

Appendix 1 – Equality and Community Cohesion Strategy 2017-21 Action Plan - Year 2 update

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
Equality Objective 1: To ensure key plans and strategies narrow the gap between different communities in the borough				
<p>1. To reduce health inequalities between different communities in the borough: Sustained halt in rise in the gap in life expectancy between least and most deprived areas within Merton, through improving life expectancy amongst the most deprived</p>	<p>2012/14 Male -6.8 yrs Female-5 yrs Baseline 2011/13 & target Male -7.9 yrs Female- 5.2 yrs</p>	<p>Health and Wellbeing strategy (2015-18)</p>	<p>C&H</p>	<p>Latest figures for 2015-17 show males – 7.0 years and females – 4.3 years</p> <p>Many council services have a differential and beneficial impact on life expectancy in our most deprived areas e.g. supporting vulnerable adults; ensuring children have the best possible start in life; pathways to employment. These are summarised in issues paper to full council in Nov 17.</p> <p>The APHR 2018 is focussed on health inequalities in particular. The HWB strategy is being refreshed in 2019</p>

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<p>2. Halt the widening gap in % of obese 10-11 year olds between east & west Merton, through reducing obesity in children in east Merton</p>	<p>Target 2015/16 – 2017/18 9.2% Baseline: 2012/13-2014/15 9.2% gap</p> <p>Trend in the gap between east and west Merton is increasing</p> <p>East: 23.6% obese West: 14.4% obese</p>	<p>Health & Wellbeing Strategy/ Merton action plan to prevent childhood obesity 2016</p>	<p>C&H</p>	<p>The Child Healthy Weight Action Plan 2016-18 is now being refreshed for the next 3 years (2019 – 2022), taking learning from the last 3 years and the Great Weight Debate Merton resident engagement in east Merton. The majority of actions in the 2016/18 Plan have been implemented to both reduce childhood obesity levels and tackle inequalities between the east & west of the borough. However the gap is still widening between east and west Merton.</p> <p>Recent work includes:</p> <ul style="list-style-type: none"> • Training for 378 school staff (mainly in the east of the borough) on raising awareness and talking about childhood obesity and weight – To support primary school staff around the issue of childhood obesity, increasing confidence, delivering consistent messages, taking a whole school approach to healthy weight, improving their ability to signpost to support. • Supporting the Healthy Schools London Programme locally - Currently, 41 schools have registered, out of these, 14 schools have achieved their Bronze award and 3 of those schools have also achieved their Silver award • Delivering family learning courses for healthy eating on a budget - The courses focused on clear messaging around physical activity,

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				<p>meal planning, nutrition and healthy lifestyle changes and target children aged 5-7 years and their families.</p> <ul style="list-style-type: none"> • Promoting the Daily/Active Mile in schools – The Daily/Active Mile is a free initiative that has been promoted in Merton schools aiming to get children to run or jog for 15minutes every day at primary and nursery levels. 20 out of 46 primary entry schools are delivering a Daily/Active Mile with promotion still ongoing. • Extending support for the Merton School Sports Partnership for an additional year (2018/19) to continue to support schools in their applications to achieve the Healthy Schools London programme awards (bronze, silver, gold). To date, 5 schools have achieved their Bronze award, and 1 schools has achieved their silver award.

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3. Reduce gap in % of obese 10-11 year olds between east & west Merton, through reducing obesity amongst children in east Merton	target 2016/17 – 18/19 8% Baseline: 2012/13 –14/15 9.2% gap Trend in the gap between east and west Merton is increasing East: 23.6% obese West: 14.4% obese	Health & Wellbeing Strategy/ Merton action plan to prevent childhood obesity 2016	C&H	Merton Council signing the Local Government Declaration on Sugar Reduction- This is an initiative developed by charity Sustain aimed at encouraging local authorities to take significant actions to across six key areas essential to tackle the obesity crisis (including tackling unhealthy advertising, supporting healthier food business and public messaging)
4. Increase active usage of libraries by 5% in the east of the borough amongst 11-16 year olds.	2015/16: 2270 active library users aged 11-16 years in the CR4 postcode.	Business Plan 2016-2021	C&H	2017/18: Usage has significantly increased amongst 11-16 years old in the CR4 postcode due to a number of new programmes being delivered for this age group. Performance data shows that that there are now 4,006 active users amongst this cohort.
5. Increase course take up by 25% in deprived wards by delivering a focussed employability and family learning offer.	2015/16: 52% of adult learners on employability and family learning courses were from deprived wards in academic year 2015-16.	Merton Adult Learning Strategy	C&H	2017/18: 29% of all learners enrolled on adult learning courses are from deprived wards and a number of new courses are being delivered in these wards.

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6. Promote digital inclusion through activities that support the Customer Contact strategy	Proportion of completed online transactions for available services	Customer Contact strategy/Business Improvement	CS	<p>Following the launch of the new transactional website we have seen a 6% increase (from 56% to 61%) in online transactions in 2018 from the previous year.</p> <p>In the coming year we will increase the number of services available to customers through this channel and modify our responses to issue raised through social media to signpost to the appropriate mechanism for response.</p> <p>We will seek to modernise the ground floor offering a high level of self-service access</p>

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<p>7. Produce guidance and training for commissioners on the use of the Social Value Act including the development of a model approach for measuring and evaluating social value.</p>	<p>Quarter 3 2017/18</p>	<p>Corporate Services/Infrastructure & Transactions division/ Commercial services team</p>	<p>CS</p>	<p>A Social Value Toolkit, policy and guidance document for suppliers (to be issued with contracting opportunities) has now been published on the Council's intranet. The Toolkit was launched in November 2018.</p> <p>The Toolkit has been created to support commissioners and procurers, along with potential providers of services to Merton Council, with embedding the principles of Social Value into the commissioning and procurement process. It has been created to inspire new thinking that will help to establish what is right for the service in the process of delivering Social Value as part of commissioning and procurement. It must however be appropriate and proportionate to the particular service being tendered.</p> <p>Merton reviews opportunities to up-skill and generate jobs for local people through major procurement contracts on a case-by-case basis, given that not all contracts lend themselves to providing these types of opportunities. For example, we will be seeking the use of local labour supply and/or apprenticeships when we go out to tender for our Highways contract this year. We will also seek such opportunities when going out to tender through the Council's newly formed, wholly owned, Housing Company.</p>

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8. Work with MVSC to increase community giving to the VCS, in particular to support smaller groups with low/no income base - working with disadvantage and vulnerable groups.	Report to Compact Board Autumn 2017 with proposals	Voluntary Sector and Volunteering Strategy	CS	We have secured funding from the Merton Partnership to deliver a Community Giving programme via the Merton Chamber of Commerce for 2018/19. A strategy, marketing plan and new steering group are in place. Merton Giving is the overarching brand name. The first activity was to launch Merton Giving Week in November 2018 which raised funds from local businesses for the Merton Community Fund. This programme has been commissioned for a further 3 years from 2019 through the Strategic Partner programme.
9. Review the support offer to Merton's VCS organisations, in particular to smaller and informal groups	Revised commissioning objectives for VCS support in 2017/18	Voluntary Sector and Volunteering Strategy	CS	Support for the VCS has been reviewed as part of the process for commissioning a new Strategic Partner programme. Extensive consultation was undertaken with the VCS and a clear set of priorities were developed for the commissioning prospectus. MVSC and BAME Voice have recently been confirmed as the new providers and grant agreements are currently being developed for the new programme from April 2019.

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10. Financial Inclusion/Welfare Reform	Continue with existing council tax support scheme and local welfare support scheme for 2017/18. The local welfare support scheme will include referrals to the Food bank and continued part funding of a CAB Welfare Disabilities Advisor	% of council tax collection	CS	Council tax support team protected for 2019/20, and continuation of Local Welfare Support scheme for 2019/20 along with 50% funding for Welfare Disabilities Advisor and donation to Foodbank Council tax collection rate for 2018/19 similar to previous year

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<p>11. Continue to improve the educational outcomes for disadvantaged groups including LAC; SEN; and pupils eligible for Free School Meals or Pupil Premium</p>	<p>Education Outcomes at:</p> <ul style="list-style-type: none"> • Early Years • Key Stage 2 • Key Stage 4 <p>For disadvantaged groups of pupils</p>	<p>Children and Young People's Plan 2016 -2019</p> <p>CSF Departmental Equalities and Community Cohesion Annual Plan</p> <p>Annual School Standards Report</p>	<p>CSF</p>	<p>The Merton School Improvement (MSI) central training offer for 2018-19 delivered sessions to senior leaders on reviewing outcomes of Pupil Premium (PP) strategies during the autumn term. Training was well-attended and evaluations showed that senior leaders were more confident in their approaches and evaluations of the grant's impact. MSI's Equalities Advisor has supported and challenged primary schools around the targeting and use of the PP – this has included monitoring the publication of strategies to ensure a good standard, examining impact and scrutinising robustness of evidence against desired outcomes. Governors have also received training on understanding the use of the PP in their schools and challenged school SLT on the effectiveness of this expenditure.</p> <p>Merton Education Partners (MEP) monitor the attainment and progress of secondary students eligible for PP funding. As part of MEP visits, there is a focus on the achievement of disadvantaged pupils. In those instances where use of the PP appears less effective, schools are encouraged to alter the balance of funding in order to ensure that it is deployed in those areas where research experience suggests there is the greatest impact. The achievement of disadvantaged pupils is also discussed at relevant forums which Deputy Heads attend.</p>

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				<p>The annual School Standards report detailed the following education outcomes in 2017-18:</p> <p>Early Years Foundation Stage</p> <ul style="list-style-type: none"> • Sixty-four percent of children eligible for Free School Meals achieved a 'Good Level of Development' (GLD), maintaining strong performance following an increase of five percentage points in 2017. The gap between those on FSM and All Others remained the same from last year at 11% but has shown a 3% improvement since 2016. • The performance of children with SEN improved again by three percentage points for both those in receipt of SEN support and those with EHCPs. Merton pupils with EHCPs now fare better than the same group nationally and in London and SEN support pupils are now in line with national but below the London average. <p>Key Stage 2</p> <ul style="list-style-type: none"> • Fifty-six percent of disadvantaged pupils reached the expected standard in reading, writing and maths. The performance gap between them and their peers has narrowed in all key indicators, and is smaller than that seen in London for writing progress but wider

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				<p>for the combined attainment and maths progress indicators.</p> <ul style="list-style-type: none"> • Performance of pupils in receipt of SEN support also improved in all key indicators, except writing progress (where performance is in line with the national average for the same group, but below the London average). In reading, these pupils make the same progress as all pupils nationally, and in maths better progress than all pupils nationally. Attainment for this group is line with the average for the same group nationally but below the London average. <p>Key Stage 4</p> <ul style="list-style-type: none"> • The gap between disadvantaged pupils and their peers has narrowed in the Progress 8 indicator from 0.62 to 0.47 with this cohort achieving a score of 0.12. • Pupils in receipt of SEN support have maintained their very strong Progress 8 score (0.20) which is better than the average progress made by all pupils nationally. The proportion achieving the standard 9-4 pass in English and maths has risen to 54% and is even further above national and local averages. The average Attainment 8 score for 2018 dropped slightly, but still remains well

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				<p>above the national average for the same group.</p> <p>The Progress 8 and Attainment 8 scores for pupils with EHCPs has risen slightly, and are above national averages but below London averages.</p> <p>Below is a summary of 2017-18 outcomes for Merton LAC taken from the latest Virtual School annual report:</p> <ul style="list-style-type: none"> • No child achieved a GLD at the end of the Early Years Foundation Stage – the service will ensure that these children are supported to achieve age-related expectations as soon as possible. • Academic outcomes were below the 2017 national averages (latest comparators available) at KS1 and KS2 in maths, but end of year 6 performance in reading and writing was strong. • There was a significant increase in the year 11 cohort, many of whom did not sit GCSEs. However of the thirteen 903 cohort, eight sat GCSE English and maths with 23% achieving English and Maths at Grade 4 and above - higher than the most recent national average

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				of 17.5 % for LAC. Attainment and progress scores for KS4 pupils are pending.

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12. Challenge schools to improve attendance and reduce exclusions for all children.	<p>School attendance in primary and secondary schools</p> <ul style="list-style-type: none"> • % attendance • % persistent absence <p>Exclusions in primary and secondary schools</p> <ul style="list-style-type: none"> • % of permanent exclusions • % of fixed-term exclusions 	<p>Children and Young People's Plan 2016 -2019</p> <p>CSF Departmental Equalities and Community Cohesion Annual Plan</p> <p>Annual School Standards Report</p>	CSF	<p>Data from the latest annual School Standards report revealed no permanent exclusions in primary and special schools over 2017-18. The number of permanent exclusions in secondary schools decreased significantly – below the most recent national, London and outer London comparators. These results are against a national rising trend of permanent exclusions. The number of fixed-term exclusions fell in primary, secondary and special schools (significantly at secondary phase).</p> <p>Current data shows Merton's exclusions are in line or better than National with the exception of fixed-term exclusions in special schools. In 2018-19, casework has continued with the use of Teaching Assistants in schools which has had a significant effect on keeping primary permanent exclusions to zero. Attendance continues to be higher than National and Outer London rates. There is a persistent absence (PA) issue around children with EHCPs that will be an improvement target for 2019-20.</p> <p>A new 'Positive Behaviour Support' policy has been developed with an associated training programme which has supported the reduction of exclusions related to challenging behaviour. The Transitions Working Party, led by the Virtual Behaviour Service (VBS) and participating primary and secondary</p>

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				<p>schools, have added the identification of those in Year 5 at risk of transition issues to their transition checklist.</p> <p>The Children Missing Education (CME) referral process continues to work effectively with identified pupils referred to the panel for appropriate education to be arranged. The Education Welfare Service (EWS) and School Admissions work together to ensure all appropriate cases are referred and placed as quickly as possible.</p> <p>Information from the 2017-18 annual School Standards report shows that the number of CME off roll cases has remained static as the school population has risen. The clear up rate in 2017-18 improved again to 95% within one month with more cases closed despite higher volumes. The numbers of pupils vulnerable to becoming CME has risen again for the third year. There has been a rise in the number of children within the vulnerable cohort with EHCPs from 22 in 2016-17 to 41 in 2017-18. This is in part due to demand exceeding provision and will be examined further.</p>

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13. Work with London Councils, as the borough lead for a pan-London employment project to address the following two priorities – 1. Inclusive labour markets 2. Skills for Growth	Quarterly outputs provided by the contractor on Total participants and including: <ul style="list-style-type: none"> • long term unemployed • over 50's • ethnic minorities 	Economic Development Strategy Refresh 2012	E&R	<p>Progress has been slow, and the original targets set for the programme, we believe, will not be achieved by Prevista (the procured provider).</p> <p>This is due to both the time remaining for the project (as stated in the funding agreement) and target deliverables that no longer reflect the local landscape.</p> <p>It is a payment by results programme. We have identified with London Councils the options going forward and these will be discussed within the FutureMerton team to ensure that funds are used effectively, that consideration is made around other existing employment programmes on offer and that those residents needing employment support are eligible to receive the most targeted support.</p> <table border="1"> <thead> <tr> <th>Deliverables</th> <th>Target</th> <th>Submitted</th> <th>Approved</th> <th>Variance</th> </tr> </thead> <tbody> <tr> <td>Enrolments</td> <td>149</td> <td>51</td> <td>27</td> <td>-122</td> </tr> <tr> <td>Number of participants receiving 6+ hours of support (IAG, job search, mentoring, training, skills events)</td> <td>135</td> <td>13</td> <td>6</td> <td>-129</td> </tr> <tr> <td>Participants gaining basic skills</td> <td>118</td> <td>0</td> <td>0</td> <td>-118</td> </tr> <tr> <td>Participants undertaking a</td> <td>65</td> <td>1</td> <td>1</td> <td>-64</td> </tr> </tbody> </table>	Deliverables	Target	Submitted	Approved	Variance	Enrolments	149	51	27	-122	Number of participants receiving 6+ hours of support (IAG, job search, mentoring, training, skills events)	135	13	6	-129	Participants gaining basic skills	118	0	0	-118	Participants undertaking a	65	1	1	-64
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				work placement / volunteering				
				Number of participants entering employment /apprenticeship within 4 weeks of leaving	67	6	2	-65
				Number of participants in sustained employment / apprenticeship for 26 weeks (6M)	40	0	0	-40
Equality Objective 2: Provide equality of access to services for disadvantaged groups								
1. Adult Social Care - ensure equality of uptake of social care for all- in line with residents' needs -and take action through commissioning and provision decisions to improve equality of uptake	Annual analysis of pattern of service use by characteristics relating to need- including ethnicity	Commissioning /service plans	C&H	<p>Equality Impact Assessment screening is undertaken for each significant commissioning activity to ensure that the needs of BAME residents are addressed.</p> <p>Full reporting is now achieved from the adult social care data base and we able to run year-end analysis of take up by protected characteristics.</p>				

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2. Housing –prevention of homelessness through advice and assistance	450 cases annual target	Service plan	C&H	465 cases achieved during 17/18 exceeding the target. April 18 say the introduction of the Homelessness Reduction Act 2017 which sees an increased emphasis on the prevention and relief of homelessness, with every applicant entitled to a written housing plan setting out the reasonable steps that the Council and the applicant will take to resolve their difficulties
3. Engage BAME groups to inform adult learning and library service development, tailored to their needs.	A range of services are currently provided. Workshops will be used to direct where some of our future resources are placed. Run 2 workshops each year.	Merton Adult Learning Strategy	C&H	2017/18: Annual user surveys and forums ensure that there is input and representation from BAME groups. Programmes are continuously adapted to meet the needs of BAME groups.

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<p>4. Disabilities and autism – to assess the need and picture of inequalities and inequity for people with disabilities and autism in Merton, and develop autism and disabilities strategies and action plans to tackle gaps in support, provision and access. These will take a pragmatic approach in recognition of existing financial constraints in the statutory sector, looking at optimising existing resources.</p>	<p>Needs assessments on autism and disabilities completed. Strategies and action plans developed for autism (by September 2017) and disabilities (by 31 March 2018).</p>	<p>Health and Wellbeing Strategy Children and Young People's Plan 2016-19</p>	<p>C&H CSF</p>	<p>The Merton Autism Strategy and Action plan has been developed and published with engagement from partners and public. Click here for published documents including a separate documents on the results of the engagement exercise which fed into development of the plan. A time limited Autism Partnership steering Group has been established to implement the action plan which is scheduled to meet in March 2019. A Merton Autism profile has also been developed which will be published shortly in March 2019.</p> <p>The Autism strategy and action plan (2018-2023) provides a framework for actions to be delivered across a range of partners with the overall aim of making Merton an autism-friendly borough in which people with autism are able to reach their full potential at all stages of their lives</p> <p>A Health Needs Profile on disability has been produced to inform commissioners, ensuring disability needs and issues are considered in the commissioning of services. The profile will also be useful to voluntary and community organisations, as evidence when bidding for funding.</p> <p>The profile is available here</p>

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5. Provide an assisted collection for residents who otherwise may not be able to present their wheeled bin in accordance with standard policy	100% of those requesting assisted collection who meet the criteria set out in the standard policy to receive assisted collections		E&R	<p>The 'assisted waste' collection service has been promoted as part of the direct communication to every household in advance of the service change which was introduced in Oct 2018. This was again promoted as part of the information pack which accompanied the new wheelie bins.</p> <p>As anticipated we have seen an increase in the number of households requiring an 'assisted collection'. Each case is treated on its own merit and no medical assessment is required to be undertaken. To date we have 1003 households registered on the service compared to 544 households registered prior to the service change</p>
6. Continues to raise the issue of step free access at train stations such as Motspur Park, Rayne Park , Wimbledon Park Stations as opportunities arise	This falls under Network Rails' jurisdiction. However, Merton will continue to raise this at the south London partnership meetings and at other stake holder groups.	Merton Local Plan & Local Implementation Plan	E&R	Recently the Council wrote to DfT in support of step free for our stations. No feedback has been received as yet

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7. work with TfL to ensure that all signalised crossings have the appropriate tactile and audible features & all other controlled crossings have the appropriate tactile paving	All controlled crossings on borough roads adhere to the regulation and are DDA complaint. TfL have recently completed their review and remedial works at all signalised junctions.	Merton Local Plan & Local Implementation Plan	E&R	All controlled crossings on borough roads adhere to the regulation and are DDA complaint. TfL have also completed their review and administered remedial works at all signalised junctions.

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<p>8. Where possible, the Council endeavours to make the public realm accessible by:</p> <p>A. ensure that the kerbs are dropped at key locations such as at junctions;</p> <p>B. de-clutter the footways and footpaths to improve accessibility</p> <p>C. ensuring that dropped kerbs at formal crossings and at some informal crossings have the appropriate tactile paving.</p>	<p>Attend quarterly meetings with the sub-regional mobility forums</p> <p>This is also measured through the annual monitoring of the Local Implementation plan</p>	<p>Local Implementation plan</p>	<p>E&R</p>	<p>We continue to give priority to safety and access of all our customers paying particular attention to those with a disability.</p>

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<p>9. Continue to work with BAME Voice, Merton Centre for Independent Living, the LGBT and Faith and Belief forums to disseminate and raise awareness in their respective communities of services and support on offered by the council and partners.</p>	<p>Hold regular or quarterly meetings</p>	<p>Voluntary Sector Strategy</p>	<p>CS</p>	<p>We continue to facilitate meetings of the JCC and Faith and Belief Forum with regular meetings held during 2018. We also continue to support the work for the LGBTQ forum and BAME Voice (the latter having been awarded a grant via the Strategic Partner programme. The LGBTQ forum has struggled since its chair left in 2018 and we continue to work with the forum to seek a sustainable future for the group. Notable successes over the past year included:</p> <ul style="list-style-type: none"> • Holocaust Memorial Day with a focus on the work of young people to remember the Holocaust; • The largest programme to date of events during Interfaith Week. • A second refugee family welcomed to Merton through the Community Sponsorship scheme with the Wimbledon Synagogue taking the lead.

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10. Continue to target families living in areas of deprivation to utilise Children's Centres	<ul style="list-style-type: none"> • % of total 0-4 year estimated Census 2011 population from areas of deprivation (IDACI 30%) whose families have accessed children's center services 	Children and Young People's Plan 2016 -2019	CSF	<p>As part of the service re-design over 2016-17, and following on from borough-wide consultation, new Children's Centre services are targeted to families who meet specific criteria. A key commitment was to ensure that families who live in areas of deprivation are able to continue to receive early help and early intervention services within their communities and that there is swift and easy access to these services.</p> <p>Re-shaped Children's Centre services deliver additional services within the four identified areas in the borough where there are high levels of deprivation. Access criteria has been developed that includes families living in low- income households.</p> <p>Community Health services staff, including health visiting practitioners, school nursing and the Family Nurse Partnership, are co-located in five children's centres to enable stronger collaborative working. Multi-agency working, particularly with the Health Visiting service, continues to identify families where there are additional needs due to the impact of living in poverty.</p> <p>The Children's Centre programme includes the provision of a range of evidence-based programmes including Incredible Years (Baby, Toddler and Pre-School), Triple P (Stepping Stones) and PIPT.</p>

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				<p>Centrally managed and re-designed children's centre services have completed the first year of delivery. 3,030 referrals were made for signposting, preventative or early help, with a high proportion coming from Health Visitors. Families have reported a high level of satisfaction with services accessed with over 95% stating improved outcomes due to the targeted intervention / programme attended.</p> <p>Data at the end of 2017-18 showed that 58% of the total 0-5 year population from areas of deprivation (IDACI 30%) had accessed children's centre services. This reach figure fell by 10% from the previous year due to the changed focus of the service - the indicator dates back when as many families as possible were seen whereas now the emphasis is on sustained engagement with more targeted families. Over 2018-19, this indicator stood at 35% in Q2 – in line with the previous year's data for the first two quarters.</p>

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11. Ensure that looked after children achieve long-term stability and permanency	<ul style="list-style-type: none"> • Numbers of children adopted or subject of a special guardianship order • % of LAC in placement for at least 2 years • % of LAC at the end of the month with 3 or more placements 	<p>Children and Young People's Plan 2016 -2019</p> <p>Looked after Children and Care Leavers Strategy</p>	CSF	<p>For those aged 0-5 years, permanence is found outside of the care system either through reunification, placement with relatives or adoption. The age group most likely to remain in care is the 5-12-year old cohort most of whom are subject to care orders and permanently matched with foster carers.</p> <p>Placement stability continues to improve with a downward trend of the percentage of LAC with 3+ placements in the year falling to 12% in 2018 from 17% in 2014. Sixty-nine percent of LAC were in stable placements in 2018 compared to 58% in 2014 and 40% in 2015. Stability has been steady over the past three years due to implementation of an improvement plan that embedded actions including designating the Permanence Team with case responsibility for children on Care Orders and work around early identification of placement instability.</p> <p>Work to improve the number of children experiencing placement stability has continued throughout 2018-19 so that there is greater oversight and focus on matching long-term for those children who remain in care, early identification of placements likely to disrupt and partnership working to stabilise placements.</p>

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				<p>In 2017-18, 9 LAC were adopted and 3 made the subject of a Special Guardianship Order (SGO). This is in line with performance over the previous four years where numbers ranged between 8 and 11.</p> <p>The Adoption Team is responsible for the recruitment of prospective adopters to meet the needs of children for whom the plan is adoption and to develop appropriate support plans as well as for family finding for children needing permanency either through adoption, special guardianship or permanent fostering.</p> <p>Adoption performance continues to be a strength in terms of clear planning and management oversight of cases. As a result of embedded processes adoption placements are achieved in a timely manner. For children who were adopted, the projected three-year rolling (2015-18) average time between a child entering care and moving in with its adoptive family was 466 days - lower than the 2014-17 national average of 520 days.</p>

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12. Ensure the timely delivery of Education, Health and Care Plans for children with special educational needs and disabilities.	<ul style="list-style-type: none"> • % Education, Health and Care Plans completed within timescale 	Children and Young People's Plan 2016 -2019	CSF	<p>There are currently 1,756 Education Health and Care plans maintained by the Local Authority (December 2018). Agreement is in place to undertake approximately 30 new EHC needs assessments per month. The EHC data shows that 55.2%% (YTD in Dec 18) of new plans were issued within the 20-week timescale, while 70% were issued within 26 weeks. Although this is still lower than targeted, summer holidays triggered delay in receiving professional advice which parents were made aware of. SEND continue to work with colleagues in Commissioning, School Inclusion and CLCH regarding access to therapy advice.</p> <p>A business case is currently under consideration for procurement of an IT portal (EHCP Hub) to improve transparency and timeliness while clearly tracking progress with regard to timescales. It is hoped that the EHC Hub will be in place by April 2019. There continues to be positive engagement with children and young people.</p>
Equality Objective 3: Ensure regeneration plans and activities increase the opportunity for all Merton's residents to fulfil their educational, health and economic potential, participate in the renewal of the borough and create a health promoting environment.				

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1. Merton Partnership to look at opportunities through the One Public Estate (OPE) programme to review how the public sector collectively uses its public estate and supports the VCS to deliver increased social value.	Report to Merton Partnership on OPE opportunities Autumn 2017	One Public Estate programme	CS/ER	Sustainable Communities has completed the work to identify and map all public sector owned assets in Merton. Landowning partners have been engaged and site capacity and valuation work completed for priority sites. Further OPE will conclude with partner organisations committing to the OPE strategy and promoting site disposals.

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2. Continue to support young people into Education, 3. 4. Employment and Training	Reduce the % of NEET young people Reduce the % of "not known" NEET Reduce the % of Care Leavers NEET	Children and Young People's Plan 2016 -2019 Looked after Children and Care Leavers Strategy	CSF	<p>Over the 2017-18 academic year, the proportions of young people who are Not in Education, Employment or Training (NEET), or whose status is unknown, again fell and were significantly better than national averages. Merton NEET and 'not known' combined score is the 10th lowest of all authorities nationally. Performance in all three indicators (NEET, 'not known', and NEET or 'not known') continues to place Merton in the top quintile of performance nationally. Substantial tracking and partnership working across schools, colleges and CSF teams has been significant in these achievements.</p> <p>The latest NEET figure (December 2018) stands at 1.6% - this is presently lower than England (2.6%) and equivalent to London (1.6%). Overall, the male gender group has a higher rate of young people within the NEET group and is slightly over-represented when compared against the cohort percentage. Others over-represented within the NEET group include the White ethnic group, young people with SEN, LAC, teenage mothers and those supervised by the YOT. When compared with national benchmarking, Merton is within performance Quintile 1 (Ranking 26/150). The 'Not Known' percentage stood at 1.0% - compared with national</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>benchmarking, Merton is again within performance Quintile 1 (Ranking 21/150).</p> <p>Key workers from the My Futures team have continued to provide a range of group and individual 1:1 work as well as various other support through joint working to improve outcomes for at-risk young people and those who are NEET. The team have continued to run a series of successful programmes:</p> <p>Holiday Programmes (Summer and October half-term) engaging the most vulnerable NEET and pre-NEET young people. These are aimed at inspiring, educating, promoting appropriate behaviour and improving social skills and self-confidence. Activities have ranged from white water rafting, photography workshops, employment workshops and creating business plans. Programmes have been successful in giving disadvantaged young people opportunities that they normally would not be able to access and have grown significantly in the last year.</p> <p>Towards Employment Programme offering a chance to acquire work experience for a young person to get their foot in the door of a company with the view of gaining an apprenticeship there. The My Futures service works closely with other teams across the Council, focusing on young people who are NEET,</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>looked after or working with the YOT. Many have been offered employment / apprenticeships at the end of a successful work placement. This programme continues to grow with the My Futures team continually building links with new business keen to work in partnership to offer real job opportunities to NEET young people.</p> <p>University Programme open to academically able young people who cannot afford university and those with no family history of university attendance. Due to a successful programme last year, the My Futures service were able to support two young people into courses this past September along with a further two planning on applying next year. This was achieved via attending workshops at Kingston University, identifying grants and available funding and breaking down many myths around student life and costs involved in gaining a degree. The same programme is scheduled to run again in January 2019.</p> <p>Social Media – The My Futures service has recently launched social media platforms on Twitter, Instagram and Facebook to enable the wider Merton community to access ETE opportunities as many young people do not meet the threshold for a referral for direct keywork. The team can now signpost the same ETE opportunities to all young people in Merton</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>as well as being able to remain connected with young people once cases are closed.</p> <p>The Education Practitioner within the YOT delivers a range of interventions such as advice and guidance, help to explore colleges / apprenticeships / volunteering, access to activities to build CVs and assistance to complete forms for banks, passports or driving licences where literacy is low. The Practitioner checks and monitors young people's progress to sustain the education place and works collaboratively to provide support throughout their time with the YOT.</p> <p>NEET operational group meetings in relation to looked after children have been taking place every 3 weeks since September 2018 with the aim of increasing EET opportunities, identifying relevant and realistic plans and reviewing support provided. The group tracks the action plan for each young person and ensures management oversight of cross-departmental agencies which evidences EET care planning. A dedicated worker is in place within the Virtual School who works directly with this cohort.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
5. Housing needs for vulnerable people and families to be considered as part of the affordable housing proportion of all planning applications (planning conditions s106)	Affordable housing supply and nominations policy between LBM and RPs.	Housing Strategy & Merton's Local Plan	E&R	We have commissioned research into specialised housing needs to inform the refresh of Merton's Housing Strategy 2019/20. Local Plan refresh is drafted for 2020 adoption.
6. We will work with Clarion-Latimer to promote access to local employment and apprenticeships opportunities via planning conditions and for Clarion's procurement for re-building the estates.	To be determined and monitored as planning conditions of the regeneration.	Merton's Local Plan & Estates Local Plan	E&R	This work is underway and on-going through Merton Partnership Employment and Skills activity and will flow through the Estate Regeneration Programme as the commence works on-site. This commitment is part of the Estate Regeneration planning obligations.
Equality Objective 4: To encourage recruitment from all sections of the community, actively promote staff development and career progression opportunities and embed equalities across the organisation				

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
1. Monitor progress with respect to the recruitment of apprenticeships as required through the Waste Collection and Environmental Services Contract	% of apprentices as a proportion of the total workforce operating on this contract within Merton. In total the Lot 1 contractor has committed to 25 apprenticeship placements being made across the contract for all SLWP boroughs.		E&R	Our LOT 1 contractor has committed and implemented an apprentice programme for long term unemployed. They have worked closely with Merton and provided opportunities in both waste and fleet roles.
2. Ensure that the procurement of Environmental services contracts, allow for the recognition of social value through the employment of special needs, apprenticeships and local long term unemployed	A commitment to implement the Contractors Voluntary Work Placement Programme (Veolia Re-start) is contained within the contract. This programme is run in conjunction with Job Centre Plus and Welfare to Work partners.		E&R	All new procurements have included the requirement for bidders to acknowledge their social responsibility and commitment to long term unemployed. This includes our enforcement contract with Kingdom security.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>3. Access to Apprenticeships:</p> <p>1. Departments will work with HR to create opportunities for apprenticeships.</p> <p>2. HR will work with managers to get maximum benefit from the Apprenticeship Levy by developing existing workforce.</p> <p>3. The Council will continue to work closely with CSF to prioritise apprenticeships for its Looked After Children and Care Leavers.</p>	<p>HR will host quarterly apprenticeship awareness workshops for managers.</p> <p>% of apprenticeship levy accessed per workforce.</p> <p>Provide regular apprenticeship news stories and plan activities for Apprenticeship Day</p> <p>Set up quarterly meetings with Head of service to establish which young person/s would benefit from participating in an apprenticeship scheme and</p>	Workforce Strategy	CS	<p>This has been done at CMT, DMTs, WSB, Collective DMT and Leadership groups engaging with senior managers across the organisation. This is ongoing.</p> <p>We currently have 77 Council staff actively undertaking apprenticeships and 20 staff in schools actively undertaking apprenticeships bringing the combined total to 97 staff.</p> <p>We have provided guidance on available apprenticeships that can be found on the Councils learning and development pages link below: https://mertonhub.merton.gov.uk/councilwide/lbm-learningdevelopment/Pages/higher_level_apprenticeships.aspx</p> <p>We have provided schools with available apprenticeship offering and will be arranging to meet with the head teachers to help maximise the levy in schools.</p> <p>We work in regular close collaboration and this is addressed in the Workforce Strategy.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
	determine the support needed to ensure the young person fulfils their potential			

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>4. Increase the diversity of Senior Leadership Team:</p> <p>1. We cannot positively discriminate however we will ensure that our recruitment processes are adhered to for senior roles including the appointment of the best candidate for the role.</p> <p>2. HR will ensure that the Council's Executive search consultants and recruitment team advertise the vacancies widely.</p> <p>3. HR will monitor equal access to Learning and development</p>	<p>Monitor recruitment on quarterly basis and report findings to CMT as part of the HR metrics report.</p> <p>Provide CMT with the end of recruitment summary</p> <p>Provide participation rate on a quarterly basis to identify trends and respond to these as appropriate.</p> <p>Increase rating by 5% in the staff</p>	Workforce Strategy	CS	<p>A report was received in December at JCC and the recommendations adopted by the Council.</p> <p>Reminder sent on 13th March to all staff to asking update their equalities information, including their ethnicity, through i-Trent self-service. This will ensure accurate monitoring and planning.</p> <p>The Council will introduce revised recruitment for senior posts where the name of the candidate is withheld until the long listing is completed. Protected characteristics are already withheld.</p> <p>The Council will seek to introduce diversity in panel representation for senior appointments and this can be done by panel participation or introducing stakeholders' panels</p> <p>All panel members will be required to have undertaken recruitment and selection training or a refresher in the last two years. HR is putting in place monitoring and reminder mechanisms. Sample checks will be introduced to ensure all shortlisting and interview panel members have up-to-date recruitment and selection training. This check will be undertaken in all cases for appointments at MGC and above.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>opportunities including management and leadership development.</p> <p>4. For an organisation to have a healthy, harmonious culture it needs a mission that unifies its diverse stakeholder community. Therefore, engagement with the relevant diversity interest group: customers, staff and partners.</p>	<p>survey in relation to development</p>			<p>Where external recruiters are used for senior appointments they are instructed to conduct additional searches and through their channels to encourage applications from BAME candidates.</p> <p>Quarterly data supplied to CMT. 6 monthly update on access to management development by BME staff did not show under representation in development.</p> <p>The Workforce Strategy includes actions to run a diversity and cultural awareness programme including training, with the aim to achieve a more cohesive workforce able to serve our communities better.</p> <p>A training programme is being developed by Human Resources, in addition to actions being developed at departmental level.</p> <p>The Council is currently reviewing its leadership development offer and will explore adopting cultural competency as an element within the programme. 2</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
5. In developing HR policies and procedures – statutory requirement and best practice is incorporated	<p>Policies are agreed and staff are briefed and made aware of the new policies.</p> <p>Measure take up of briefing sessions.</p> <p>Ensure the policies are compliant with Equalities Act 2010.</p>	Workforce Strategy	CS	<p>The HR policies have been updated and reviewed. Staff and managers have been briefed via the HUB and managers/staff briefings.</p> <p>We put on a total of 7 sessions on for managers with a total of 76 managers attending the sessions.</p> <p>The policies have all been reviewed in the last 2 years and are now compliant with the Equalities Act 2010.</p>
Equality Objective 5: Promoting a safe, healthy and cohesive borough where communities get on well together				

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
1. Increase the confidence of victims to report Hate Crime and Domestic Violence	<p>The performance measures remain tbc until year 1 priorities are confirmed and the strategic assessment is completed in January 2017</p> <p>Current performance is designed to increase reporting by 20% year on year for 2016-17. This will be subject to review in the new year when the strategic assessment is finalised and the MOPAC police and crime plan performance is confirmed</p>	Hate Crime Strategy Violence Against Women and Girls Strategy	E&R	<p>Domestic Violence Research suggests that a victim of domestic abuse may suffer multiple incidents before having the confidence to report. A significant amount of the work that the partnership undertakes around domestic abuse is to raise awareness of how to report crimes, whilst supporting the victim in a number of other ways. Whilst we don't want to see the true number of victims increasing, we do want to ensure that those who have become a victim have the right level of support and knowledge of how to report. This is the rational for a target to increase reports.</p> <p>In 2018/19 the target was adjusted from the previous year's target of 20% increase – to a target increase of 5%. As of the end of quarter 3 2018/19 we are currently showing a 16.3% increase in reports of violence with injury domestic abuse.</p> <p>Work to promote the means to report and the specialist Domestic Abuse services on the borough is ongoing, namely through the 16 Days campaign in November, articles in My Merton, training for staff-delivered by our Domestic Violence Lead and partners, the weekly One Stop Shop and web based information on the Council's and partner websites. Domestic Abuse continues to be a pan London</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>priority as set out in the Mayor's Policing and Crime Plan.</p> <p>Hate Crime Like Domestic Violence, research suggests that hate crime is under reported. Its impact can be hugely harmful to the recipient of the hate crime, but it also damages entire families and communities.</p> <p>Victims can experience hate crime based on various/multiple aspects of their selves e.g. a homosexual disabled resident may be the subject of homophobic hate crime and/ or disability hate crime. Therefore due to the numerous strands it is not advisable to sum the categories to give one figure for Hate Crime reports.</p> <p>As a partnership we regularly monitor each strands and the Hate Crime Strategy continues to provide a framework for the work to be undertaken to promote services and highlight the different reporting avenues.</p> <p>Over the last year work has been ongoing to develop the opportunity for third party reporting, the design of a contact card providing key numbers for those seeking advice and support, the launch of a monthly hate crime advice surgery and the development of a hate crime video resource for schools. Hate Crime</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				Awareness Week in October saw the partnership come together to increase awareness of hate crime in the borough and a number of promotional events occurred throughout the week
2. Working in partnership to deliver the Prevent Duty and keep Merton a safe and cohesive borough	Hold monthly Prevent Case Management meetings	Prevent Delivery Plan	CS Lead	<p>Monthly Prevent Case Management and Channel Panel meetings are held to discuss referrals.</p> <p>Meetings are attended by a SO15 Police Officer, and representatives from the CCG, Mental Health Trust and Adult and Children Safeguarding staff.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
3. Working in partnership to reduce alcohol-related harm	Baseline Admission episodes for alcohol related conditions (broad)- 1,858 rate per 100,000 population	Strategic Framework for prevention of substance misuse (September 2017) Local Alcohol Action Area	Public Health & E&R	<p>The baseline performance measure (1,858 rate per 100,000 population) is for the period 2014/15. The latest performance figures are for the period 2017/18 and are:</p> <p>Admission episodes for alcohol related conditions (broad) - 2,020 rate per 100,000 population which equates to 3,254 people.</p> <p>This shows an increase (8.7%) in the numbers of admissions compared to the baseline. For 2017/18, rates are lower than London (2,324 per 100,000) and England (2,224 per 100,000). Generally, Merton has shown increasing trends over time however, these have been lower than London and England.</p> <p>The Substance Misuse partnership Board (SMPB) The LB Merton Strategic Framework for the Prevention of Substance Misuse (SFPSM) has a number of actions that directly work towards raising awareness of the risks of harm associated with alcohol use. The aims of these actions are to reduce alcohol-related harm. We are therefore hopeful that in 2018/19 the admission episodes for alcohol related conditions will not increase.</p> <p>Community Safety</p> <p>In November 2016, Merton submitted a bid to be part of the second phase of the LAAA and was successful</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>in its bid and begun implementing the project in January 2017. The bid focused upon two key areas: Wimbledon Town Centre and Mitcham Town Centre. The focus for Wimbledon was: “how can local authorities, the police and businesses ensure the safe movement of people in the night time economy” The focus for Mitcham was “how can local authorities, the police and business work together to help design out crime”?</p> <p>The project in name has now reached its conclusion, however much of the work outlined in the original action plan has either been completed or is being continued as “business as normal”. One of the key successes of the project has been the improved partnership working of those involved. Better communication and improved intelligence sharing has meant that those working in the town centres are better informed in the work that they are doing or incidents they are responding to. Designing out crime continues and a number of site visits have taken place during the project. The roll out of the “Ask Angela campaign has been widely recognised and work now continues to educate bar staff going forward.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
4. Continue to celebrate diversity by promoting community cohesion activity such as Black History Month and LGBT History Month	Hold annual civic event for Holocaust Memorial Day and promote LGBT History Month and Black History Month events	Equality Strategy	CS/E&R	<p>Working with the LGBT forum a display was set up in Merton Link for LGBT History month.</p> <p>The Faith and Belief Forum continues to promote community cohesion and integration in the borough. For interfaith week, the forum has a programme of activities including an evening of Scriptural Reasoning.</p> <p>The Faith and Belief forum worked with officers to plan and organise Holocaust Memorial Day. This year the theme was 'Torn from Home'.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
5. Continue to work collaboratively to reduce bullying in Schools	<ul style="list-style-type: none"> % of primary and secondary schools graded 'Good' or better for personal development, behaviour and welfare by Ofsted 	CSF Departmental Equalities and Community Cohesion Annual Plan	CSF	<p>Anti-bullying policy guidance templates for schools have been developed and shared, which will support them in tailoring their policies in line with their current practice to prevent, report, respond and intervene when bullying takes place and how incidents will be monitored. Youth Parliament were consulted in the development of a primary pupil-friendly version that helps children understand what bullying is, why it happens and what to do if they think someone is being bullied or if it is happening to them, which has also been shared with schools.</p> <p>The current Anti-Bullying Strategy works to four priority areas, considering the particular needs of those groups (by gender, SEND, race, religion, sexual orientation, LAC and young carers) more likely to be bullied both face-to-face and online. The strategy finishes in 2019 and will be refreshed this year. The VBS strategic manager is the local lead for the All Together Programme, a whole-school anti-bullying programme that is on offer to Merton schools. The VBS is promoting the use of Restorative Approaches in schools – this practice is included as part of the 1-day MAPA training offered to Merton schools.</p> <p>By demonstrating exceptional good practice and progress in tackling homophobic, biphobic and</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>transphobic bullying, Merton's Stonewall rating has improved to 11th out of 25 with a 1% increase. Merton is also making strides in its support for LGBT / transgender pupils through its work with Wandsworth to produce guidance applicable for both boroughs, which will be launched in Spring 2019. The majority of schools remain compliant in providing termly information to Merton School Improvement with data from the latest Homophobic, Bi-phobic & Transphobic Incidents Report showing a fall at both primary and secondary phase and in special schools in reported incidents compared to the previous year.</p> <p>Merton Council continues to support a school-led Personal, Social, Health and Economic (PSHE) network to facilitate delivery in schools, providing opportunities to share best practice in relation to PSHE education and anti-bullying practice.</p> <p>In Merton (as at December 2018) 95% of primary schools, 100% of secondary schools and 100% of special schools are graded 'Good' or better for personal development, behaviour and welfare by Ofsted</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>6. Continue to work in partnership to reduce the number of First-Time Entrants (FTE) to the Youth Justice system and undertake targeted work to identify and support those at risk of offending and re-offending.</p>	<ul style="list-style-type: none"> • Number of FTE to the YJS aged 10-17 • Rate of proven reoffending in the YJS 	<p>Children and Young People's Plan 2016 -2019</p>	<p>CSF</p>	<p>First Time Entrants (FTE) data shows a positive trend in performance with 35 young people year to date – the outcome for 2018-19 is unlikely to exceed the target of 48 of the year with one quarter remaining.</p> <p>A Partnership Prevention Strategy has been drafted with the purpose of ensuring coordination of services to prevent the onset of offending and gang activity/serious youth violence in Merton. Workshops have been held with the YCPEB members and a stakeholder engagement event (MSCB conference) is due in March. These will inform the final document, which is likely to be amalgamated into the Early Help strategy and the Youth Justice Plan and aligned to the Think Family Strategy.</p> <p>The Liaison and Diversion service has been established to provide early screening for young people entering the youth justice system. This offers an early screening and sign-posting service at first point of entry into the criminal justice system based on key principles including screening / assessment covering all vulnerabilities, consideration of how the health assessment will inform charging and court decisions and ensuring that appropriate interventions are available to meet all identified needs and that the 'health offer' underpins the justice response.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>This service provides 0.5fte CAMHS worker and 0.2fte SALT worker. In the six months from April to September 2018, there were 109 referrals (including Police notifications), with 20 consults and 9 face-to-face meetings. Funding received for this has also enabled training to be delivered to Adolescent Service staff in trauma and harmful sexual behaviour and will help develop a participation project to engage young people in the design of services.</p> <p>Merton has been successful in a bid for the Home Office Early Intervention Youth Fund that will deliver 'Responsive Community Engagement' where there are concerns about anti-social behaviour, 'hot spots' and increasing violence. The team will be co-located in the Adolescent and Family Service and work alongside existing provision to increase capacity to respond swiftly to these concerns and divert young people from the criminal justice system.</p> <p>Reoffending data shows an increase in re-offending by young people in the latest available PNC cohort (Oct 16 - Dec 16). This equates to 23 young people, of which 12 re-offended. Eight had previous outcomes and all had multiple complex needs that, for some, resulted in a high number of re-offences. These young people, many of whom had EHCP</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>and/or LAC status, required multi-agency and cross departmental responses, to manage their behaviour.</p> <p>The Multiagency Risk, Vulnerability and Exploitation (MARVE) Panel has been established to coordinate robust responses to high profile cases and identify those at risk of criminal exploitation early in order to divert them from a pathway into serious youth violence. This combines the MASE (sexual exploitation), YOMP (youth offending), GMAP (gangs) and POC (person of concern) panels and is held on a monthly basis.</p> <p>A trauma informed approach has been implemented and it is anticipated that a drop in re-offending rates should be evident in the coming years. Most work with young people is conducted on a one-to-one basis due to the risk management involved in group work. MOPAC-funded workers are utilised to deliver specialist gang and exploitation work. In addition, community voluntary sector services such as Catch22, youth services and Unique Talent are vehicles for engaging and diverting young people from criminal activity.</p>
Equality Objective 6: Fulfil our statutory duties and ensure (relevant stakeholders are consulted) protected groups are effectively engaged when we change our services.				

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
1. Equality Analysis routinely undertaken to support the decision making process	Savings, growth and service reviews to include EAs	Equality Strategy	All	EAs accompanied the savings proposals and are undertaken routinely.

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>2. Refresh User Voice Strategy and ensure children, young people and families continue to impact continuous improvement for all services across CSF</p>	<ul style="list-style-type: none"> • Ensure each CSF service commit to User Voice activity in annual Service Plans. • Report quarterly to Director's management team on annual action plan and programme of User Voice activity. 	<p>CSF User Voice Strategy 2017 -2019</p>	<p>CSF</p>	<p>The Children and Families' Voice Framework 2017-19 is set to be refreshed this year. The current strategy contains five commitments that recognise user voice in the context of the refreshed Merton Well-Being Model and 'Think Family' approach.</p> <p>Following first quarter reporting in 2017-18, the decision was taken to move towards annual reporting to provide a more comprehensive picture of user voice activity and its outcomes whilst meeting the need of Children's Trust requirements.</p> <p>The latest annual report was issued in August 2018 and provides a detailed summary of actions and positive impact on outcomes for children and families in 2017-18. Highlights include:</p> <ul style="list-style-type: none"> • Development of a 'Manifesto' work programme by Merton Youth Parliament following consultation with children and young people, focussed on preventing crime, gang awareness and health and safety. • Development of a Trans Inclusion Toolkit for schools in Merton and Wandsworth to promote good practice in supporting Trans pupils, informed by young people's feedback. • Involvement via consultation and focus groups to inform the Autistic Spectrum Disorder (ASD) Strategy 2018, Looked After Children

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>Strategy 2018, Young Carers' Multi-Agency Strategy 2018-21 and the SEN and Disabilities High Needs Strategic Review 2018.</p> <ul style="list-style-type: none"> • Implementation of a number of improvements in CSF services including Transforming Families and Fostering Service following face-to-face and survey feedback. • Set-up of a new 'University Programme' to take NEET young people on university visits to learn about grants, funding and student life to enable access and allay financial concerns. • Young people-led activity across commissioned services including service evaluation, planning, decision-making and the development of web-based information and advice. <p>The next review of user voice activity is scheduled for August 2019. CSF service areas continue to include themed activity in their yearly service plans which feed into the annual voice action plan.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>3. Continue to consult with children, young people and parents in the development of services for children with SEN and disabilities in line with the expectations of the Children and Families Act 2014</p>	<ul style="list-style-type: none"> Report quarterly to Director's management team. 	<p>CSF User Voice Strategy 2017 -2019</p>	<p>CSF</p>	<p>User Voice Commitment 4 within the strategy is focused on enabling families, parents and carers to influence change and impact decisions about their children to deliver better outcomes.</p> <p>Merton's Special Educational Needs and Disabilities (SEND) Integrated Service utilises a range of ways to ensure that the voice of children and families is central to service planning and delivery. The service works closely with the Kids First forum for parents of children with SEND</p> <p>With regard to all aspects of the Children and Families Act SEND reforms. Kids First meets regularly with key senior members of staff to discuss and focus on a broad range of issues raised and areas for improvement.</p> <p>The latest annual review of user voice activity (August 2018) reported parental concerns from the Kids First Forum that Special Educational Needs Coordinators (SENCO) in schools were inconsistent in applying for EHCPs. In response, the SENCO working group streamlined the EHCP application process and training delivered in schools on effective assessment, planning and review processes (including for children at SEN support level). The Kids First Forum also gave in-depth feedback on their assessment of the effectiveness of local</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>arrangements for children with SEND across each of the three aspects to be covered (identification, meeting needs and improving outcomes) in the upcoming SEND inspection by Ofsted and the Care Quality Commission. Parents highlighted positive aspects of support received with respect to these inspection features.</p> <p>The SEND service works closely with the Merton Information Advice and Support Service for SEN and Disabilities (MIASS) to ensure feedback from families is fed into service improvements. MIASS continues to receive very high levels of requests for support from parents and increasingly from schools and other professionals seeking specific guidance and information around SEN and Disabilities. The service has reported an increase in contacts and, as a result, a support approach has been in development for the South Thames Consortium (post-16 education) on EHC planning.</p> <p>A Post-16 Information Advice and Guidance Worker within the MIASS supports young people with SEND post-16 in the transition to adulthood via further training and ultimately towards employment opportunities. A survey of 50 users conducted during Quarter 1 of 2017-18 showed a high level of satisfaction with the service, with 92% stating that the</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
				<p>information, advice and support given 'made a great deal of difference'.</p> <p>Consultation is currently underway around new priorities for Merton's Children and Young People's Plan with special schools in the borough. The plan is being refreshed with the view of meeting the holistic needs of children and young people which will include improving the outcomes for those with SEND.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
4. Polling station review to be undertaken ahead of the council elections in May 2018	<p>Seek to ensure that all electors in the local authority area have such reasonable facilities for voting as are practicable in the circumstances.</p> <p>Seek to ensure that so far as is reasonable and practicable every polling place for which it is responsible is accessible to electors who are disabled.</p>	Electoral Commission Performance Standards for Returning Officers	CS	<p>Polling stations were reviewed ahead of 2018 elections to identify if any changes were needed.</p> <p>Statutory full polling district review taking place in 2019.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
<p>5. Target particular communities who have not responded or registered to vote:</p> <p>1. Continue to collect council tax and housing benefit data on a monthly basis in order to identify new electors, plus student data at the beginning of each academic year. Expand data mining in an attempt to gain access to registrars, blue badge, and libraries data to identify new citizens/residents.</p> <p>2. Compare non responding properties to mosaic data in order to identify if there are particular communities under</p>	<p>50% of all new monthly registrations through data mining.</p>	<p>Electoral Commission Performance Standards for Electoral Registration Officers</p>	<p>CS</p>	<p>Currently 70% of all new monthly registrations (outside of the canvass) are through data mining. Data received from council tax and housing benefit forms bulk of new registrations through data mining.</p> <p>Unfortunately, access has not been granted to registrars' data, which would be useful to encourage new citizens to register to vote.</p> <p>Potential electors that have been identified by data mining who have not yet responded to an invitation to register, and who have not received a personal visit during the canvass, will receive a visit between March and May 2019 in order to encourage them to register.</p> <p>Hope to begin using mosaic this year to identify any under-represented communities, before new data led canvass process is implemented in 2020, results could be compared with electorate to adult population registration ratios from wards to see if this yields any further information.</p>

Key activity	Performance Measure	Key strategy/ Plan	Department/ Division	Update
represented on the electoral register.				