities from an ethnicity perspective of Adult Social Care (ASC) data, to gain a better understanding of whether there were any differences in service provision experienced by the different ethnicity groups is now complete and findings under consideration
2.1.8 Monitor service access to	Produce annual equality monitoring	Annual report completed and	Community and Housing - Housing	Annual monitoring report completed and considered by HNMT

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help ensure equality of outcomes	<p>report - lettings, supported housing, intermediate housing, homelessness, RDS, rough sleepers, affordable warmth, and develop actions to address any issues highlighted</p> <p>Analyse outcomes of all nomination panels by equality client group</p> <p>Complete analysis of housing-related Census 2011 data</p> <p>Include equality monitoring of Disabled Facilities Grant (DFG) in annual monitoring report</p>	<p>considered by HNMT</p> <p>Annual monitoring report completed</p> <p>Analysis completed</p> <p>DFG outcomes added to annual monitoring report</p>		<p>Outcomes for Young Persons Nominations Panel completed. Analysis of other panels yet to be completed.</p> <p>Analysis completed</p> <p>Age & gender data for DFG being added to spreadsheet. Ethnicity data still to be captured. Will be added to annual monitoring report once data are inputted.</p>
2.1.9 Increase access to libraries among older 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	To increase access to library services among under-represented target groups by 10%	Community and Housing - Libraries and Heritage Service	The consultation is now live with the survey and focus group activities open until 15 March 2015. The results will be analysed and an action plan will be drawn up by the end of April 2015.

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	underrepresented 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	PNA published by April 2015	Community and Housing – Public Health	The PNA has now been completed in final draft form and has been sent to the Health and Wellbeing Board for their comments. This will be published by the statutory deadline of 1st April 2015.
2.1.11 Development and expansion of existing sexual health service in community pharmacies in Merton. Pharmacies will be selected based on their location in 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.	PNA published by April 2015	Community and Housing – Public Health	Emergency Hormonal Contraception (EHC) Patient Group Directions (PGD) developed and approved. Chlamydia treatment Patient Group Directions (PGD) developed and approved. Introduction of Chlamydia treatment delayed to allow incorporation into Healthy Living Pharmacy model – anticipated April 15.
2.1.12	The service is now	Increase	Community and Housing – Public	Conducting a review of CASH

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Development of Contraception and Sexual Health Service (CASH) provision in Merton.	providing opt out HIV testing and Chlamydia treatment, thereby offering more patient choice and access.	provision and access of sexual health services in the community and offer more patient choice.	Health	(Contraception and Sexual Health) alongside other sexual health services in Merton to inform future commissioning. 2014/15 CASH specification has been agreed with the provider & the CCG including pilot to extend STI testing to over 25s.
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	An action plan for current service is being implemented, including undertaking school health profiles and prioritising resources based on defined school needs. Service to be re-commissioned for 2016 which will include revised specification.
2.2 Business Planning				
2.2.1	Savings all have Equality Analysis	100%	Corporate Services – Business Planning	Savings proposals accompanied by Equality Analysis.
2.3 Prevention and independence (Direct payments)				
2.3.1 Expand the Direct Payment Scheme to include Health Funding	A short life joint health and social care project group will implement personal health budgets via the Merton Direct Payments Team	Numbers of Merton residents receiving health funding via a personal budget	Community and Housing – Access and Assessment	A health and social care project group has been established. This is work in progress.
2.4 Building equality considerations into Public Value Reviews (PVRs)				
2.4.1	PVRs all have Equality Analysis	100%	Corporate Services – Business Improvement	PVRs have been developed into a targeted tool that we will use where it adds value to more routine service

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				reviews and the regular TOM exercise. Where it is deployed Equalities Analysis will still be an important element to any resulting implementation plan.
2.5 Building equality considerations into the Commissioning process				
2.5.1 Equality proof Contracts	The evaluation process includes an assessment of equalities	100%	Corporate Services - Commercial Services	All contracts include equalities considerations where appropriate and these are assessed at tender evaluation.
2.5.2 Improve outreach work	Hold workshops with Small/Medium Enterprises and BAME organisations to advise on the borough's commissioning process	1 annual event	Corporate Services - Commercial Services	The proposed Autumn 2014 event has been delayed to take account of the new procurement regulations and the implementation of social value. An event is planned for September 2015.
Equality Objective 3 – Improving engagement				
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3.1 Young people – to ensure that the needs of all young people are represented.				
3.1.1 Continue to support and develop participation/governance opportunities for young people age 13-19.	-Continue to support Merton's Youth Parliament and Young Advisors to input into the planning and governance of services for children and young people.	No of young advisors trained and active. No of members of Merton Youth Parliament.	Children Schools and Families - Youth Inclusion	The department's young people's participation and engagement functions have been reviewed and a new strategy for youth participation prepared, including a model for engagement with the MSCB. Training for a new group of Young Inspectors took place in November and recruitment and training of a new

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				<p>cohort of Young Advisors complete.</p> <p>Youth Parliament contributed to work programme planning of the council's Scrutiny Panels at the start of the year. In late October, four young people carried out a programme of interviews to inform review of the proposed new risk and resilience service</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	<p>The Your Shout group continues to meet quarterly. This year's key development has been the production of a DVD which outlines issues and challenges faced by disabled young people. This film can be viewed on line here: http://www.fixers.org.uk/fixers/9581-11312/your-shout-group.php</p>
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>Our looked after children continue to be represented by the Children in Care Council (CICC) which is regularly consulted on how to improve the support they receive. CICC continues to meet monthly and report to the Corporate Parenting Board, agenda items this year have included – developing the new website for children in care and care leavers; buddy scheme; housing; gym membership; Jigsaw 4U advocacy service and discussions on 'what</p>

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				<p>makes a good [social work] visit'. In addition two representatives from the Children in Care Council made a presentation to the Merton Safeguarding Children Board in May. This is part of an initiative to strengthen links to enable looked after children's voices to inform the work and priorities of senior managers and executive leads.</p> <p>An advert has been developed to encourage membership – work to engage younger members will be a priority for 2015-16.</p>
<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>To arrange text message to all eligible learners to inform them of support with childcare costs.</p> <p>Availability of Ad Hoc discussions regarding eligibility for childcare support</p> <p>New claims being processed due to promotion of childcare support in recent advice and guidance sessions.</p>
<p>3.1.5 To proactively</p>	<p>To develop key volunteering roles for</p>	<p>Ten young volunteers</p>	<p>Community and Housing – Libraries and Heritage Services</p>	<p>New marketing and events volunteer</p>

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engage young people in the shaping and delivery of library services.	young people. To develop and deliver a programme of events for young people.	support the delivery of events in libraries. Eight young people events are hosted in libraries across Merton.		roles have been created for young people. We now have a group of 20 young people that meet weekly in the library to help shape, plan and deliver events for young people. The group have delivered 5 YP events to date and have published their first book.
3.2 Disabled people				
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	As at February 2015 31 different groups use All Saints. Of these, 2 are statutory agencies, 5 are charities, 1 is a church, 3 are community network groups and the rest are a range of small community groups or start up businesses (Yoga group, Acupuncture Clinic)
3.2.2	Conduct a survey of disabled clients' use of transport services, analyse the results to produce an action plan	Annual survey	Environment and Regeneration – Transport Services	Annual surveys are being undertaken, and the learning points built into strategic plans for future operations.
3.3 Carers/Links and other groups, Older People				
3.3.1	To ensure that Healthwatch which started in April 2013 reflects the diverse population of Merton	Contract award and specification 2012-13.	(Commissioned by MVSC)	Health Watch to help engage residents on a consultation.
3.4 BAME engagement e.g. BAME Governors				

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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. Work has started to strengthen BAME voice and representation in Merton by developing a strategic BAME Voice organisation.
3.5 Voluntary and Community Sector support for engagement				
3.5.1 Ensure that any forum or consultative group has a true representation of the local community	Review membership of all existing customer forums	Representation of all groups in the local community within customer forums	Community and Housing - Commissioning	This is part of the ASC Redesign Programme. A Customer Engagement Framework is being developed for implementation in 2015/16
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 part of the ASC Redesign Programme. A Customer Engagement Framework is being developed for implementation in 2015/16
3.5.3 Ensure actions from the consultation and Engagement Strategy is implemented		Monitored via the Departmental Equalities Group	Community and Housing - Commissioning	This is done
3.5.4 Improve engagement through user consultations &	Continue engagement with older people through the Older People's Housing	Forum meetings held Needs	Community and Housing - Housing	Forum meetings held. Next Forum in May 2015. Research completed on 01/10/2014

Priority Area	Key activity	Performance Measure	Department/Division	Update
satisfaction surveys	<p>Forum</p> <p>Identify housing and support need of older people</p> <p>Collect equalities data for all satisfaction surveys</p> <p>Analyse Housing Options Survey by equality categories</p> <p>Visit one new housing schemes a year after completion to assess satisfaction</p>	<p>assessment completed</p> <p>Survey analysed by equality categories</p> <p>Evidence obtained from providers</p> <p>Satisfaction survey completed</p>		<p>with over 70 responses. Analysis being undertaken</p> <p>Data collected for 2013-14. Satisfaction surveys will only be undertaken periodically from now on</p> <p>2013-14 Survey analysed by equality categories</p> <p>Evidence obtained from providers</p>
3.5.5 Forge new partnerships within the community to meet the needs of our learners.	<p>Enhance 'wider participation' and 'bridging the gap' plans to keep abreast of our changing community and their requirements.</p> <p>Gather feedback from partnerships and action / implement changes where needed.</p>	<p>Capture progress via the termly self assessment review process and detail key finding within the annual self assessment report</p>	Community and Housing - MAE	Reviewed current widening participation strategy.
3.5.6 Provide	Support a wide range	Capture progress	Community and Housing - MAE	Established a new CV Fresh start

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

Priority Area	Key activity	Performance Measure	Department/Division	Update
	<p>Communities grant funding guidance.</p> <p>Display posters and informative information across college, and within briefings on subjects such as Black History Month, LGBT week etc.</p>			
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	HealthWatch to help engage residents on a consultation of the refresh of the Health and Well-being Strategy April 2015
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	The local Safer Neighbourhood Board in partnership with the Metropolitan Police Service (MPS) and the Mayors Office for Policing and Crime (MOPAC) is now established and meets quarterly. Social media and twitter accounts are used to disseminate domestic violence

Priority Area	Key activity	Performance Measure	Department/Division	Update
				information and to engage with the community raising awareness regarding the public consultation for the strategic assessment.
3.6 Lesbian Gay Bisexual and Transgender (LGBT) community				
3.6.1 Increase the civic participation of the LGBT community	Regular consultation and involving the LGBT forum in discussions about strategies and changes to council policy.	Quarterly meetings to be attended by officers cross the council to consult service issues	All departments – Heads of Service	The LGBT forum is being refreshed but representatives on the distribution list continue to receive items to consult on, most recently Scrutiny panel review topic suggestions.
Equality Objective 4 – Promoting Community Cohesion				
Priority Area	Key activity	Performance Measure	Department/Division	
4.1 Celebrating diversity				
4.1.1	To ensure that all local demographic changes are fed into the service plans, user surveys and customer charters to improve service delivery		All Departments – Heads of Service	Detailed analysis of the census data has fed into the Policy Network and departments are being given information to support service planning.
4.1.2 Use locality structure as a springboard for adopting a community outreach/asset based approach to supporting	Maximise social capital, informal networks, focus on strengths and abilities of customers Promote connectedness	Reduced reliance on funded statutory services Positive outcomes from the Ageing Well Programme	Community and Housing – Access and Assessments	This is part of the ASC Redesign Programme and is part of our Promoting Independence Strategy

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Priority Area	Key activity	Performance Measure	Department/Division	Update
customers	through the Ageing Well Programme and locality based social work and occupational therapy teams	Reduced customer isolation Increase in signposting, information and advice		
4.1.3 Increase opportunities for integration	Work with Faith in Action to improve engagement with people from A10 countries Publish Merton's Gypsy & Traveller Strategy Promote employment and training opportunities for young people through MYSHF	A10 Project outcomes monitored Strategy published Mapping of schemes completed	Community and Housing - Housing	A10 Project outcomes for 2013-14 monitored Strategy to be updated and published Mapping of schemes initiated and will be shared with Merton Young Single Homeless Forum (MYSHF) once completed
4.1.4 To develop and deliver a programme of activities that promotes community	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

Priority Area	Key activity	Performance Measure	Department/Division	Update
cohesion and interfaith dialogue and engage underrepresented groups.				3 LGBT events 11 celebratory events to bring together the local community.
4.2 Maximising the opportunity to work in partnership with each other in the community				
4.2.1 Continue work to prevent First Time Entrants (FTE) to the Youth Justice system.	Implement diversionary programmes and out of court disposals.	-Reduction in FTE to the Youth Justice system. -No of out of court disposals.	Children Schools and Families - Youth Justice Service	<p>We continue to show good progress in reducing the numbers of First Time Entrants into the Young Justice System. Q2 data shows 34 first time entrants to the youth justice system against a maximum entrance target of 80 at year end.</p> <p>Data on out of court disposals have shown an upward trend:</p> <ul style="list-style-type: none"> - 15 out of courts disposals in Q1 (2 Caution, 13 Triage Outcome) - 33 out of Court disposals in Q2 (10 Cautions, 22 Triage Outcome, 1 Youth Conditional Caution) - 37 out of court disposals in Q3 (8 Caution, 28 Triage Outcome, 1 Youth Conditional Caution) <p>Work has maintained a focus on early intervention and prevention. This year, the Family & Adolescent Service (FAS) have continued to implement a range of projects including gangs prevention/exit work, employment of a dedicated gangs</p>

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

Priority Area	Key activity	Performance Measure	Department/Division	Update
		community		
4.3 Community Cohesion Strategy				
4.3.1	Monitor the delivery of Community Cohesion Strategy action plan	Achieve annual targets	Corporate Services - Policy, Strategy and Partnerships	Implementation of the strategy is well underway. A progress report will be made to the Merton Partnership Executive Board on 31 March 2015.
4.4 Using the Annual Residents Survey (ARS) results to inform service delivery and improving perceptions				
4.4.1	Analyse ARS results to inform publicity campaign	Report produced and made available on the intranet	Corporate Services - Communications	The ARS 2014 results have been analysed and a report produced that is available on the council's web site.
4.5 Addressing demographic change				
4.5.1	Ensure Census 2011 information is made available locally	Briefings provided internally and to partners.	Corporate Services - Communications	The Policy, Strategy and Partnerships team has undertaken detailed analysis and produced Ward Profiles that are available on the Intranet.
4.6 Equal access to volunteering opportunities				
4.6.1	Promote volunteering opportunities using a variety of media	Quarterly	All Departments - Heads of Service	There is on going discussion within the Target Operating Model work stream about how volunteering can improve service delivery across departments. 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.
Equality Objective 5 – Workforce Development				
Priority Area	Key activity	Performance Measure	Department/Division	

Priority Area	Key activity	Performance Measure	Department/Division	Update
5.1 Be an employer that recognises diversity and the talents that being different brings to the organisation and service delivery				
5.1.1	Implement and utilise the self service element of Learning and Development module	<p>Mini survey issued to the workforce to gather feedback on how the organisation utilises the skills they possess</p> <p>Relationship to results from Staff Survey on Question 65 (It's your ability that counts)</p>	Corporate Services - Human Resources	<p>The section in I-Trent has been developed where staff are able to list their skills. The staff survey (2014) has taken place but the analysis of the report is not yet available. Report due to go to CMT 3 March 2015.</p> <p>Bringing On Talent programme designed and to be launched in May 2015.</p> <p>Managers have supported a local Secondary School – by providing interview skills workshops as well as leading sessions about their roles and the qualifications needed.</p>
5.1.2 Establish a diverse workforce that is fair, consistent and supports equal opportunities.	<p>Monitor workforce profiles</p> <p>Set up training modules on MOODLE to make it accessible to all staff regardless of the working arrangements</p>	Evidence of completion (e.g certificate, staff records) ensuring staff compliance	Community and Housing - MAE	<p>Moodle training to be organised with the Head of Support Services.</p> <p>Compiling an Equality and Diversity resource folder on MOODLE for tutors to use.</p> <p>Tutors sharing resources that have been used in class.</p> <p>E&D posters around the building continuously updated.</p>
5.1.3 Ensure staff understand how to apply equality responsibilities to their day-to-day	Arrange equality & diversity training / talk for all HN&E staff through team meeting	Staff completed training	Community and Housing - Housing	Session to be arranged for 2015.

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Priority Area	Key activity	Performance Measure	Department/Division	Update
work				
5.1.4 Develop and deliver equality and diversity training for library volunteers.	Equality and diversity training rolled out to all library volunteers.	100% of library volunteers receive training in equality and diversity.	Community and Housing - Libraries and Heritage Service	Volunteer E&D training scheduled for July 2015. All staff have received Mental Health Awareness training.
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	This is embedded within the TOM and ASC Re-design Programme and is on-going.
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	Measurements against competency framework post training and evaluation, robust supervision sessions and annual	Community and Housing – Adult Social Care Commissioning	This is part of the ASC Redesign Programme – a learning and development action plan is being developed for implementation in 2015/16. This will be integrated within the Corporate Learning and Development Plan

Priority Area	Key activity	Performance Measure	Department/Division	Update
	<p>care and support in the sector by ensuring that care and support workers keep their skills up-to-date</p> <p>Build managers' confidence and skills in managing a diverse workforce</p>	<p>appraisals</p> <p>Data on uptake and post-programme evaluation</p> <p>Increased confidence for managers when seeking advice and guidance</p>		
<p>5.1.7 To support front line staff from a range of services to support health improvement agenda.</p>	<p>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.</p>	<p>Number of staff who are trained in Merton.</p>	<p>Community and Housing – Public Health</p>	<p>All fire fighters in Merton have now been trained and referral pathways are now being finalised.</p> <p>Training for library staff, gym staff and other front line staff is now being planned.</p>
<p>5.1.8 To support front line staff from a range of services to support health improvement agenda.</p>	<p>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.</p>	<p>Number of staff who are trained in Merton.</p>	<p>Community and Housing – Public Health</p>	<p>All fire fighters in Merton have now been trained and referral pathways are now being finalised.</p> <p>Training for library staff, gym staff and other front line staff is now being planned.</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
5.1.9 To create a healthy work environment for staff	To promote and provide opportunities for staff (internal and external) to become healthy through understanding challenges staff faced and development of programmes to meet this need.	Number of workplaces working towards London Healthy Workplace Charter. Number of activities provided for staff Uptake to activities	Community and Housing – Public Health	Merton Council is working towards commitment level of the London Healthy Workplace Charter, which included the development of a steering group and action plan. Public Health will be commissioning an organisation to deliver to support to businesses in Merton who would like to support their staff.
5.2 Learning and Development - developing staff from under-representative groups into senior management roles				
5.2.1	To ensure recruitment strategy has strong focus on delivering staff profile more reflective of the communities we serve at all levels.	Short and long lists that are representative of all the equality strands where possible	Corporate Services - Human Resources	Departments need to look at their workforce profile to identify under representation and Recruitment and HR managers can insert a welcome clause that encourages application from the particular group.
5.2.2	To deliver equalities training to all staff	Annual Training Report	All Heads of Service	Online diversity training available for managers and staff.
5.3 Pathways into employment for disabled residents i.e. work experience/ mentoring				
5.3.1	Work with partners and disabled residents to raise awareness of employment	Taster sessions to be run in February 2013. Success of taster	Corporate Services - Human Resources Chair of Disability Employees Forum, All Heads of Service	Taster session took place in October 2014 – 6 participants. A mentoring programme will be developed to support participants.

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	pathways across all directorates	sessions evaluated and action plan developed and in place		Create opportunities where participants can have 'real' experience – built into recruitment training programme.
5.4 Apprenticeships for young people (e.g. looked after children, those with mental illness, young offenders)				
5.4.1	Increase the number of young people in apprenticeships with sustainable jobs	Work with both internal and external partners to ensure recruitment processes are effective and efficient Incorporate evaluation from apprentices, partners and appointing managers to develop an action plan to support the sustainability of the programme.	Corporate Services - Human Resources	We have currently have 51 Apprentices in the council (an extra 20 in the last 12 months)
5.5 Raising awareness of mental illness				
5.5.1	Raise awareness of mental health issues to ensure all employees and	Bite-size sessions established to raise awareness	Corporate Services - Human Resources Chair of Disability Employees Forum	Workshops took place in May - 20 managers attended. Will be rolling out 6 sessions.

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	managers have an understanding of the impact in the workplace	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			Regular articles circulated to managers from the Employee Assistance Programme and HML on issues relating to stress and mental health. Support the rollout of Dementia Friends in the Council.
5.6 Valuing staff diversity / staff appreciation of diversity in the community					
5.6.1 Improve capacity of managers to operate effectively as leaders of a diverse workforce, delivering services to a diverse customer base.	Deliver values driven leadership programme to managers.	Completion of programme	Children, Schools and Families - Commissioning, Strategy and Performance.		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 were well received. Further sessions are being

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				undertaken in partnership with HR for new employees.