

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Tuesday 6 November 2012

TIME: 7.30 pm

VENUE: Committee Room 5,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chairman: Councillor Sue Anderson

Councillors:

Ann Gate
Jerry Miles

Tony Ferrari
Barry Macleod-Cullinane (VC)

Reserve Members:

1. Nana Asante
2. Varsha Parmar
3. Zarina Khalid

1. Chris Mote
2. Susan Hall

Contact: Manize Talukdar, Democratic & Electoral Services Officer
Tel: 020 8424 1323 E-mail: manize.talukdar@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Sub-Committee;
- (b) all other Members present.

3. MINUTES (Pages 1 - 14)

That the minutes of the meeting held on 12 September 2012 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS

To receive questions (if any) from local residents/organisations under the provisions of Committee Procedure Rule 17 (Part 4B of the Constitution).

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

To receive any references from Council and/or other Committees or Panels.

7. CHAIR'S REPORT (Pages 15 - 30)

Report of the Divisional Director Strategic Commissioning.

8. CORPORATE EQUALITIES OBJECTIVES (Pages 31 - 54)

Report of the Divisional Director Strategic Commissioning.

9. ANY OTHER BUSINESS

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

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PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

12 SEPTEMBER 2012

Chairman: * Councillor Sue Anderson

Councillors: * Tony Ferrari * Barry Macleod-Cullinane
* Zarina Khalid (3) * Jerry Miles

In attendance: Brian Gate Minute 93, 95
(Councillors) Paul Osborn Minute 92, 93

* Denotes Member present
(3) Denotes category of Reserve Member

85. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor Ann Gate

Councillor Zarina Khalid

86. Declarations of Interest

RESOLVED: To note that the following interest was declared:

Agenda Items 8 – Chartered Institute of Public Finance and Accountancy (CIPFA)'s Review of Financial Management at Harrow

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he was employed by London Councils and was involved in the Capital

Ambition project at London Councils. He would remain in the room whilst the matter was considered.

87. Minutes

RESOLVED: That the minutes of the meeting held on 24 July 2012 be taken as read and signed as a correct record.

88. Public Questions and Petitions

RESOLVED: To note that no public questions were put, or petitions received.

89. References from Council and Other Committees/Panels

None received.

RECOMMENDED ITEMS

90. Terms of Reference

Following a discussion at the previous meeting of the Sub-Committee on 24 July 2012, the Sub-Committee considered and agreed an amended version of its Terms of Reference.

Resolved to RECOMMEND: (to the Overview and Scrutiny Committee)

That:

- (1) the Sub-Committee's Terms of Reference be revised as set out at appendix A to these Minutes; and
- (2) the Overview and Scrutiny Committee refer the revised Terms of Reference to the Constitution Review Working Group for consideration.

RESOLVED ITEMS

91. Chair's Report

RESOLVED: That this item be deferred until the next meeting of the Sub-Committee.

92. Chartered Institute of Public Finance and Accountancy (CIPFA)'s Review of Financial Management at Harrow

The Sub-Committee received a presentation from representatives of the Chartered Institute of Public Finance and Accountancy (CIPFA), which set out its Review of Financial Management at Harrow Council.

The Corporate Director of Resources stated that CIPFA was the only professional accountancy body to specialise in public services and the Council had commissioned it to undertake a financial management review in

February 2012. She added that the Council had decided to use the CIPFA Financial Management Model as a framework for the review and emphasised that this had not been an audit or an inspection, but a review of the wider financial management systems in place at Harrow with the objective of providing constructive challenge to assist our improvement journey.

A representative from CIPFA advised that it set standards for financial management in the public sector and the Financial Management Model used as part of the review of Harrow was aimed at helping organisations to carry out a self-assessment of their financial management systems. He added that the model had been in use for a number of years and had been used by numerous public sector organisations. It allowed CIPFA to benchmark financial management systems within an organisation and identify areas of strength, weaknesses and improvement. It also measured an organisation's attitude to Financial Management and the performance of the Finance Team. The conclusions of the review were based on a mix of evidence obtained through electronic surveys, interviews and document review.

The CIPFA representative stated that the overarching aim of the review carried out at Harrow had been to transform financial management at the Council so it could better meet the huge and difficult challenges required by an unfavourable financial environment. He added that their report had covered the following areas:

- challenges facing the public sector generally, such as the consequences of restricted government funding, possible increases in Council Tax and another spending review;
- 38 statements of best practice which covered leadership, people, processes and stakeholders;
- financial management competencies, accounting processes, areas of strength and development;
- finance function service standards and performance management;
- key findings and overall conclusions;
- lessons from other organisations.

A Member asked whether the issues with the SAP software related to inefficiencies within the system itself or to its implementation. The Member also queried whether there were other better systems available on the market which were more suited to the needs of local government.

The representative from CIPFA stated that SAP was a high-end, powerful system, but its effectiveness depended on whether an organisation had adequate resources to make the most of its capabilities. He added that in his experience, few local authorities used SAP, and staff generally found its reporting structure complex. Inefficient use of SAP and insufficient knowledge of its processes gave rise to the risk of inaccuracies in data. Miscoding of

data meant that time was wasted cleansing data. The review had shown Harrow to be a low cost performer in the area of accounts payable and accounts receivable, which tended to be in the lower quartile. Some budget holders had different levels of ability and consequently differing levels of performance in relation to SAP. Budget holders should be using SAP to carry out forecasting and the skills gap of some budget holders with regard to SAP meant that the Finance directorate was struggling with this additional workload, and could not focus enough on value added work areas, namely, strategic management of the financial challenges currently facing the Council.

The representative added that the review made the following recommendations:

- improving service standards, and clearer demarcation of officer roles and responsibilities, which would enhance performance management and ensure there were no gaps or duplication in work areas;
- There was a need to reposition the Corporate Finance function in terms of higher level activities and there should be less reliance on interim managers.

A Member back benching asked whether it would be more effective if the future Section 151 officer in the Council's new structure were part of the senior management team or be line managed by the Chief Executive Officer (CEO). A representative from CIPFA agreed that it would be good practice to place the Chief Financial Officer (CFO) at the "top table", and this role should be at the heart of officer decision-making as organisations needed to think and act strategically. He added that CIPFA's view was that the CFO's role was twofold: firstly, to ensure good financial management in compliance with legislation, secondly, to contribute to strategic policy development. CIPFA's model for the CFO had been used in both North America and Australasia with success.

The Corporate Director of Resources stated that in helping to design the new structure, she had ensured that there was a direct reporting line between the S151 officer and the Chief Executive, which would allow for open and frank discussions between them.

A Member stated that he was sceptical about the effectiveness of this approach, and gave the example of a recent investigation into an £8m overspend on a capital programme at Harrow Council, where senior officers had misled both Members and Corporate Directors regarding this overspend for a number of years.

The representative stated that in CIPFA's view, the CFO should have a voice and influence at a senior management level. Strict reporting lines, increased financial literacy of both officers and Members and transformation of cultural norms should prevent a repeat of the above type of incident.

A Member stated that the CFO needed to be able to challenge both Corporate Directors and the CEO above them and a different incentive structure would protect an organisation from financial mismanagement. The Member

expressed concern that CIPFA's review recommended that the CFO be included in the senior management team and suggested that SAP was an excellent system.

A representative from CIPFA responded that organisations should appoint the best candidate for the post of CFO on the basis of previous experience and appropriate qualifications. Getting the right calibre of person was more important than the structure. He added that although SAP was a market leader, there was a need to close the skills gap amongst budget holders and make SAP more user friendly. He added that staff in the Finance directorate were carrying out an evaluation of SAP and the findings would need to be discussed. He added that Harrow had already invested substantial amounts of time and money into SAP and needed to optimise on this investment. There needed to be more staff training in the finance and non-finance aspects of SAP. This would release finance staff from the day-to-day tasks on SAP and allow them to develop their relationship with the directorates and become more involved with transformation projects, and deliver other value added activities.

A Member asked what would be the appropriate size for the finance department and whether the one at Harrow was adequately resourced to deliver. Another Member asked whether, in the short term, savings could be made in the finance department. The CIPFA representative stated that making savings in the short term was a risk-heavy venture, savings could be delivered in the longer term. In the short term, it would be necessary to resolve a number of system, governance, stewardship and compliance issues. He added that budget holders were over reliant on finance officers in carrying out their day-to-day budgetary responsibilities. However, finance officers were working to remedy these issues and remove non-value adding functions from the finance role, while supporting directorates to make them more autonomous and accountable.

A back benching Member requested that data comparing finance functions between Harrow and other comparative London boroughs be provided to the Sub-Committee at a future date. He added that budget under spends and overspends in directorates not being reported promptly was a long standing issue. He asked what incentive structures would ensure these were reported promptly and asked how greater accountability for Corporate Directors and senior managers could be achieved. A representative from CIPFA stated that not reporting overspends and under spends promptly was an issue across many local authorities. Some authorities had dealt with this by introducing league tables for overspends/under spends and not reporting either promptly was a disciplinary matter. Additionally, some authorities had introduced a raft of measures, for example, the provision of a safety net for budget overspends and had incentivised budget holders to release budget under spends early, which were then pooled and redistributed in the organisation. Measures such as these provided a safety net for managers and enabled a culture change at these authorities. He added that in some organisations, the size of a department's budget was associated with the status of the budget holder and that this perception needed to change for the good functioning and success of the organisation as a whole. It was important for managers to see financial

management and operational function as equally important aspects of their responsibility.

A Member back benching stated that the format of the Revenue and Capital Monitoring report should be amended so that it flagged up any potential budget over/under spends, as well as the potential impacts of these. This would enable Councillors to ask appropriate questions and propose remedial action.

The Corporate Director of Resources stated that she agreed with the CIPFA findings regarding this and was disappointed and slightly surprised at their finding that some managers were not taking full responsibility for their budgets and she was exploring this issue further with the finance business partners. She added that recent data showed that the finance function at Harrow was actually under-resourced compared to other similar local authorities and reiterated CIPFA's earlier message about savings in the medium/long term.

The Corporate Director added that implementing the following measures would help strengthen the finance function at Harrow:

- repositioning the corporate finance function to be a high performing finance function, focussing more on added value activities;
- engendering a culture change at the council where finance was not just seen as an operational function;
- restructure of the finance department;
- Improving the use of SAP through staff training and minor system developments/enhancements;
- budget holders taking greater ownership of forecasting spend and tightening control and compliance, ie, less autonomy and more streamlined rules and processes.

She added that the Council had developed a more integrated approach to the finance function and concurred with the back benching Member's view about changing the format of the Revenue and Capital Monitoring reports. In her view, several aspects of SAP did not work efficiently or effectively in the current set-up. It would not be prudent to invest substantial sums in fixing SAP if it was found that it would be more cost effective to replace it with another system. This should also be considered as part of the consideration of shared services and outsourcing. Additionally, officers were looking at software solutions used by other local authorities. The Portfolio Holder for Finance would be taking the Member lead on the Finance Transformation project and a more detailed project plan would be provided to the Sub-Committee in the future.

The CIPFA representative concluded that in terms of lessons to be learnt from elsewhere, there was a need for strong leadership and correct behaviours on the part of senior management, which would engender a culture change

amongst middle managers and more junior staff. He added that the overall conclusions of the review showed that Harrow was on a journey of improvement, and much remained to be achieved, some of which was urgent.

RESOLVED: That the presentation be noted.

93. Snow Clearance Update

The Sub-Committee received a report of the Divisional Director, Environmental Services which set out the recommendations and actions arising from the Snow Clearance Challenge Panel Report.

A Member asked whether resources were at the right level to ensure that Harrow would be adequately prepared to deal with the next heavy snowfall. An officer responded that there were enough grit bins in the borough and the gritting team were skilled and experienced. However, resources for the service were under pressure and had been subsidised across a number of budgets.

A back benching Member asked about the higher cost of the new road clearance contract. The officer stated that the new contract had cost double the price of the previous contract and had been accommodated through budget changes. The previous contract had been unusually cheap. He added that the Council had been able to negotiate a minor reduction with the contractor.

A Member back benching asked if there was sufficient liaison with local partners such as schools and healthcare providers about a co-ordinated approach at times of heavy snowfall. The officer stated that his service had written to school head teachers, their governing bodies and the local Primary Care Trust to let them know that gritting routes had been changed to include key locations in the borough. The Member stated that during the last heavy snowfall, many schools had decided to close, however, the Council had gritted the area around these schools. He stated that there should be greater communication between the winter service and local stakeholders. The Portfolio Holder for Children, Schools and Families stated that head teachers had overview for health and safety at schools and may decide to close schools during heavy snowfall for reasons of health and safety within the school grounds.

A Member back benching stated that there should be better communication and dialogue between Public Realm services and Children's Services. He added that there may be cost implications for the local PCT if many local surgeries were to close during periods of heavy snowfall.

A Member noted that there some residential areas had not been prioritised for gritting during the heavy snowfalls over the last few years. He suggested that more information and advice for residents should be provided in the Harrow People magazine and on the Council's website during extreme weather conditions.

A Member stated that the grit bins policy set out in the report seemed to cover the gritting of roads only. In his view, grit bins should essentially be a tool for ensuring pavements were clear, which was separate from a road clearing service. He added that during the last heavy snowfall, roads and paths in the town centre and other busy areas been cleared, but the roads and pavements leading to these areas had not been cleared. The officer responded that grit bins had been placed in roads of known difficulty and residents often helped themselves to grit from these bins. Both the Greater London Association and Transport for London were encouraging councils to develop a common London-wide policy for gritting footpaths and Harrow's policy was being developed in line with this. He added that 120 grit bins had been provided throughout Harrow at substantial cost. Members requested an update on the pavement gritting policy when it was established.

RESOLVED: That the report be noted.

94. Revenue and Capital Monitoring for Quarter 1 as at 30 June 2012

The Sub-Committee received a report of the Corporate Director of Resources, which was due to be considered by Cabinet the following day, which set out the Revenue and Capital financial monitoring position for Quarter 1. The Corporate Director advised that:

- some early risks had been identified and there was an overall forecast overspend of £426k;
- the overspend mostly arose in the Resources Directorate and in the Community, Health and Wellbeing Directorate;
- there were increased risks related to increased homelessness, but this situation was being closely monitored and any year end flexibility in this service area was being assessed;
- there had been no additional spend in the Transformation projects;
- there was better control of expenditure and additional growth in demography, which had been factored into the budget;
- income and cost trends had been included in the report, but she was looking to change the format of future Revenue and Capital Monitoring reports to reflect both forecast and actual budget information, as well as spend to date and phased budget spend to date.

A Member questioned the £426K forecast overspend figure in comparison to the £186m revised total budget requirement listed in the report. He stated that the report should provide comparisons against original budget figures listed in the report. The Corporate Director advised that the figures in question did not constitute an overspend but were legitimate adjustments to the budget and she hoped to further clarify this at the next Chair's Briefing session. She added that she understood the changes to budgets was

complex data which used to be included in previous reports and had been omitted from reports in recent years at the request of Members.

The Member responded that the report lacked transparency in its current format. He added that demography had been an issue in previous years and asked what was being done to reduce demand. The Corporate Director advised that demand-management measures and financial modelling and forecasting were being implemented.

A Member questioned the forecast overspend in the Environment Directorate, which was largely due to forecast under recovery of parking enforcement income. The Corporate Director stated that this was reported to be partly due to increasing compliance by motorists but she was concerned as to whether the service had budgeted for this appropriately. She had requested a detailed report from the service. She felt that Parking enforcement could be carried out using new technology rather than just relying entirely on staff in the future.

RESOLVED: That the report be noted.

95. Children and Families Services complaints annual report 2011/12

The Sub-Committee received a report of the Corporate Director, Children and Families, which set out the statutory Children and Families Services complaints annual report for 2011/12. An officer highlighted the main areas of the report as follows:

- there had been no new Ombudsman investigations this year;
- there had been only 2 children and families complaint local settlements in the last 8 years;
- the Children and Families directorate had introduced a number of learning points from complaint improvements over the last 18 months;
- there had been no adverse Ombudsman findings against Safeguarding in the last 7 years;
- none of the escalated complaints about Special Needs had been upheld;
- the Children and Families directorate had achieved 75% stage 1 response timescale compliance;
- safeguarding remained an area for improvement.

The officer added that the above figures were encouraging because they demonstrated that the service encouraged and was open to feedback.

A Member questioned whether the key message from the Local Government Ombudsman and the Head of Complaints at the Commission for Social Care Inspection in the table comparing complaints in 2011/12 to previous years

could be considered current. The officer responded that these messages were still valid as they came from two separate independent bodies which had great expertise and knowledge about complaints. The officer emphasised that receiving a healthy level of stage 1 complaints demonstrated that the Council welcomed feedback and used it to improve its performance rather than engaging in blaming.

A Member asked how many stage 1 Safeguarding complaints had been received in 2011/12. The officer stated that these had reduced since 2011/12, which was not necessarily a positive sign. The improvement board reports stated that the Service did not want to engender a defensive culture.

A Member stated that he would have preferred the report to set out the number of complaints received within the context of the Council's interaction with the public and would have preferred more qualitative analysis of whether the Council was doing enough in this area. The officer gave the example of the School Admission Service, which had extensive dealings and contact with the public but generally only received about 5 complaints each year. The Member stated that this data should be used as a guide when evaluating other, more critical service areas to ensure resources were correctly targeted.

The Portfolio Holder for Children, Schools and Families emphasised the importance of investigations revealing why complaints had been received, then identifying areas of improving services and staff training. He added that some complaints relating to schools may relate a child not being offered a place at a preferred school, which was essentially a policy issue and could only be resolved through the school expansion programme.

A Member stated that in his view complaints performed two functions: they were a learning tool for an organisation and a diagnostic tool for the good functioning of an organisation. He stated that the latter had not been sufficiently covered in the report and would like to see such information included in the future.

The Portfolio Holder for Children, Schools and Families stated that recent evaluation of complaints had triggered a further evaluation of the underlying causes of complaints, the procedures and processes related and action required to rectify the situation. This would ensure openness and transparency.

The officer concluded by stating that the report highlighted that the performance of the Children and Families directorate was good, however, safeguarding was a target area for improvement. However, it was important to emphasise that most of the complaints related to customer service type issues such as delays in service provision or lack of adequate communication rather than more serious risks related to Safeguarding decisions for example.

RESOLVED: That the report be noted.

96. Adults Services Complaints Annual Report (Social Care only) 2011/12

The Sub-Committee received a report of the Corporate Director, Children and Families, which set out the statutory Adults Services complaints annual report for social care, 2011/12.

An officer made the following points:

- whereas previous evaluation of learning disability (LD) complaints had been critical of LD practice, there were very few complaints in this area in 2011/12;
- the Reablement and Personalisation Service had a healthy level of stage 1 complaints with few escalations;
- there had been a noticeable increase in policy/financial complaints, although, there were no adverse Ombudsman findings in relation to this;
- all 5 of the Safeguarding, Mental Health & Residential Services stage 2 and 3 complaints, which were upheld, indicated that errors had not been correctly identified at stage 1. Further analysis of these complaints had revealed that the Safeguarding decisions had been sound but difficulties arose from how they had been handled;
- the Adults Service was well managed but needing to make difficult decisions given the current economic climate;
- eligibility for residential places and adaptations was now strictly managed;
- Commissioning, which was a key area, had only received 3 escalated complaints in the past 3 years;
- many other local authorities did not audit their complaints or engage in meaningful learning from this process. The Council performed well in this area in comparison to other London Boroughs.

A Member asked whether the Councillor/MP complaints received were from a variety of Members or from the same Councillors/MPs. The officer advised that these were cross-party and submitted by a number of different Councillors/MPs.

RESOLVED: That the report be noted.

97. Termination of Meeting

In accordance with the provisions of Committee Procedure Rule 14.2 (Part 4B) of the Constitution.

RESOLVED: At 9.59 pm to continue until 10.05 pm.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.05 pm).

(Signed) COUNCILLOR SUE ANDERSON
Chairman

APPENDIX A

PROPOSED REVISED TERMS OF REFERENCE

PERFORMANCE & FINANCE SUB-COMMITTEE

The Performance and Finance Sub-Committee has the following powers and duties:

1. To be the key driver of the scrutiny function's work programme and the body responsible for monitoring the performance of the council and partners in relation to their stated priorities;

2. To consider/monitor, on an exception basis, the financial and service performance of the organisation;

3. To consider/monitor the performance of the council's partners;

Deleted: the Local Area Agreement

4. To undertake specific investigation of identified 'hot spots' through Q&A, reports or challenge panels – subject to endorsement by the Overview and Scrutiny Committee;

5. To refer 'hot spots' to the Overview and Scrutiny Committee for more detailed investigation where necessary;

Deleted: &

6. To consider such urgent items as are appropriate – ad hoc, Councillor Calls for Action, area scrutiny.

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**REPORT FOR: PERFORMANCE AND
FINANCE SCRUTINY
SUB-COMMITTEE**

Date of Meeting:	6 November 2012
Subject:	Chair's report
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	All areas
Exempt:	No
Enclosures:	<i>Appendix A: Note of Chair's briefing held on 4 September 2012</i> <i>Appendix B: Summary of issues selected for further monitoring at Q1 2012/13</i> <i>Appendix C: Neighbourhood champions (additional info)</i> <i>Appendix D: child protection guidance and workflow (additional info)</i> <i>Appendix E – causes of homelessness (additional info)</i>

Section 1 – Summary and Recommendations

This report sets out issues considered by the Chair since the last meeting of the Performance and Finance scrutiny sub-committee.

RECOMMENDATIONS:

The sub-committee is requested to note the report.

Section 2 – Report

Introductory paragraph

This report outlines the work of the Chair and Vice-Chairman since the last meeting of the sub-committee, held on 12 September 2012.

Background

1. Chair's briefing – 4 September 2012

A briefing for the Chair and Vice-Chairman was held on 4 September. A note of the briefing is available at Appendix A. The meeting covered:

- Update on Internal Audit Review of Application of Contract Procedure Rules
- Corporate Scorecard Q1 2012/13 and update on indicators identified for further monitoring
- Annual Corporate Scorecard 2011/12
- SAP briefing – dates for a briefing were discussed

Agenda items were also agreed for the 6 November meeting.

2. Future chair's briefings

A briefing on SAP has been arranged for 1 November 2012. The next Chair's briefing will be held in late November 2012.

3. Agenda items – 6 November 2012

Items are:

- P&F chair's report
- Annual equalities update

The following items will be considered at a later date:

- Report on progress – debt recovery review: processes are being updated to reflect welfare reform. An update on the review is scheduled for the 23 April 2013 meeting of the sub-committee.
- Household planning application performance – update: this item will be considered at the meeting of the sub-committee on 29 January 2013, as the Lean review on which the report will be largely based is still underway.
- IT issues – migration to Outlook: a briefing was held on 15 October, attended by the chair of P&F and the vice-chairman of O&S (Cllr Paul Osborn). The Portfolio Holder (Cllr Graham Henson) and Portfolio Holder's Assistant (Cllr Bill Phillips) were in attendance. A full report will be provided to the sub-committee at a future date.

Financial Implications

This report deals with matters of financial and service performance throughout.

Performance Issues

This report deals with matters of financial and service performance throughout.

Environmental Impact

Not applicable.

Risk Management Implications

Not applicable.

Corporate Priorities

The work of the sub-committee addresses all of the council's corporate priorities.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Heather Smith, Scrutiny Officer, 020 8420 9203,
heather.smith@harrow.gov.uk

Background Papers:

Strategic Performance Report for Q1 – available at:

<http://www.harrow.gov.uk/www2/documents/s100339/SPR%20Q1%202012-13%20-%20Appendix%201.pdf> (Cabinet, 13 September)

APPENDIX A

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Chair's briefing – Tuesday 4 September

Members:

Councillor Sue Anderson (Chair)

Councillor Barry Macleod-Cullinane (Vice-Chairman) (items 2 – 4)

Officer attendees:

Liz Defries, Service Manager – Performance & Data Services (items 1-5)

Susan Dixon, Service Manager – Internal Audit (item 1)

Heather Smith, Scrutiny Officer

Guy Fiegehen, Scrutiny Officer

NOTES

1. Update on Internal Audit Review of Application of Contract Procedure Rules

The Service Manager – Internal Audit advised that of the seven recommendations issued in the original red report, two have been fully implemented. Of the five in progress, three are reliant on the introduction of the new SAP model which has been delayed until October. One of the main issues is that until these changes are made an officer other than the budget holder can authorise purchases, which does represent good practice.

There has been some improvement to the percentage of orders raised in compliance with the contract procedures rules (CPR); compliance at the end of 2010/11 was 71% and had increased to 85% at the end of 2011/12. This been achieved, in part, through monthly monitoring. The target is for 90% compliance with the CPR.

Changes to the SAP model should also help to push up improvements when coupled with monthly monitoring. When improvement is well established monitoring may be reduced to quarterly monitoring.

A follow-up memorandum for the audit review will be issued to the Governance, Audit and Risk Management Committee.

The Chair expressed concern at the length of time being taken for the organisation to address these issues. It was noted that the Chair and Vice-Chairman have already requested a briefing on current issues with SAP and planned future improvements.

2. Corporate Scorecard Q1 2012/13 and update on indicators identified for further monitoring

The scorecard was reviewed and updates considered. Detailed comments and follow-up action are identified in the attached appendix.

3. P&F sub-committee meeting – 12 September 2012

The report on revisions to the sub-committee's terms of reference was agreed for inclusion on the agenda.

4. SAP briefing

Members identified Monday 22 and Tuesday 23 October as possible meeting dates.

5. Annual Corporate Scorecard 2011/12

The scorecard was reviewed. Detailed comments and follow-up action are identified in the attached appendix.

6. P&F sub-committee meeting – 6 November 2012

The provisional agenda items were confirmed as follows:

- P&F chair's report (Heather Smith)
- Revenue and capital monitoring (Q2 – if available) (Julie Alderson)
- Household planning application performance – update (Stephen Kelly)
- Annual equality monitoring report (Mike Howes/Mohammed Ilyas)
- Report on progress – debt recovery review (Fern Silverio)

Heather Smith
Scrutiny Officer
September 2012

APPENDIX B

Indicators brought forward for further monitoring at P&F Chair's briefing

Indicator	Selected for monitoring	Status (Q1 2012/13)	Update at Q1	Comments and action to be taken (Q1) 4 September 2012 briefing
Keeping neighbourhoods clean, green and safe				
NI 32 - repeat incidents of domestic violence	Q3, 2010/11	LG	- Members are meeting with the borough commander to explore the potential for the development of a standard template of crime/community safety performance information being made available to scrutiny members. This meeting will take place in September. - The 2012/13 crime targets are set by the Metropolitan Police based on a 5% reduction against the outturn for 2011/12. The target for each quarter is seasonally adjusted based on data from the past three years.	Monitoring at chair's briefing to continue. Further analysis of the Smartwater campaign is expected at the end of September.
- Residential burglaries - Serious acquisitive crime	Q2, 2011/12	HG LG		
92 - Percentage of household waste : for re-use, recycling and composting	Q4, 2011/12	LG	-	No further monitoring required at this stage.
Improved street and environmental cleanliness: - NI 195a – litter - NI 195b – detritus - NI 195c – graffiti	Q2, 2011/12 (litter/detritus); Q4, 2010/11 (graffiti)	LG HR HR	Data for the first survey has arrived earlier this year and is therefore reported at Q1. Service commentary: The survey results will be analysed during Q2 to establish whether the scores are due to one off circumstances or whether remedial actions are required to resolve issues.	Monitoring at chair's briefing to continue. This indicator is becoming harder to compare with other authorities as some have moved away from using an outside contractor to measure performance.

Indicator	Selected for monitoring	Status (Q1 2012/13)	Update at Q1	Comments and action to be taken (Q1) 4 September 2012 briefing
United and involved communities: a Council that listens and leads				
How well informed do residents feel (Involvement Tracker)	Q1, 2011/12	LR	Service comments: This measure for 'informed about services and benefits' has fallen slightly from the last time it was measured in Q3 2011/12 – from 56% to 54%. However, this is a fall of 2% and is therefore not statistically significant (the Tracker is statistically significant by + or – 3%). The Net informed score of 16% remains the joint highest ever and shows a positive upward trajectory since the introduction of the tracker in 2007 when it stood at -7%. Residents are also asked three other 'informed' questions <ul style="list-style-type: none"> • The council's plans for the future - up from 38% to 43% which is the highest ever while Net informed went from -17 to -5 • How to get involved in local decision making - stayed at 35% the joint highest ever, • Plans to deal with budget reductions up from 24% to 28%, again the highest ever. 	Monitoring at chair's briefing to continue.
Number of trained neighbourhood champions	Q1, 2011/12	-	Quarterly target has not yet been set, hence no status. 1,110 are currently trained with further training sessions planned for Sept, Oct and Nov 2012. Map indicating spread across borough supplied separately.	Monitoring at chair's briefing to continue. Members were provided with a map of the distribution of Neighbourhood Champions by ward (see separate document). Members requested details of the target (not set at Q1) as well as further information on net leavers/joiners to the scheme. In addition Members requested that data be presented by household or by km of road by ward which would facilitate more meaningful comparison.
Supporting and protecting people who are most in need				
- % adults in contact with secondary mental health services in paid employment (same as NI 150 - name changed) - % of adults in contact with secondary mental health services living independently, with or without support	Q1 2012/13	A LR		NEWLY IDENTIFIED THIS QUARTER. Members requested further information on how the target is set (NI 150) as well as information on plans in place to improve performance against these indicators.

Indicator	Selected for monitoring	Status (Q1 2012/13)	Update at Q1	Comments and action to be taken (Q1) 4 September 2012 briefing
<p>Children Looked After: - % sessions absent from school amongst school age CLA in the school year to date</p> <p>- Rate of fixed term exclusions as a % of the Harrow CLA population</p>	<p>Q1, 2011/12 (sessions absent);</p> <p>Q4 2010/11 (FT exclusions)</p>	<p>HR</p> <p>LR</p>	<p>Service comments on performance: At the end of Q1, which corresponds with the end of the 2011-12 academic year, absence indicators are significantly over target (25+ days 26%, sessions missed 14%. The Virtual School Team has an action plan in place which is being monitored by Corporate Parenting Panel and Scrutiny Committee</p> <p>The percentage of Children Looked After with fixed term exclusions has reduced but remains above target. This is a local indicator, and there is no benchmarking data. Provisional targets have been set at quarterly intervals and relate to the academic year. 12 out of 73 children /young people have had at least one fixed term exclusion. The Virtual Head teacher is identifying risks and working with schools regarding supporting CLA and preventing fixed term exclusions.</p>	<p>Monitoring at the chair's briefing to continue. Members requested that a briefing be set up for the chair and vice-chairman, O&S vice-chairman and the children's leads to investigate further.</p>
<p>Termly rate of permanent exclusions as % of Harrow school population</p>	<p>Q2, 2011/12</p>	<p>HR</p>	<p>The number of permanent exclusions has risen from 7 (0.02% of the school population) in the autumn term to 14 (0.04%) in the spring term and 15 (0.05%) in the summer term. This summer's exclusions are higher than the number of exclusions in the 2010-11 summer term (11 - 0.04%).</p>	<p>Monitoring at chair's briefing to continue.</p>
<p>Termly rate of fixed term exclusions as a % of Harrow school population</p>	<p>Q3, 2010/11</p>	<p>LR</p>	<p>The number of fixed term exclusions decreased from the autumn term figure of 368 (1.16% of the school population) to 336 (1.06%) in the spring term, and further still to 263 (0.83%) in the summer term. There has also been a significant drop since summer term 2010-11 (320 - 1.02%). The target for this indicator is currently being reviewed.</p> <p>Whilst the local authority works as closely as possible with schools, progression for this indicator largely relies on the work of Academies in order to improve outcomes.</p>	<p>Monitoring at chair's briefing to continue.</p>

Indicator	Selected for monitoring	Status (Q1 2012/13)	Update at Q1	Comments and action to be taken (Q1) 4 September 2012 briefing
Numbers of children with child protection plan for over two years	Q3, 2010/11	HG	Methodology for reviewing plans to be explained at the meeting.	Monitoring at chair's briefing to continue. Members received a workflow for child protection, which outlined statutory processes and timescales (see separate document). Members requested information on the average length of a plan and the number of plans lasting over 18 months. Further, Members enquired as to the number of plans at each stage of the process.
Homelessness: - Total number accepted as homeless and in priority need - NI 156 - Number of households living in temporary accommodation - Number of households we assist with in the private rented sector - Number of cases where positive action is taken to prevent homelessness	Q2, 2011/12 (as a suite)	HG A HR HG	See separate sheet for detail of 'main reason for loss of last settled home for applicant households found to be eligible, unintentionally homeless and in priority need during the quarter'. Leasing is holding up well, but, other procurement is faltering because of benefit uncertainties and the overheated housing market.	Monitoring at chair's briefing to continue. Members reviewed the reasons for loss of housing (see separate document). Over the last four quarters the main reason was termination of assured shorthold tenancy. Members requested a briefing on the prevention work of the council and alternative solutions. A resident had advised a Member that having been given a list of local lettings agents, a number of them refused to take tenants in receipt of LHA, wasting the time of the resident who had made a wasted phone call.
Council adaptations: average time from assessment to completion of works (weeks)	Q3 2011/12	HG	The indicator does include time spent on planning applications. The target for 2012/13 has been tightened to 35 weeks (was 41 weeks). 'Simple' and 'complex' analysis awaited.	Monitoring at chair's briefing to continue. Members reiterated their request for a breakdown by complexity of case.

Indicator	Selected for monitoring	Status (Q1 2012/13)	Update at Q1	Comments and action to be taken (Q1) 4 September 2012 briefing
Supporting our town centre, our local shopping centres and businesses				
Visits to museum – number of physical visits	Q2, 2011/12	-	No Q1 target set hence no status. Numbers increased from 6,324 to 10,486	No further monitoring required at this stage. Future changes are planned to the museum.
Libraries: - number of physical visits - Hours of use of public library computers (no target)	Q3, 2011/12	A -	Increased by c 3,000. Reduced from 22,264 to 19,370	No further monitoring required at this stage. Members were pleased to note that performance has improved again.
Visits to leisure centre – number of physical visits	Q4, 2011/12	HG	Target maintained at 200,000, Q1.	Monitoring at chair's briefing to continue. Members requested information on reasons for maintaining the target rather than setting a more stretching goal.
Increase the percentage difference between Harrow and the rest of London in respect of JSA	Q1 2012/13	LR		NEWLY IDENTIFIED THIS QUARTER. Members were advised that the target relates to Harrow widening the gap between the level of JSA claimants in Harrow in comparison with other London boroughs. Members requested further information on performance in other boroughs as well as outside London (for example Hertfordshire).
Customer and corporate health perspective				
% of complaints resolved to timescale	Q1, 2012/13	HR		NEWLY IDENTIFIED THIS QUARTER. Members requested information on the reasons for the fall in performance.
Processing of householder planning applications within 6 weeks	Q2, 2011/12	N/A	Report was provided to meeting of P&F Sub-Committee 24 July 2012. Indicator replaced with "% of householder applications approved".	See new measure, "% householder planning applications approved".
% householder planning applications approved	Q1, 2012/13 (former measure selected Q2 2011/12)	HR		This indicator replaced "Processing of householder planning applications within 6 weeks". A report is to be provided to the P&F sub-committee on 6 November 2012.

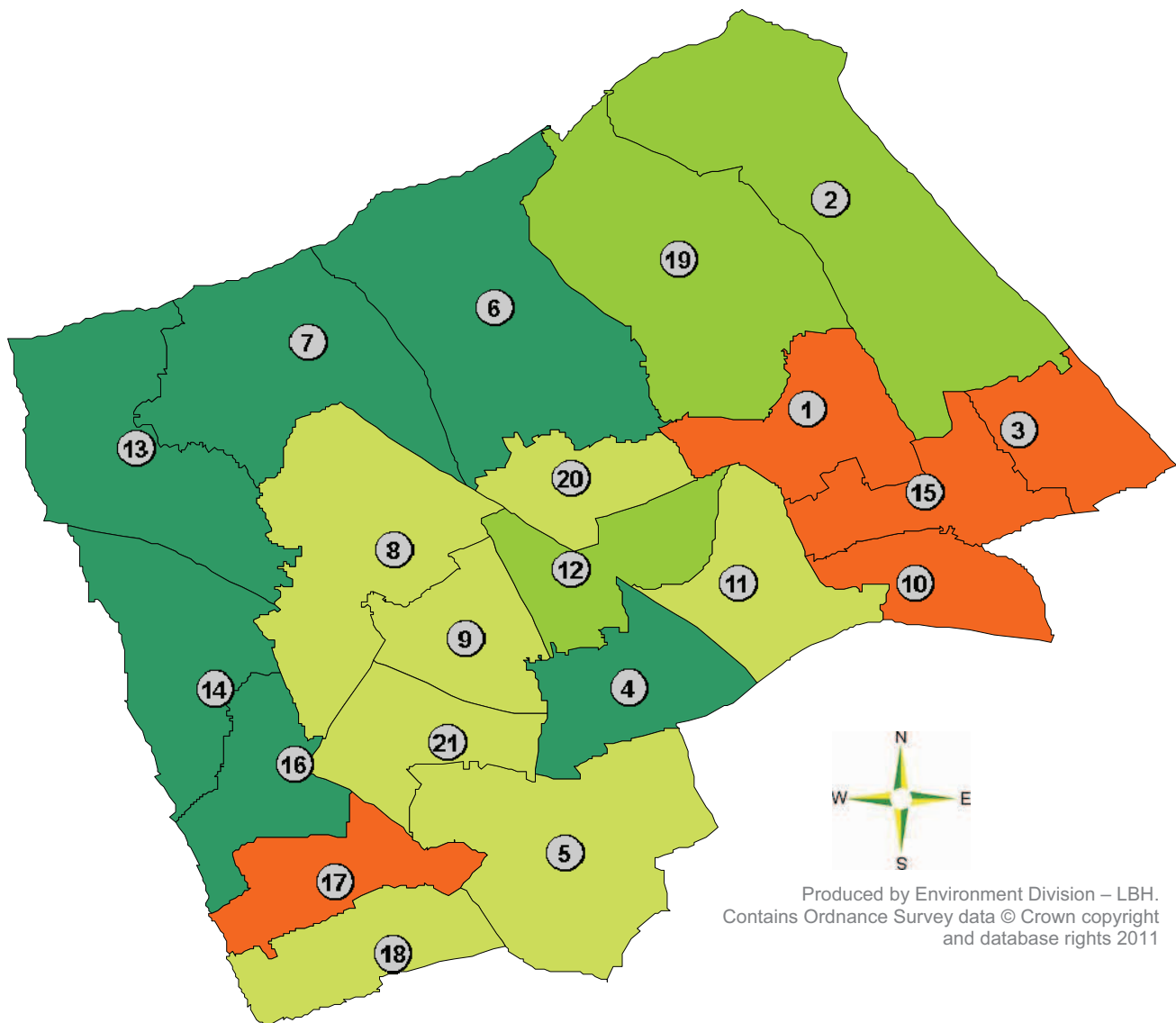
Indicator	Selected for monitoring	Status (Q1 2012/13)	Update at Q1	Comments and action to be taken (Q1) 4 September 2012 briefing
Resources perspective				
Workforce IPAD in last 12 months	Q2, 2011/12	LR	Improved 85% to 89%. By Directorate, Q1: Resources 82% Children & Families 88% Community Health & Wellbeing 90% Environment & Enterprise 94% (some further breakdowns available)	Monitoring at chair's briefing to continue.
Total debt collected as a % of total debt raised [YTD]	Q1, 2011/12	HR	Service comments: This is a rolling total and not a snapshot per quarter as a rolling total calculation is more meaningful. It should be noted that seven high value invoices total £3.4m (51% of unpaid debt). As the bills were raised near the end of the month they will distort the overall percentage. The percentage excluding these invoices is 70%. [within the target of 75%]	Monitoring at chair's briefing to continue. Performance in the Resources directorate has been affected by the transfer of staff.
% of invoices paid within 30 working days % of SAP purchase orders raised before invoice date	Q3, 2010/11	HR HR	Service comments: The measure covers all invoices rather than "undisputed", recognising that SAP does not distinguish these. Changes in payment processes relating to Adult Care via the Framework 1 system also have an impact. Excluding these transactions, performance is 76%, which is closer to the 80% target.	Monitoring at chair's briefing to continue. See also update on the Internal Audit review in the note of the meeting.
IT customer (internal) complaints	Q2, 2011/12	HR	Service comments: Capita has provided a priority plan to address service deficiencies over 6 months. Its implementation is expected to result in a reduction in the number of complaints received.	Monitoring at chair's briefing to continue. Further information on the nature of the formal complaints may be requested if performance does not improve.

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ANNUAL MEASURES - 2011/12

Indicator	Status 2011/12	Comments and action to be taken 4 September 2012 briefing
Supporting our town centre, our local shopping centres and businesses		
NI 169 Non-principal classified roads where maintenance should be considered	LG	Members requested information on the definition of the indicator as well as how the data is collected.

Appendix C - Neighbourhood Champions: Number of trained NC's by Ward in Harrow August 2012



Produced by Environment Division – LBH.
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Figure 1: Number of trained NC's by Ward August 2012

- This borough map shows the number of trained Neighbourhood Champions by Ward, colour coded in quartiles, with a darker shade of green representing higher NC numbers, and orange the lowest.
- Highest numbers are found to the north and west of the borough, and around the town centre (Greenhill), with lower numbers concentrated around Edgware, Kenton, Belmont & Queensbury to the east. Roxbourne to the west also has low numbers.

Key to quartiles

Quartile	Low (>=)	(<) High		
1 st quartile (1 st – 25 th percentile)	24	33		
2 nd quartile (26 th – 50 th percentile)	33	42		
3 rd quartile (51 st – 75 th percentile)	42	56		
4 th quartile (76 th – 100 th percentile)	56	103		

Key to Wards (No. shown on map)

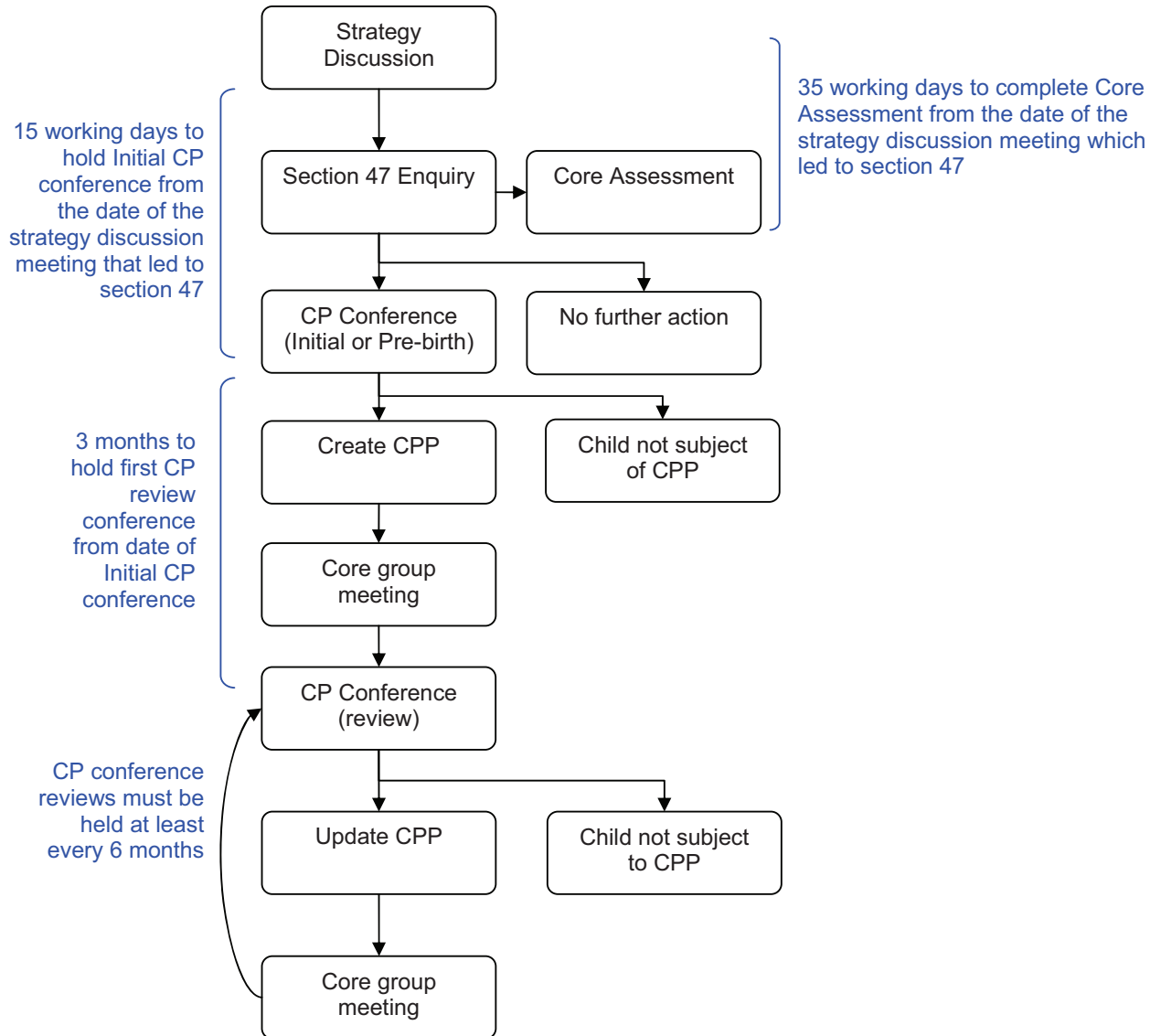
Ward number	Ward name	Pop	No. of Live NCs
1	Belmont	10,195	30
2	Canons	11,543	44
3	Edgware	10,833	31
4	Greenhill	11,457	103
5	Harrow on the Hill	12,423	33
6	Harrow Weald	11,005	57
7	Hatch End	10,467	60
8	Headstone N	9,952	36
9	Headstone S	9,832	42
10	Kenton East	10,612	31
11	Kenton West	11,023	41
12	Marlborough	10,237	42
13	Pinner	10,339	58
14	Pinner South	10,303	56
15	Queensbury	11,234	24
16	Rayners Lane	11,111	61
17	Roxbourne	12,789	24
18	Roxeth	12,089	38
19	Stanmore Park	10,755	44
20	Wealdstone	9,960	35
21	West Harrow	9,968	40

Population source: ONS Mid-2009 Population Estimates for 2010 Wards in England and W...

Initiatives to recruit more Neighbourhood Champions include the following (documented in the Neighbourhood Champion Development Action Plan):

- The number of NC's by ward have been analysed, and this will be factored into targeted initiatives in our recruitment drive. The largest ward (Roxbourne) has the second fewest trained NC's – only 24. Conversely, the smallest ward (Marlborough) has almost twice this
- number (42). Greenhill has by far the most NC's (103), so there is disparity of coverage across the borough.
- We are also working closely with the police. They will be targeting specific roads that do not have a neighbourhood champion, and there is a plan to use police cadets to recruit in wards that have least NC coverage. They will initially target the 5 wards with fewest NC representation.
- As part of the targeting recruitment strategy, a new generic leaflet/poster will be produced (with Communications colleagues), and also one that is road specific, broadcasting the message "*did you know that there is no NC in your street*".
- We will also be promoting the new NC portal, and advertising training sessions in the monthly newsletter.
- There will also be a focus on encouraging existing NC's to assist with recruitment in their wards.
- We will continue to use Weeks of Action / Days of Action to promote the NC scheme, and recruit.
- Plans are being considered (with Members) to develop and broaden the scheme to incorporate young people, promoting citizenship and volunteering ideas. This is on-going.

Appendix D - Workflow for Child Protection



This diagram shows the statutory processes and timescales (in blue) for Child Protection procedures i.e. the processes that take place where professionals suspect a child is suffering or is likely to suffer significant harm.

It reflects how the workflow has been set up locally to meet statutory requirements – each box on the diagram reflects an activity that is recorded on Harrow's frameworki system.

Notes:

- For all pre-birth conferences, a section 47 enquiry is required.
- If a core assessment is undertaken following a strategy discussion, it must be completed within 35 days of the date of the strategy discussion.
- The initial Core Group meeting must be held within 2 weeks of the initial child protection conference.
- For a transfer-in conference, the conference must be held 15 working days from the date of notification (date of referral).
- Step-by-step frameworki guidance documents can be found on the hub: http://harrowhub/info/200198/social_care/366/frameworki_guidance_documents/10

Appendix D - Workflow for Child Protection

Glossary

Child Protection (CP) conference	A child protection conference is held following an investigation under section 47 Children Act 1989 (a child protection investigation) and as a review at regular intervals while a CP plan is in place. The child protection conference is designed to enable professionals in the case to assess the relevant information and plan how to safeguard the child and promote his or her welfare.
Child Protection Plan (CPP)	Plan outlining priority needs and risks based on recommendations from Child Protection Conference, changes needed, work to be done by whom and when, outcomes required and timescales and contingency plans
Core Assessment	A Core Assessment is an in-depth assessment which addresses the central or most important aspects of the needs of a child and the capacity of his or her parents or caregivers to respond appropriately to these needs within the wider family and community context
Core Group	Established for every child who has a CPP, consisting of multi-agency professional workers, parents, carers and children (when age and understanding permit) to carry out the day to day work with the family and contribute to the Level 2 Assessments
Section 47 Enquiry	Section 47 of The Children's Act 1989 places a duty on all Local Authorities (with responsibility for children) to investigate and decide what actions might be required to protect/safeguard the welfare of any children that are at risk of significant harm.
Strategy Discussion	A strategy discussion takes place whenever there is reasonable cause to suspect significant harm. It involves the Social Care Managers and the Police, and other agencies as appropriate. A Strategy discussion may take place following a referral or at any other time and should take place within 24 hours of a decision to begin child protection procedures.

Data required by Dept for Education (for annual Children in Need Census):

- Section 47 Enquiry effective start date.
 - The date the strategy discussion decided to initiate enquiries under section 47.
- Target date for Initial Child Protection Conference.
 - 15 working days after section 47 enquiry effective start date.
- Date of Initial Child Protection Conference.
- Initial Child Protection Conference not required flag.
 - To indicate cases where no initial conference was needed after the section 47 enquiry.
- Child Protection Plan Start Date.
- Categories of Abuse / registration categories.
 - Registration category at initial conference and latest registration category (Neglect, Emotional Abuse, Sexual Abuse, Physical Abuse).
- Number of Previous Child Protection Plans.
- Child Protection Plan Review Dates.
- Child Protection Plan End Date.
 - Date that the CPP officially ended.

Appendix E

P1E 201109: Households dealt with under the homelessness provisions of the 1996 Housing Act

Section E3: Main reason for loss of last settled home for applicant households found to be eligible, unintentionally homeless and in priority need during the quarter

	Q3 2011 (Jul-Sep)	Q4 2011 (Oct-Dec)	Q1 2012 (Jan-Mar)	Q2 2012 (Apr-Jun)
1. Parents no longer willing or able to accommodate	5	8	3	3
2. Other relatives or friends no longer willing or able to accommodate	2	3	4	2
3. Non-violent breakdown of relationship with partner	0	3	0	2
4. Violence				
a. Violent breakdown of relationship, involving partner	1	0	1	0
b. Violent breakdown of relationship involving associated persons	0	1	2	0
c. Racially motivated violence	0	0	0	0
d. Other forms of violence	0	0	0	1
5. Harassment, threats or intimidation				
a. Racially motivated harassment	0	0	0	0
b. Other forms of harassment	0	0	0	1
6. Mortgage arrears (repossession or other loss of home)	0	1	0	0
7. Rent arrears on:				
a. Local authority or other public sector dwellings	0	0	0	0
b. Registered social landlord or other housing association dwellings	1	0	0	0
c. Private sector dwellings	1	0	0	0
8. Loss of rented or tied accommodation due to:				
a. Termination of assured shorthold tenancy	11	12	12	14
b. Reasons other than termination of assured shorthold tenancy	5	5	4	2
9. Required to leave accommodation provided by Home Office as asylum support	0	0	0	0
10. Left an institution or LA care:				
a. Left prison/on remand	0	0	0	0
b. Left hospital	0	0	0	0
c. Left other institution or LA care	0	0	0	0
11. Other reason for loss of last settled home				
a. Left HM-Forces	0	1	0	0
b. Other reason (e.g. homeless in emergency, sleeping rough or in hostel, returned from abroad)	0	0	0	0
12. Total applicant households (sum of 1 to 11) above, which should also equal section E1 cell 1w)	26	34	26	25

**REPORT FOR: PERFORMANCE AND
FINANCE SCRUTINY
SUB-COMMITTEE**

Date of Meeting:	6 November 2012
Subject:	Corporate Equalities Objectives
Responsible Officer:	Alex Dewsnap Divisional Director Strategic Commissioning
Scrutiny Lead Member area:	All
Exempt:	No
Enclosures:	Appendix 1 - Single Equality Scheme Action Plan Appendix 2 – Corporate Equality Objectives

Section 1 – Summary and Recommendations

This report traces the development of Equalities policies in response to changes in legislation and best practice over recent years to show how the Council has responded and the progress made on the underlying issues which persist despite changes in terminology and describes the next steps in embedding equalities thinking and practice.

It also updates the committee on our ambition to seek an external accreditation against the Equality Framework for Local Government.

Recommendations:

Performance and Finance committee are asked to:

- § note the progress made against the Single Equalities Scheme (SES) action plan (Appendix 1) and our Corporate Equality Objectives (Appendix 2);
- § Agree to receive annual reports on our progress against the Corporate Equality Objectives in order to quality assure and provide challenge to further improve our performance in mainstreaming equalities across the organisation.

Section 2 – Report

Introduction

1. Harrow is one of the most ethnically and religiously diverse boroughs in London with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and the community, that helps make Harrow such a great place to live, work and visit. The borough's diversity is something to value and encourage and this report highlights the Council's commitment to maintaining and building on our strengths by ensuring equality and diversity is integral to everything we do.
2. Harrow's diverse population generates a range of needs and expectations all of which the Council needs to understand in order to provide appropriate services. As resources become scarcer, it is even more important to understand the community, their needs and aspirations and to be able to provide the right services at the right time.

Summary of our progress and some of the achievements made against the SES Action Plan

3. On the 15th December 2010, Cabinet agreed the second Single Equalities Scheme (SES) which was a requirement of the previous Race, Disability and Gender Public Sector Equality Duties (PSEDs).
4. The Scheme provided a context within which the detailed requirements of the various duties were addressed. It also set a framework for the Council's equalities approach that, together with the programme of equality impact assessments and other specific actions, fulfilled the Council's responsibilities as well as engendering a positive and holistic response to equalities issues.
5. The SES included a three year action plan with six key objectives. A summary of the progress and achievements made against this can be found in **Appendix 1**.

Equality Impact Assessments

6. In developing the SES, a comprehensive review was undertaken assessing all of the Council's functions, services and policies for relevance to the previous Equality Duties but also extending this to age, religion or belief and sexual orientation and developed a three year programme of Equality Impact Assessments (EqIAs).
7. However, due to changes in Service Plans, the delivery of this programme was inconsistent. Therefore, as part of the 2011/12 Service Planning process, Directorates were asked to develop Annual EqIA programmes aligned to their Service Plans where all key decisions were required to have an EqIA. This has been successful in that all key decisions taken by Cabinet have been supported by a summary of an EqIA. Compliance with the need to prepare EqIAs has improved and attention is now turning to the quality of assessments.

Equality Act 2010

8. On 8 April 2010 the Equality Bill received Royal Assent and became the Equality Act 2010. The Equality Act contains a range of new rights, powers and obligations to help the drive towards equality. The Act aims to strengthen and simplify the equality law that is already in place, such as the Race Relations Act and the Disability Discrimination Act.
9. The Equality Act 2010 introduced a new Public Sector Equality Duty (PSED) which requires public authorities, in the exercise of their functions, to have due regard to the need to:
 - § Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - § Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - § Foster good relations between people who share a protected characteristic and those who do not.
10. The new PSED replaces the previous three Public Sector Equality Duties – for race, disability and gender - and now covers the following protected characteristics:
 - § Age
 - § Disability
 - § Gender Reassignment
 - § Pregnancy and Maternity
 - § Race – this includes ethnic or national origins, colour or nationality
 - § Religion or Belief – this includes lack of belief
 - § Sex
 - § Sexual Orientation
11. It also applies to Marriage and Civil Partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.
12. The PSED is supported by specific duties which are intended to help public authorities to meet its requirements. Public authorities covered by the specific duties are required to:

Publish by the 31st January 2012 and annually thereafter information to demonstrate their compliance with the general equality duty; and

Prepare and publish by 6 April 2012, and at least every four years thereafter one or more equality objectives.

Collate and Publish Equalities Information

13. In order to meet the first requirement of the PSED, a number of local authorities have published spreadsheets containing equalities data about their service users and workforce, whilst others have agreed to continue to publish their annual equality in employment report relating to their

workforce and Equality Impact Assessments (EqIAs) as required by the previous duties.

14. Although this approach meets the requirements, the Council decided to publish its equalities data in a more constructive way.
15. In order to ensure that the data published is easy to understand and to ensure transparency with regard to progress in addressing inequality and delivering services reflective of the needs of our community, the Council prepared and published equalities information/data in the form of a narrative document 'Our Harrow, Our Story' which is available on our website (link below).

http://www.harrow.gov.uk/info/200041/equality_and_diversity/2542/public_sector_equality_duty-equalities_datainformation

16. This is a narrative of the services and projects delivered by the Council which not only support the Corporate Priorities but address inequality, advance equality and foster good relations. The document includes real life case studies of service users and is supported by a set of Appendices which hold the data.

Developing and Publishing Equality Objectives

In order to meet the second requirement of the PSED, 'Equality Objectives' (**Appendix 2**) were developed based on the research and consultation undertaken and the equalities information/data published.

17. The draft Equality Objectives were the subject of public consultation including an online questionnaire for staff and elected members and a separate questionnaire for members of the public, service users, voluntary and community groups, partners and stakeholders and the questionnaire was also sent out to the Residents Panel. As part of the consultation workshops for staff and voluntary and community groups, partners and stakeholders also took place. A cross party briefing was also held for elected members. The consultation produced support for the proposed Objectives which have been adopted by Cabinet.
18. The objectives support the Corporate Plan and progress towards them is measured by a number of indicators identified by Directorates through their Service Planning process.
19. The Corporate Equality Objectives have replaced the SES.

Reviewing Equality of Opportunity Policy

20. The last Equal Opportunities policy was adopted in June 2002. Instead of reviewing this as a stand alone policy, it was incorporated into the SES in 2010. As the 'Equality Objectives' replaced the SES, a new Equality of Opportunity policy has been prepared and adopted to reflect all the protected characteristics covered by the Equality Act.

21. The revised Equality of Opportunity policy (available on our website via the link below) reflects the requirements of the Equality Act and was subject to internal consultation including staff, elected members; staff support groups and the Trade Unions.

http://www.harrow.gov.uk/info/200041/equality_and_diversity/2004/equality_of_opportunity_policy

Measuring our Performance against the Corporate Equality Objectives

22. The 'Objectives' support the Council's Corporate Priorities and the progress is measured against existing performance indicators from Directorate scorecards. The indicators used to monitor our performance against the Equality Objectives have been identified through the service planning process. Directorates were asked to highlight which indicators from their directorate scorecards will help to achieve the set objectives.
23. In line with the existing performance process, directorates will produce quarterly progress reports against their directorate scorecards for the Improvement Boards. These will form the basis of annual progress reports. This will not only mainstream equalities within existing processes and service plans but also adhere to the COUNT (collate once use numerous times) principle.

Equality Framework for Local Government (EFLG)

- 24 The EFLG superseded the Equality Standard for Local Government (ESLG) and is a performance and improvement framework to enable local authorities to embed and mainstream equalities across the organisation. It builds on and develops the work councils have done on the old ESLG
- 25 The Council is currently at level 4 of the old ESLG. Level 4 of the old standard translates to the 'Achieving' level of the new framework. In adopting the SES, the Council made a commitment of working towards and achieving the 'Excellent' level of the new Framework.
- 26 There has since been a review of the EFLG, which was published in March 2012 and which has changed the framework substantially from the first edition. As a result of this review, there has been a pan-London round up of which Councils are seeking accreditation. Although a number of authorities have adopted the Framework to embed good practice, mainstream equalities and maintain the high visibility of equalities within their communities, Tower Hamlets Council is the only authority seeking re-accreditation.
- 27 Accreditation, while potentially recognising achievement against a fixed set of outcomes, only provides a snapshot of performance. It also costs in excess of £10,000 in fees and a significant amount in staff time gathering and collating information and evidence. An alternative approach and one favoured by a majority of London Boroughs is to adopt the Framework as a tool to measure on a continuous basis improvements and progress. This approach maintains momentum in mainstreaming equalities policy

and practice without the risk of focussing attention on an assessment to the detriment of sustained progress.

28 Although a decision to adopt this approach rests with Cabinet, discussions with the Portfolio Holder suggest that this is likely to be the recommended course of action. If it is adopted, it would be enormously helpful to be able to report progress annually to Overview and Scrutiny to invite challenge and seek advice on future action to move towards Excellence.

29 The adoption of stretching Equality Objectives, the transparency with which data has been and will continue to be provided and work to bring equalities performance within the remit of Improvement Board all demonstrates a commitment to the wider equalities agenda which would not be diminished by opting for an internal and ongoing challenge rather than a snapshot assessment.

Financial Implications

30. All costs are contained within existing budgets.

Legal Implications

31. Included in the body of the report

Environmental Impact

32 There are no direct environmental impacts of this decision.

Risk Management Implications

33 There are no direct risk management implications of this decision.

Equalities implications

34 The 'Equality Objectives' will address inequality, advance equality of opportunity and foster good relations and help the Council to comply with the statutory requirements of the Public Sector Equality Duty introduced by the Equality Act 2010.

Corporate Priorities

35. The 'Equality Objectives' support all the Council's Corporate Priorities as illustrated in Appendix 2.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle.	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 23 October 2012		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 24 October 2012		

Section 4 - Contact Details and Background Papers

Contact: Mohammed Ilyas, Policy officer, Equality and Diversity Ext.2322

Background Papers:

Single Equalities Scheme Cabinet 15 December 2010

<http://moderngov:8080/documents/g60259/Public%20reports%20pack,%20Wednesday%2015-Dec-2010%2019.30,%20Cabinet.pdf?T=10>

'Our Harrow, Our Story'

http://www.harrow.gov.uk/info/200041/equality_and_diversity/2542/public_sector_equality_duty-equalities_datainformation

Revised Equal Opportunities Policy

http://www.harrow.gov.uk/info/200041/equality_and_diversity/2004/equality_of_opportunity_policy

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Appendix 1 – Summary of progress and achievements made against the SES Action Plan

Develop a modern and diverse workforce to reflect the community we serve	<ul style="list-style-type: none"> § Produced and published our Annual Equality in Employment report for 2010/11. For the first time, this included the monitoring of agency workers. § The proportion of employees from (Black and Asian Minority Ethnic) BAME for 2010/11 has increased to 34.92%, compared to the 2009/10 figures (34.13%) § Maintained our commitment to Job Centre Plus' Positive about Disabled People incentive § 50% of middle managers have completed the online Equality Impact Assessment training § Equality Impact Assessment training delivered to all Members of Cabinet in March and October 2011 § Delivered two half day sessions on Diversity and Cultural Awareness training through a theatrical company looking at potential barriers and discrimination in frontline services which was attended by 48 employees. § Developed and implemented a suite of Equality and Diversity training which included: <ul style="list-style-type: none"> ○ Two half day Disability Equality training for employees delivered through our contract with Harrow Association of Disabled People (HAD); ○ Since April 2011, we have delivered 3 half day Equality Impact Assessment training sessions and 21 people have attended ○ Since April 2011, 45 people attended other corporate Equality & Diversity training. ○ Developed a suite of online Equality and Diversity training for staff § Delivered a Management Development Foundation programme for middle managers – 40% of those who attended were BAME § The Council ran four day Springboard programme for a personal and work development programme for women in non- management roles each year from 2007 to 2010. The programme is aimed at women who want to improve their current positions, or progress to next step in their career. A total of 75 women attended the programme over the 4 years of which 49% were BAME.
Improve the data the council has on its residents and service users so all decisions can be taken and services developed in light of strong intelligence	<ul style="list-style-type: none"> § Produced and published Harrow Vitality Profile which included 80 indicators providing intelligence on our community § Developed a new corporate guidance on Equality Monitoring to ensure consistency and improve the collation of data on our staff and service users § Undertaken a Test of Relevance against the requirements of the new Public Sector Equality Duty (PSED) to identify functions and services to monitor and collate data for § Revised the Joint Strategic Needs Assessment (JSNA) which will be agreed and published this year § Updated the profile of our housing tenants to improve knowledge of our customer base § Harrow Informed, the Local Information System is going live in April 2012. It has national statistics about Harrow and comparative information with reference to London & England. It adds value as allows officers, organisations & individuals to evidence base their needs analyses, strategies, funding bids and local knowledge from consistent sources. For 2012/13 the Corporate Performance Team will be working with directorates to see what local service information is available to further enhance the system.

<p>§ Produced and published 'Our Harrow, Our Story' document not only to comply with the requirements of the PSED, but to set out in a more accessible way Harrow's diversity.</p>	<p>Ensure that residents, service users and employees can influence decisions through effective communication and engagement</p>
<p>§ Established Harrow Equalities Centre which is a voluntary organisation which aims to work with all sectors in promoting, implementing and monitoring equalities.</p> <p>§ Reviewed membership of the Corporate Equalities Group (CEG) which reports to the Council's Corporate Strategic Board (CSB) to ensure it is representative of all employee support groups and community organisations. The group is responsible for taking a strategic overview of the Council's obligations to and opportunities for promoting equalities, embedding and mainstreaming equalities and diversity across the organisation.</p> <p>§ Reviewed membership of the Residents Panel to ensure it reflects the community of the Borough</p> <p>§ Developed and supported a strong active Youth Parliament.</p> <p>§ Established sub group of Adults Services Consultation Steering Group to develop EqIAs for all projects included in the Adults Transformation Programme.</p> <p>§ Established a multi agency steering group representative of all service users to assist in the development and delivery of the Universal Information and Advice Strategy</p> <p>§ Reviewed the Tenants and Leaseholders Consultative Forum (TLCF) and Harrow Federation of Tenants and Residents Associations (HFTRA) to ensure it is reflective of the service users</p> <p>§ In 2009, the Council established a Disability Forum consisting mostly of people with a disability to advise on policy development and review. The Forum has the ability to comment on emerging policies and have their views reported to the Cabinet.</p> <p>§ The Council was involved in setting up Harrow Lesbian Gay Bisexual Transgender (LGBT) Forum to represent the needs and views of LGBT people and provide services to this, often hard to reach, community. The forum is engaged in the development of policies and services and worked in partnership with the Council to organise an event to mark International Day Against Homophobia in 2010.</p> <p>§ The Council supported the creation of Harrow Senior Residents Assembly (HSRA) to replace two previous organisations representing older people in Harrow. The new organisation is volunteer led and contributes the views and needs of older people on policy and service developments.</p> <p>§ Let's Talk Campaign – the first focused on our vision and priorities which included five road shows in district centres and Harrow Town Centre, ten open days at venues across the Borough, a Residents' Panel consultation, an online survey, a Harrow Strategic Partnership Summit, events held with Service Users, as well as setting up a facebook page. The second campaign focused on cultural, leisure and parks and open spaces usage.</p> <p>§ We were the first London Local Authority to launch a dedicated youth website to empower young people to access local services.</p> <p>§ Developed and launched new Equality and Diversity web pages on The HUB and the Council's website</p> <p>§ Launched 'Equality Matters' a quarterly newsletter for staff and members</p> <p>§ Regular member updates via the members Information Bulletin</p> <p>§ Continued to produce and publish Harrow People magazine for the residents of Harrow</p> <p>§ Continued to produce and publish Homing In magazine which is distributed widely to all tenants</p> <p>§ Continued to publish the Chief Executives newsletter</p>	

Deliver responsive services, improve customer care and increase customer satisfaction

- § We have reviewed our debt management process for home care clients to ensure consideration of service user needs
- § Our reablement service, which offers an intensive care package to help residents recover quicker after an accident, illness or referral for social care, has recorded good results in its first year in operation. Figures from the first year show expected savings of £350,000. Around 70% of those requesting support go on to need no long term social care. Our reablement service has also received the praise from residents and has had 5,000 recipients in the first year. Of those receiving support since November 2011, 92% were satisfied or very satisfied with the services
- § NAS accreditation - Roxborough Park is a community based residential care service, registered with the Care Quality Commission and run by the council, to provide services to people with multiple disabilities. It is an excellent service and has received, following an assessment process, a full accreditation status from the National Autistic Society on 16 June 2011. This is a big achievement as it is one of the few accredited homes in London.
- § As of 23 Feb 2011, 38.2% of clients received a personal budget which exceeds our target of 30%
- § Continued to provide support to housebound residents through the House bound library service.
- § Continued to provide a Meals on Wheels service which delivers approx 300 hot meals 365 days of the year to, mainly, older disabled people. The service provides meals that meet religious and dietary requirements e.g. Halal, Kosher, African-Caribbean, Gujarati and vegetarian.
- § Completed a review of cemeteries to make them more accessible to allow weekend burials.
- § Completed a review of all polling stations to ensure they are accessible and DDA compliant
- § Adults and Housing produced an older people's handbook, which provides information about services, health and well being to promote independence, choice and flexibility.
- § Adopted Accessible Homes Supplementary Planning Document requiring new residential development to be built to lifetime and wheelchair homes standard.
- § Developed a partnership with Coram to provide high quality placements for Children Looked After (CLA)
- § Developed a teenage placement commissioning strategy to target our most vulnerable young people to provide support and stability.
- § Provide respite care for carers of children with disabilities.
- § Successfully implemented "Aiming high" for disabled children and offering increased respite care.
- § Developed a successful Children's Centre programme to cater for the needs of the diverse community in each area.

Reduce inequalities through corporate commitment and partnership working

- § Secured funding to support workless parents and those on household incomes below £20K per annum into sustainable employment.
- § Funded workshops for voluntary sector groups on support available to the communities they represent during the recession
- § Worked with various voluntary organisations to improve benefit take up amongst older people. Between Jan and Dec 2009 this included reviewing the benefits eligibility of 2872 individuals resulting in a £4.4m in additional benefit take up.
- § Funded Harrow in Business to provide training to unemployed residents wishing to set up their own businesses
- § Delivery of Future Job Fund to provide work for long term unemployed young people into work.
- § In May 2009 a project was delivered jointly by Harrow Council and PAIWAND (An Afghan community association specialising in running Supplementary Schools) aiming to establish and successfully run a weekend school for 50-60 disadvantaged children from Harrow

studying at Key Stage 1 and 2. The young people assisted all met the national 'narrowing the gap' definition of disadvantage. The project successfully surpassed its original target of 60 and currently supports about 100 children from the targeted groups, with a further 40 identified by schools on the waiting list. Initial results show that virtually all children have made progress including, moving up sets, and parents have commented that children are catching up or have caught up with their peers.

Promote diversity and community cohesion both within the council and the borough

- § Under One sky – since 2005, we have delivered Under One sky as the Council's largest single event in the annual calendar. This is a fun-filled family event, which provides something for everyone, and provides an example of how well different communities in Harrow integrate with one another.
- § In celebration of Harrow's multicultural community, the council in partnership with the Harrow Interfaith Council launched an Open Faith Weekend in November 2009. Participating places of worship opened their doors to the wider public to promote a better understanding of their faith. As a first event of its kind, 15 places of worship participated. This followed a successful evening event with representatives from nine faiths in an open discussion question and answer forum with attendance of nearly 100.
- § Support the Harrow Black History Month Forum to develop and implement a programme of events to mark Black History Month each year
- § Celebrated International Women's Day in March 2010
- § In partnership with the Lesbian Gay Bisexual Transgender Forum, Metropolitan Police, Harrow Hate Crime Forum, Harrow Police and Community Consultative Group and North West Lesbian Gay Bisexual Transgender Forum held a film showing for employees, elected members, partners and members of the public to mark International Day Against Homophobia (IDAHO) in May 2010
- § In partnership with Harrow Association of Disabled People (HAD), the Council marked International Day of People with Disabilities on 3 December 2010, with a community information and advice event at the Civic Centre. This included stalls and advice from the Council's Benefits Team, Safeguarding Adults, services for Children with Disabilities, Age Concern Harrow, DisabledGo, MIND, Guide Dogs for the Blind, Harrow Crossroads and Cool 2 Care.
- § As part of National Carers Week, Harrow Council in partnership with voluntary organisations and carers from across the borough organised a range of events to raise the profile of carers living and working in Harrow.
- § The Neighbourhood Champions scheme successfully launched two years ago and has continued to go from strength to strength with more than 1000 Champions registered and on board.

Corporate Equality Objectives

Meeting the Public Sector Equality Duty Progress Report



Measuring Performance

Our Corporate Equality Objectives support the Council's Corporate Plan and priorities. How we perform against these objectives will be measured through a number of performance measures which have been identified by Directorates from their service plans and directorate scorecards.

Quarterly progress reports will be produced by each directorate to be presented at their Improvement Boards which will also inform this report.

Key

RAG (Red, Amber, Green)	
High Green - Excellent	HG
Low Green - Good	LG
Amber - Adequate	A
Low Red - Poor	LR
High Red - Needs Prompt Attention	HR

Progress Report – Quarter 1

Objective 1 - Develop a workforce that feels valued, respected and is reflective of the diverse communities we serves		
Directorate	We will have succeeded if, by 2016:	Progress
Corporate Resources	'We have extended our workforce monitoring to all protected characteristics under the Equality Act 2010 and, once our records are updated, this will be reflected in the Annual Equalities in Employment Report for 2011/12.	SAP has been updated to reflect all the Protected Characteristics. We are in the process of updating staff information to produce a report for 2011/12
Corporate Resources	We have implemented a programme of Equality and Diversity training for staff by the end of March 2013	The current Corporate Learning & Development Programme includes training on Equality Impact Assessments, the Equality Act 2010, Disability Awareness training and 90 minute sessions on the nine Protected Characteristics under the

			Equality Act 2010. Equality & Diversity training will also feature in the programme for 2013/14	
Children's and Families	We have maintained the number of 16-18 year olds who are in education, training or employment at a minimum of 97% by March 2013		16-18 NEET rate at Q1 2012-13 was 2.5%	LG
All directorates	We have increased the proportion of Black and Asian Minority Ethnic (BAME) employees (target of 39% – March 2013)		Q1 figure is 40.23% - The target for 2011/12 was exceeded and has been increased by 5% of 2012/13. Performance continues to improve however it may be impacted by the transformation programme.	A
Community Health and Wellbeing	We have increased the percentage of adults with learning disabilities in paid employment (target of 18%– March 2013)		Q1 performance is 4.8%. Plans are being developed to ensure that employment opportunities will be available to LD clients during Q2, in order for 10% to have been in work by the end of September.	LG
All directorates	We have increased the proportion of disabled employees (target of 3%– March 2013)		Q1 figure is 2.04% - Performance has declined since Q4, though not significantly and remains below target but significantly higher than the same period in 2010/11. The relatively small numbers mean the indicator is highly volatile and performance may also be impacted by the transformation programme.	HR
All directorates	We have increased the top 5% of earners who are BAME (target of 20%– March 2013)		Q1 figure is 16.13% - Performance has declined since Q4 but remains higher than for the same period in 10/11. The indicator is volatile and performance may be impacted by the transformation programme	HR
All directorates	We have increased the top 5% of earners who are women (target of 50%– March 2013)		Q1 figure is 47.58% - Performance improved significantly in Q4 and is higher than the same period in 2010/11. The indicator is volatile and performance may be impacted by the transformation programme.	HR
All directorates	We have increased the top 5% of earners who are disabled to (target of 5%– March 2013)		Q1 figure is 1.61% - Performance continues to decline however it remains higher than for the	HR

		same period in 10/11. The relatively small numbers mean the indicator is highly volatile and performance may also be impacted by the transformation programme	
Corporate Resources	We have developed and implemented an Action Plan to address the findings in the Staff Survey and Equality in Employment Report (Target – March 2013)	We have developed an Equalities Sub Group to address this and a meeting has been set for the 14 th Sept.	A

Objective 2 – Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have

Directorate	We will have succeeded if, by 2016:		Progress	
Community Health and Wellbeing	100% of all new eligible service users will be given a personal budget each year		The performance data for Q1 is on target. Improvements in processes and workflow have delivered a 79% result for Q1.	A
Community Health and Wellbeing	100% eligible new carers will be offered a carers personal budget, each year		We have exceeded the Q1 target for carers with services (performance is 5.2%), and we are in the process of devising a performance indicator to monitor progress on carers' personal budgets.	HG
Community Health and Wellbeing	We have increased levels of user reported choice and control (from 45% in 2010/11 to 55% by March 2013 – ACCU survey) and quality of life (from 67% in 2010/11 to 73% by March 2013 – ACCU survey) and review targets at the end of each year		Next survey is due for completion in October 2012.	?
Community Health and Wellbeing	We have increased the proportion of users who say that their cultural and religious needs are being met to above 86% by March 2013		We will report on this in March 2013.	?
Community Health and Wellbeing	We have maintained high levels of user reported health and wellbeing of 83% by March 2013 - ACCU survey		Next survey is due for completion in October 2012.	?
Community Health and Wellbeing	We have increased the percentage of people with learning difficulties living in their own homes or with families (target of 70% by March 2013)		Q1 performance is 67.5%	A
Community Health and Wellbeing	We have increased the percentage of clients who do not receive ongoing social care following a reablement		This has been achieved with 82% not requiring a social care service in Q1.	HG

Community Health and Wellbeing	service (target of 70% by March 2013) We have increased the percentage of adults in contact with secondary mental health services living independently with or without support (target of 88% by March 2013)	Q1 performance is 80% against a target of 86%. Following serious concerns about the validity of data being provided to us in-year, it was found to be a problem with the data collection being done for CNWL by the 'Data HQ' in central London. The current data from CNWL for the first quarter appears to be counted correctly. Q4 data for last year may improve slightly. The target may need to be revised based on this recently corrected data (received 17th August). In the meantime, all clients not in 'settled' accommodation will be checked by the team to see whether this is a) recorded correctly b) can be moved into more settled living arrangements. LR
Community Health and Wellbeing	Maintain a high level of equality of service provision (between a score of 0.9 and 1.1 - which would indicate that there is no difference between white and non-white clients in terms of likelihood of service provision).	? There are problems collecting this information from the client database which should be resolved by Q2. Performance has always been good on this indicator and there are no reasons to think this has changed.
Community Health and Wellbeing	We have delivered 200 lettings through Help2let by March 2013	A Q1 performance is 40.
Community Health and Wellbeing	We have achieved the target of 10% wheelchair standard homes completed as a proportion of total social housing completed by March 2013.	LG Q1 is 2%, which is the target for the quarter. We expect to deliver 10% by year end

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Objective 3 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support

Directorate	We will have succeeded if, by 2016:	Progress
Children's and Families	The percentage of families identified as requiring support, who are accessing support groups has increased by 10 % by March 2013	LR Baseline and measurement to be established with Early Intervention Service
Children's and Families	The number of families taking up short breaks has increased by 5% by March 2013	LG 15% increase in families accessing short breaks via direct payments 86 Q4 2011-12, 101 Q1

		2012-13	
Children's and Families	We have narrowed the gap at the end of the Foundation Stage by improving the outcomes of the lowest 20% performing children in Reception year in school, nurseries, other Early Years settings and Children's Centres.	Gap narrowed significantly in results at end of the 2011-12 academic year – from 36.5% 2011 to 30.9% 2012.	LG
Children's and Families	We have reduced the proportion of NEET to no more than 20% for young people who have offended and to no more than 50% for children leaving care	Q1 2012-13: Young offenders 25% NEET Care leavers 64% NEET Action plans for improvement are in place for both areas.	LR
Children's and Families	We have reduced the number of children that are subject to a child protection plan for 2 years or more to 6% by March 2013	10% at end of Q1 2011-12. Targeted work continues to end long term plans. On track to reduce to 6% by March 2013.	LG
Children's and Families	We have maintained the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2013	16-18 NEET rate at Q1 2012-13 was 2.5%	LG

4 Objective 4 – Minimise the impact on health inequalities and deprivation in the Borough through partnership working

Directorate	We will have succeeded if, by 2016:	Progress	
Children's and Families	We have reduced the percentage of children who are obese in years 5 and 6 to 11.5% against the national rate of 13.2% by March 2013	2011 Reception 6.9% (National average 9.4, London 11.1) 2011 Year 6 17.6% (National average 19.0, London 21.9)	LG
Community Health and Wellbeing	We have increased the number of people participating in physical activity to 19.5% by March 2013	Figures for 2012 will be published in December. The Active People Survey 6 (interim) rolling 12 month results for the period covering April 2011 to April 2012 reports Harrow ex-NI8 score as 19.1%.	A
		This exceeds the APS1 (Oct 2005 - Oct 2006) ex-NI8 target of 18.9% by + 0.2%	

			<p>Harrow's performance compares well to neighbouring boroughs:</p> <table border="0"> <tr> <td>Harrow</td> <td>19.1%</td> </tr> <tr> <td>Barnet</td> <td>19.1%</td> </tr> <tr> <td>Ealing</td> <td>18.4%</td> </tr> <tr> <td>Hillingdon</td> <td>17.9%</td> </tr> <tr> <td>Brent</td> <td>16.1%</td> </tr> </table>	Harrow	19.1%	Barnet	19.1%	Ealing	18.4%	Hillingdon	17.9%	Brent	16.1%	
Harrow	19.1%													
Barnet	19.1%													
Ealing	18.4%													
Hillingdon	17.9%													
Brent	16.1%													
Children's and Families	More children, young people with disabilities are participating in sport through the provision of training and support to 100% of PE teachers by March 2013	Disability awareness session for primary PE teachers planned for later in 2012-13. Delegates expected from at least 20 schools to be present - roughly 40% of primary schools.												
Children's and Families	The number of vulnerable children accessing sexual health services has increased by 5% by March 2013	Commissioning Team are currently seeking information on service provision in Harrow. Sexual Health Balanced Scorecard for 2011-12 shows that Harrow was below average for Chlamydia Testing and diagnosis												
Children's and Families	We have improved access to mental health support for vulnerable children and young people through direct commissioning services	We are in the process of tendering a Systemic Early Intervention and Social Work Support Service. One of the aims of the service is to improve access to CAMHS through assessment of mental health needs of those young people involved with Children and Families Service and referrals where these needs meet the CAMHS thresholds.												
Community Health and Wellbeing	We have achieved the target of 42% of family-sized social homes completed as a proportion of total social housing completed by March 2013	Q1 performance is 6%. We expect to deliver 34% only of family homes. 11/12 51% delivery gives 42.5% average over two years		A										
Community Health and Wellbeing	Positive action has prevented homelessness in 1000 cases by March 2013	Q1 – 259 cases.		LG										

Directorate	We will have succeeded if, by 2016:	Progress	
Place Shaping	We have achieved the targets set in Harrow's Construction Plan	Training and Employment Programme Delivery	
	Output 1A – Number of people registered (target 200)	Exceeded target, total people registered 388	HG
	Output 1B – People into construction jobs (target 65)	Target met	LG
	Output 1C – CSCS referrals (target 120)	Exceeded target, achieved 179	HG
	Output 1D – Number of Apprenticeships created (target 12)	Created 13 Apprenticeships, target exceeded	HG
	Output 1E – Training opportunities linked to a job (target 9)	Target met	LG
	Output 1F – Teachers Work Experience Placements (target 8)	Nil achieved. The output was developed to deliver a government objective of the day. However, priorities changed and there was no appetite from teachers to participate.	LR
	Output 1G – Careers Fair (Target 4)	Target met	LG
	Output 1H – First start training course (target 1)	Target met	LG
	Output I – Customer Forums (target 4)	Target not met. There were regular monthly meetings with contractors, beneficiaries and clients. However, the Forum concept was not popular and did not proceed.	LR
	Output J – Civil Highways Jobs and Training (target 2)	Target met	LG
	Output K – Toolbox talks/presentations to schools and students of Harrow College (target 8)	Delivered 6. These toolbox talks and presentations were to be delivered at Harrow's Construction Skill Centre. The target was met during the first three years of the Initiative, but no talks were carried out in the fourth year, resulting from restructuring.	A
	Output 1L – Qualifications funded / gained (target 27)	Achieved 23 (85%) The qualifications recorded under this target output were technical certificates, and there was a move in	A

	emphasise towards funding apprenticeships..		
	Output 1M – Unpaid work experience placement for construction trainees from colleges (target 9)	Achieved 2, (22%). Change in emphasis to focus on providing work trials to Job Seeker Allowance claimants. This was in line with health and safety requirements from placing 16/17 year olds on site, and in line with support from Jobcentreplus.	A
	Output 1N – JCP unpaid work trial for job opportunity (target 4)	Exceeded target, achieved 13	HG
Place Shaping	We have increased the number of workless residents supported to access employment and training programmes generated through planning gain. (Baseline April 2011 77people supported)	This target has been met.	LG
Place Shaping	We have maintained the % differential in jobseeker allowance claimants between Harrow and the rest of London (Baseline differential 1.5% April 2011)	The differential remains the same. (1.5%). See Improvement Board Q1 Balanced Scorecard	LG
Place Shaping	We have halted the growth in vacancy rate in Harrow Town Centre (Baseline April 2011 Vacant frontages 6.97%)	The percentage of vacant frontage has increased. See Improvement Board Q1 Balanced Scorecard. Further work is being undertaken to bring down vacancy rates	A

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Objective 6 – Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse

Directorate	We will have succeeded if, by 2016:	Progress	
Children's and Families	Re-offending rates for young people are reduced by 5% and the disproportionality of young men from BAME communities is reduced by 5% by March 2013	Q1- 2 / 10 calendar of events delivered and community attendance is to capacity for venues	
Corporate Resources	The number of repeat domestic violence cases seen by Multi Agency Referral and Assess Conference remain below 25%	We are currently at 25%	HG
Community Health and Wellbeing	We have implemented the Harrow Hate Crime and Community Tension Monitoring Action Plan addressing the four strategic objectives by March 2015	Objective one: 1)Stop Hate UK helpline launched in the borough in March 2012 2)Hate Crime Caseworker in post from February 2012 3) Draft hate crime toolkit in consultation phase	HG

		<p>Objective two: 1)Victim satisfaction survey completed 2) Online hate crime referral risk assessment in development</p> <p>Objective three: Increase in community intelligence from ward panels and Tenants and Residents Associations</p> <p>Objective four: Training for housing and police staff in community safety unit completed</p>	<p>LG</p> <p>A</p> <p>LG</p>
Community and Environment	50% of the Boroughs properties have acquired smartwater property marking equipment to prevent burglary and other acquisitive crime by March 2013	Sufficient resources have been provided to cover approx. 50% of the borough's households with Smartwater, which amounts to 40,500 kits being purchased. The programme of installation visits is ongoing in partnership with the Police and over 25,000 kits have been installed in Harrow addresses to date.	LG
Community and Environment	We have recruited, trained and retained 2000 Neighbourhood Champions by March 2013	We have a total of 1,010 residents trained	LR
Community Health and Wellbeing	We have continued to safeguard adults from harm (minimum of 80% to report feeling safe)	Next survey is due for completion in October 2012.	?
Community Health and Wellbeing	We have increased the Tenant, Leaseholder & Resident satisfaction with the outcome of their anti-social behaviour case from 75% in 2011 to 80% by 2014	Completed Surveys for cases that have been closed in Q1 are yet to be received. We are looking at alternative ways of surveying to improve response rates.	LR

Objective 7 - Minimise the impact of budget cuts on equality groups (protected characteristics)

Directorate	We will have succeeded if, by 2016:	Progress	
All Directorates	Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)	All Cabinet reports require an EqIA to be submitted with them. Legal will not sign off a report without an EqIA.	A
Corporate Resources	Ensure all projects within the Transformation Programme are subject to an EqIA	EqIA's are embedded in the Transformation Programme and quarterly progress reports are	A

			presented to the Corporate Equalities Group.	
All Directorates	Directorate EqIA programmes have been developed and implemented each year		Directorates are still in the process of developing these for 2012/13	HR

Objective 8 – Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together

Directorate	We will have succeeded if, by 2016:	Progress		
Community Health and Wellbeing	We have supported the voluntary and community sector in the delivery of our cultural calendar with the aim of delivering ten events each year	Q1- 2 / 10 calendar of events delivered and community attendance is to capacity for venues		HG
Community Health and Wellbeing	Increase the % of people who believe people from different backgrounds get on well together in their local area (in 2009/10 we scored 78%, which was around the median of all London boroughs)	75% agreed, 17% disagreed (Reputation Tracker May 2012)		LR
Community Health and Wellbeing	Tensions are monitored on a weekly basis and where appropriate actions/interventions are put in place	A Community tensions toolkit is being developed which will include tension indicators, impact assessments and a risk and referral pathway. This will include the work being undertaken on online hate incidents. Community groups and colleagues across the council are currently using the online posted web page to report tensions.		A

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