

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Wednesday 6 November 2013

TIME: 7.30 pm

VENUE: Committee Room 5,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Sue Anderson

Councillors:

Chris Mote
Anthony Seymour

Graham Henson

Mano Dharmarajah

Reserve Members:

1. Amir Moshenson
2. Marilyn Ashton

1. Jerry Miles
2. Phillip O'Dell

1. Zarina Khalid

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. APPOINTMENT OF VICE-CHAIRMAN

To appoint a Vice-Chair for the 2013/14 Municipal Year.

4. MINUTES (Pages 1 - 8)

That the minutes of the meeting held on 30 September 2013 be taken as read and signed as a correct record.

5. PUBLIC QUESTIONS

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

6. 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).

7. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

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

8. PROCUREMENT STRATEGY UPDATE (Pages 9 - 16)

Report of the Corporate Director of Resources.

9. BUSINESS CONTINUITY UPDATE (Pages 17 - 24)

Report of the Corporate Director of Resources.

10. CORPORATE EQUALITIES OBJECTIVES - ANNUAL PROGRESS REPORT (Pages 25 - 102)

Report of the Divisional Director of Strategic Commissioning.

11. ANY OTHER BUSINESS

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

12. EXCLUSION OF THE PRESS AND PUBLIC

To resolve that the press and public be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
13.	ICT Service	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).

AGENDA - PART II

13. ICT SERVICE (Pages 103 - 124)

Report of the Director of Customer Services and Business Transformation.

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PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

30 SEPTEMBER 2013

Chairman: * Sue Anderson

Councillors: † Mano Dharmarajah * Amir Moshenson (1)
* Graham Henson * Anthony Seymour

* Denotes Member present
(1) Denotes category of Reserve Members
† Denotes apologies received

140. Membership of the Sub-Committee and Election of Chairman

RESOLVED: That in accordance with Council Procedure Rule 1.5, and following notification by the Conservative Group, it was noted that Councillors Chris Mote and Anthony Seymour had been appointed to the Sub-Committee in place of Councillors Tony Ferrari and Paul Osborn. It was also noted that a new Chairman would be appointed at the next meeting of the Overview and Scrutiny Committee. The Sub-Committee elected Councillor Sue Anderson as Chair for the duration of the meeting.

141. Attendance by Reserve Members

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

Ordinary Member

Reserve Member

Councillor Chris Mote

Councillor Amir Moshenson

142. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 6 – References from Council and Other Committees/Panels

Councillor Graham Henson declared a non-pecuniary interest in that he had been Portfolio Holder for Performance, Customer Services and Corporate Services when the Disaster Recovery plans had been agreed. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 10 – Adults Services Complaints Annual Report (Social Care Only)

Councillor Sue Anderson declared a non-pecuniary interest in that her son was in receipt of Adult Social Care. She would remain in the room whilst the matter was considered and voted upon.

143. Minutes

RESOLVED: That the minutes of the meeting held on 11 July 2013 be taken as read and signed as a correct record.

144. Public Questions and Petitions

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

145. References from Council and Other Committees/Panels

The Sub-Committee received the following Reference from the Government Audit and Risk Management Committee (GARMC): IT Disaster Recovery – Report of the Director of Customer Services and Business Transformation. It was noted that a further report on this topic would be submitted to a future meeting of the Sub-Committee.

RESOLVED: That the Reference from GARMC be noted.

RESOLVED ITEMS

146. Chair's Report

The Sub-Committee received a report which set out issues considered by the Chair since the last meeting of the Performance and Finance Scrutiny Sub-Committee.

A Member expressed concern that the issue of rent arrears, which in his view was a key indicator of the levels of debt among residents in Harrow, had been removed from the Corporate Scorecard. The Chair advised that this issue continued to be listed on the Sub-Committee's watch list. The Director of Finance and Assurance confirmed that this was a key indicator that would continue to be monitored.

Following questions from a Member, the Chair advised that issues selected to be included on the watch list were identified following extensive discussion between Scrutiny Lead Members and officers and on the basis of which required further investigation and monitoring, focussing on those where the Sub-Committee would have the maximum impact. She added that most of the topics on the watch list would already have been considered by both Cabinet and the Improvement Boards. The Chair's Briefing would usually consider whether to review an issue, refer it to a Challenge Panel or pursue other action.

RESOLVED: That the report be noted.

147. Revenue and Capital Monitoring Quarter 1 2013-14

The Sub-Committee received a report of the Director of Finance and Assurance, which had been previously considered at Cabinet on 12 September 2013. The Director highlighted the following areas of the report:

- some savings had been RAG rated in the report as amber or red as these late savings targets were the principal reason for the forecast overspend reported at period 3;
- there was an overall end of year forecast overspend of 2m in most service areas;
- there was a £3m contingency fund for welfare related issues, but calls on this fund had not reached expected levels;
- there was a significant under spend on the General Fund Capital Programme and officers had been requested to provide more realistic forecasting in the future.

A Member queried whether the over spend in the Library transfer was an estimated figure. The Director advised that the final figure would not vary significantly from the estimate. The Member asked about future plans for use of the Teachers' Centre and the shortfall in income due to the re-location of Avanti House School outside Harrow. The Director advised that this in-year income shortfall was a significant loss and plans for the future use of the Teachers' Centre would shortly be submitted to Cabinet for approval.

The Member expressed concern that agreement had not been reached on implementing the efficiency savings which had been identified in the Mayoralty and agreed at Council. He added that spending protocols had been put in place across the entire Council and should apply to all departments equally. The Director agreed that this was an important point of principle and advised that one post in the Mayoralty had been deleted and that discussions were ongoing with the Mayor to implement the savings identified. He added that there had been an overspend in the Mayoralty in 2012/13, but that this had been a relatively small sum and had been offset by under spends elsewhere in the Council. The Director undertook to submit a

more detailed report to the Sub-Committee in Quarter 2 regarding the overspend in the Mayoralty.

A Member stated that, in the future, Members would find it helpful if the additional comments section of the Medium Term Financial Strategy Progress Monitoring table provided greater detail as to why some of the savings were deemed not to be achievable. The Director undertook to provide this information in future reports.

The Member queried the savings in Legal and Governance related to the number and frequency of committee meetings. The Director advised that the intention was to finalise the number and frequency of meetings before the Municipal Calendar for 2013/14 was agreed and undertook to provide an update regarding this at a future meeting of the Sub-Committee.

The Director added that the Council's financial position in 2014/15 would depend in large part on the level of Council Tax set in February 2014 and the Local Government Finance Settlement for 2014.

A Member queried the £919k under spend in due to the over achievement of parking enforcement income. The Director advised that this had also been the case in 2012/13. The Member asked what proportion of the parking income was due to CCTV enforcement action. The Director advised that a large proportion of the income was generated by fines for traffic violations and added that this activity was undertaken by the Council in order to ensure traffic flow rather than to generate income.

A Member queried whether Adult Services would have recourse to the contingency fund. The Director advised that this was the case and that demographic growth in Harrow had contributed to budgetary pressures in Adult Services. The Chair queried why the likely impact of these demographic pressures, the cost of expansion of the Legal Practice and other issues had not been foreseen and mitigated against. The Director advised that the the number of staff transferring over following the merger of the shared legal practice and the transfer of health services to the Council may have been higher than anticipated and contributed increased IT costs . The economies of scale anticipated by the implementation of some policies such as the merger of the legal practice and reduction in number and frequency of meetings would have a cumulative effect and would be realised in future years.

The Chair queried why the income targets for the commercialisation of Hatch End Pool, the Harrow Arts Centre, the Museum and the Bannister stadium would not be met. The Director stated that these were late savings which had been flagged up by officers.

A Member asked about the late savings identified in agency costs and vacancy management. The Director advised that the use of agency staff translated into savings in the short term but not in the long term. The issue of employing consultants was under continuous review.

RESOLVED: That the report be noted.

148. Children and Families Services Complaints Annual Report 2012-13

The Sub-Committee received a report of the Corporate Director of Children and Families which set out the statutory Children and Families Services complaints annual report for 2012/13.

A Member asked about the seriousness and nature of the stage three complaints. An officer advised that these were predominantly complex cases which were related to serious safeguarding issues. He added that over the past nine years, the Ombudsman had not upheld any complaints against the Council. This did not mean that mistakes had not been made by the Council, however, all complaints were taken seriously, there was a rigorous complaints handling procedure in place and appropriate remedial action was taken.

The Member asked how Harrow's performance in this area compared to other London authorities. The officer advised that Harrow's performance was average compared to other London authorities. However, Harrow applied a process of quality assurance to all responses to complaints and not all authorities did this. He emphasised that, overall, the complaints team were skilled, had received additional training in customer services, took a proactive approach and undertook mediation work, which reduced the number of complaints being escalated.

An officer from Children and Families added that in addition to staff training, a test had been introduced as part of the staff recruitment policy and there had been a significant improvement in the Council's ability to deal effectively with lower level complaints.

A Member asked whether the recent reduction in resources and loss of targeted services had caused a rise in complaints. An officer advised that most councils did not have a stated eligibility criteria for these services and that Harrow had been one of the first authorities to implement this.

A Member asked how the targets set for complaints reduction for 2013/14 would be measured. The officer advised that no specific targets had been set, and that the reduction would be relative to the number of complaints received. The Member suggested that a reduction in the overall percentage might be a more precise method of setting targets.

RESOLVED: That the report be noted.

149. Adults Services Complaints Annual Report (social care only) 2012-13

The Sub-Committee received a report of the Corporate Director of Community, Health & Well-Being which set out the statutory Adults Services complaints Annual report (social care only) 2012/13.

An officer advised that advocacy support in health and adult social care had been a key development. He added that Harrow was the only London authority to have combined its health and social care advocate's post.

A Member requested that future reports should provide a breakdown of complaints in terms of severity, i.e. whether the complaints related to minor or major issues and whether any deficiencies in service provision had been identified. The officer advised that the 'learning lessons/practice improvements' section of the report did provide this level of information. He added that all complaints were risk assessed and given a rating. Twenty five per cent of cases could be described as complex and the remainder could be described as straightforward. Complex cases were those that required input from senior staff, legal advice and multi-agency involvement.

A Member asked whether, in view of the e-purse scheme, there was any co-ordination and overview of the complaints made directly to the council and those made directly to third party providers, who had their own complaints procedures. The officer advised that there was provision for service users to complain directly to the commissioner of services, in this case the Council and that the Council had quarterly meetings with advocacy providers to monitor service provision.

An officer further advised that the e-purse system would ensure that there were additional quality assurance measures in place, and social workers and care managers would be obliged to ensure that any care provided was meeting the needs of the service users, while working in tandem with commercial providers of care services.

A Member queried the increase in complaints relating to 'policy/legal/financial decision' and to 'quality of service delivery (standards)' since 2010. An officer advised that these complaints related overwhelmingly to the implementation of the fairer charges policy. He added that, historically, the number of complaints received increased when policy changes were implemented. However, none of these complaints had been referred to the Ombudsman or been upheld. The policy had been properly consulted on prior to implementation and the officer referred Members to the learning section regarding the fairer charges policy in the report.

The Member asked whether the increase in the number of complaints was covered by the budget or would require additional funds. The officer advised that the complaints management team were highly skilled and trained and it had not been necessary to seek external help to resolve any of the highly complex complaints that had been received. He added that the number of complaints overall had reduced since Quarter 1.

A Member asked what the difference was between those complaints which had been upheld and those which had been partially upheld. The officer advised that if a complaint had several strands, and only the very serious aspects of these were upheld, then it would be listed as partially upheld. He added that it was a legislative requirement that complaints be categorised in this way.

Members were pleased to note that there had been a significant rise in the number of compliments received.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.05 pm).

(Signed) COUNCILLOR SUE ANDERSON
Chair

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

Date of Meeting:	6 November 2013
Subject:	Procurement Strategy Update
Responsible Officer:	Tom Whiting, Corporate Director of Resources
Scrutiny Lead Member area:	Councillor Jerry Miles, Policy Lead Member & Councillor Amir Moshenson, Performance Lead Member
Exempt:	No
Enclosures:	Appendix A – Staffing structure for Commercial, Contracts and Procurement Division

Section 1 – Summary and Recommendations

This report sets out a position statement following the first 6 weeks of implementation of the revised Commercial, Contracts and Procurement Division structure and provides a programme of work to the end of the current financial year

Recommendations: None, for information purposes only

Section 2 – Report

Introduction

1. The Council invested extra money into its Procurement function in 2010 and ran for two and a half years with an interim structure, with a number of successes. In the budget for 2013/14 investment that had been cut was put back into the service and a process started to replace the interims with a permanent team. The new Divisional Director Commercial, Contracts and Procurement commenced employment with Harrow on 2 September. This appointment represented the initial step for the transformation of the procurement function into the new Commercial, Contracts and Procurement Division (CCP).

Position Statement and Proposals on Way Forward

Staffing

2. The Division has been running with a number of interim staff for some time (of 14 positions 6 until recently were filled by interims, 6 filled with permanent staff and 2 posts were vacant) which has resulted in a lack of clear lines of responsibility and clarity on roles and functions. Three interim staff contracts have now been ended (although 1 new interim has had to be engaged) and work is underway to fill all posts with permanent full time staff as quickly as possible. One Commercial Business Partner (Nimesh Mehta) has already commenced work with Harrow, one (Craig Brewin) is due to start on 1 November and the third (Hilary Gillies) in January 2014. The aim is to have the new structure fully up and running with permanent staff by early in the New Year. A small amendment has been made to the structure agreed by CSB previously to ensure that responsibility and oversight of governance, systems, savings tracking and contract management is given a clear focus (see staffing structure attached – Appendix A). Staff currently filling positions have now been assigned to support Directorates and other key roles so that both individuals and Directorates have clarity as to who is supporting each of the business areas. There will be some period of transition whilst staff complete projects already underway and until all posts are filled.

Savings

3. Work is underway to confirm both with Directorates and Finance the current position on achievement of the £500K procurement savings target to ensure there is a common agreement as to what has been delivered and what remains to be delivered i.e. that budgets have been reduced as a result of procurement activity.
4. For future financial years discussions need to be held across the organisation to determine what aggressive but realistic savings targets can be set and how savings targets relate to the options for the procurement function that need to be set out for Project Minerva. A key and important feature of this work will be to ensure there is a high degree of granularity as to who is responsible for the delivery of identified

savings and that these are tracked by CCP to demonstrate that the Division is providing value to the organisation.

5. A related issue will be to initiate work to determine the extent to which the Council may be able to generate income by exploiting its assets, selling services or sharing services and CCP will support Directorates to determine the opportunities and deliver these as appropriate. Work is already underway to deliver a wireless concession contract to exploit street lighting and other assets.

Systems, tools and processes

6. A review of systems, tools and processes is underway to ensure that these are fit for purpose and do not impose unnecessary bureaucracy on the organisation. Primarily work will focus on a rewrite and update of Contract Procurement Rules (CPRs) with the aim of completing this work and obtaining approval before end March 2014. Some key components of this work will be as follows:

Waivers: these are currently required for any proposal that will breach CPRs above £1K. As part of the review of CPRs it is proposed that this limit will be raised to £10K (a sum that will link to the potential implementation of the Lord Young report on advertising tender requirements to promote expenditure with SMEs). This will negate the need for around 78% of the waivers currently required. Until CPRs are rewritten and the changes approved, the £1K requirement will be raised with immediate effect to £5K, an amendment that can be made without requiring a change to CPRs and which will negate the need for around 60% of the waivers currently required and thereby assist to remove unnecessary bureaucracy in the Council.

Strategic Procurement Board (SPB) and Directorate Contract Boards (DCB): There is a need to ensure that the business of these Boards is appropriate and adds value to the work of the organisation by providing a focus on areas such as performance against key contracts, savings tracking, contracts forward plans, etc. Proposals are being worked up for a 2 stage Tollgate system (Tollgates will be completed by CCP staff in collaboration with Directorate staff) for review by SPB or DCBs as appropriate according to the value or strategic importance of the procurement to the organisation. The Stage 1 Tollgate will be for pre-procurement stage to set out the proposed procurement strategy. This will provide good governance, scrutiny and challenge and confirm that all parties are content that the proposed strategy will meet the Council's objectives. The Stage 2 Tollgate will, effectively, be the procurement evaluation report setting out whether the completed procurements meet the intended benefits.

Contracts Register – a good contracts register exists but this needs to be used more effectively as a management tool to provide adequate preparation time for contracts to be renewed and ensure early engagement with Directorates to agree strategy, approach and opportunities. This is being rectified to ensure early and constructive dialogue with Directorates on key procurements that need to take place.

Category Management – a category management approach to Harrow's third party spend is being introduced. Work on implementation of category management will accelerate as the Commercial Business Partners take up post and the aim is to have category plans in place for the key areas of spend before the end of the current financial year.

Contract Management

7. Opportunities exist to improve contract management arrangements to ensure that the Council realises the benefits foreseen when procurements were put in place. A number of actions are proposed to achieve this improvement. To assist with e-tendering requirements, the Council has acquired software from Due North; this application also contains a contract management application which is being reviewed to see whether this could be used to assist to improve contract management arrangements and if so how best this could be rolled out and used across the Council. Proposals are also being developed to ensure that for larger contracts (value to be determined) or those of strategic importance, a regime of regular meetings with the suppliers is put in place if they do not exist already and that CCP staff attend and fully support those meetings. Future contracts will also be fully reviewed to ensure they contain appropriate contract management clauses including key performance indicators, etc. Guidance is being written that will be placed on the intranet to provide staff with support on contractual procedures, issues, etc. In addition, in November the Audit Commission will be publishing the outcome of a study it has been undertaking on Contract Management – this is to highlight the importance of this area to councils and to share some of the learning developed by councils to date. The outcomes of the study will be taken into account when developing Harrow's contract management procedures.

Key projects

8. The Division is fully supporting the Council's key projects, notably the Schools Expansion Programme and Project Minerva and will work with Directorates, etc to achieve successful delivery of these.

Commercial Strategy

9. A Commercial Strategy will be developed to provide a document for Members and Directorates that sets out the direction of travel for the CCP Division. It is proposed that the Strategy will have three key themes, these being Savings, Efficiencies and Income Generation, Sustainability and Modernising Procurement. Discussions will be held with Members and Directorates to determine the timing for bringing forward this Strategy.

Conclusions

The Council has acknowledged the need to make improvements to its Procurement function and is investing to achieve this. This report has set out the steps being undertaken to ensure that this investment delivers tangible results.

Financial Implications

There is a savings target of £500K to be achieved from procurement activity. Work needs to be directed to ensure this target is completed by the end of the current financial year.

Performance Issues

N/A

Environmental Impact

N/A

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Corporate Priorities

N/A

Section 3 - Statutory Officer Clearance

Name: Simon George	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 24 October 2013		
Name: Hugh Peart	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 22 October 2013		

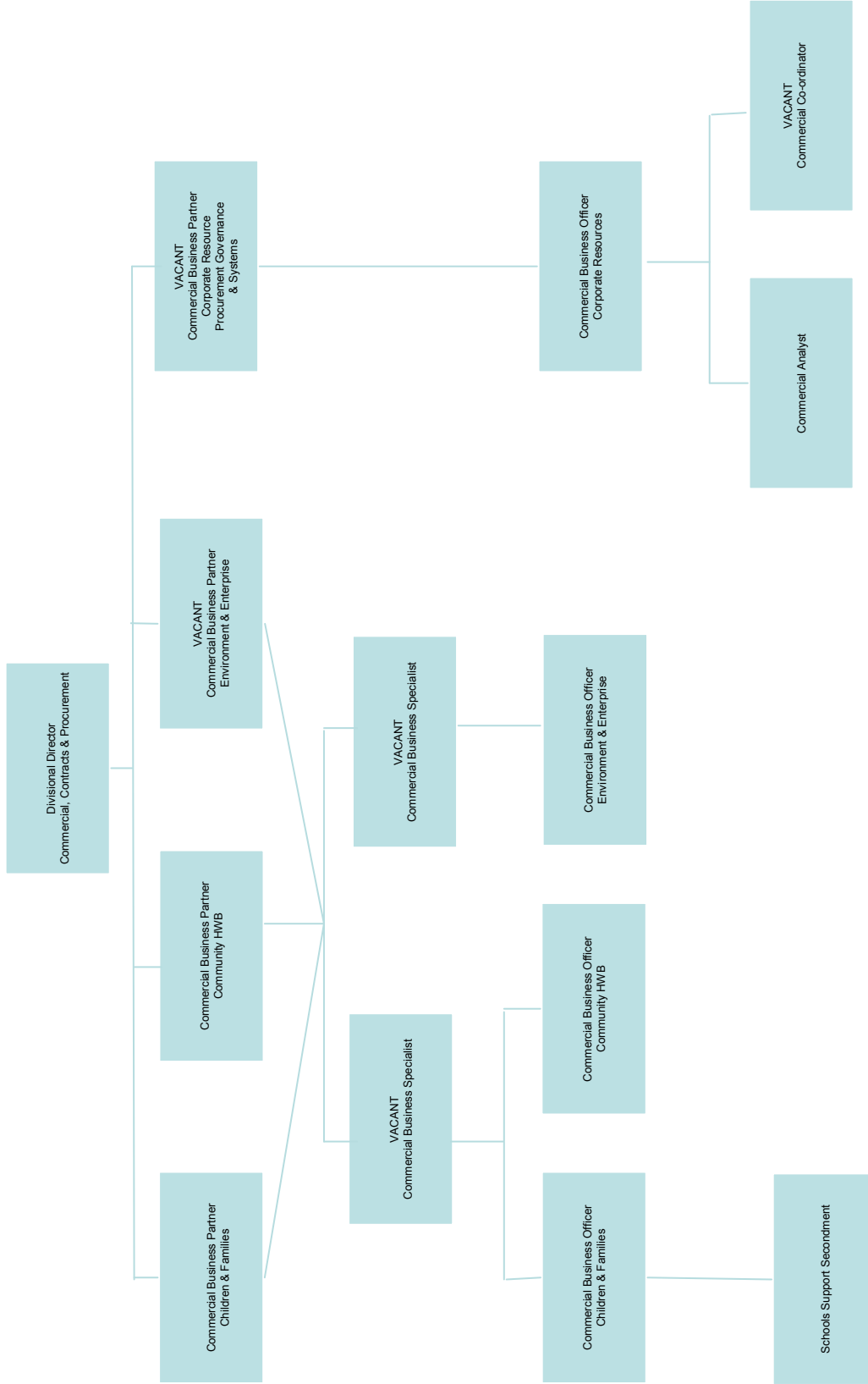
Section 4 - Contact Details and Background Papers

Contact: Report Author: Terry Brewer, Divisional Director, Commercial, Contracts and Procurement, 020 8416 8442

Background Papers:

Lord Young Report: - Growing your business: a report on growing micro businesses published May 2013 by Department for Business, Innovation and Skills

Commercial, Contracts & Procurement Team



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

Date of Meeting:	6 November 2013
Subject:	Business Continuity Update
Responsible Officer:	Tom Whiting, Corporate Director of Resources
Scrutiny Lead Member area:	Councillor Jerry Miles, Policy Lead Member & Councillor Amir Moshenson, Performance Lead Member
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out an update on Business Continuity activity as requested by the Overview & Scrutiny Committee. Business Continuity is a function of the Civil Contingencies Team with a regular reporting line to the GARM Committee.

Recommendations: To note the report

Section 2 – Report

Introduction

The Civil Contingencies Team, also known colloquially as the “Emergency Planning & Business Continuity Team”, is one of the distinct teams that sit within the Finance & Assurance Division of the council.

The Civil Contingencies Team is a small, but effective unit of three staff. The team provide a corporate service delivering Emergency Planning, Business Continuity, and Civil Protection, as defined by the Civil Contingencies Act 2004; and is the Counter Terror link with the Police Service and HM Government.

Business Continuity is a management process to assist an organisation cope with an incident such as loss of staff or facilities, e.g. pandemic influenza, fire or flood. It is linked to, but distinct and separate from IT Disaster Recovery, which is the restoration of IT by the IT Service. A separate report on IT DR is being made by the IT Service to the P & F Committee.

This report will provide an activity update on Business Continuity, as requested by the O & S Committee, and regularly discussed at the GARM Committee, the most recent being on 23rd January 2013, minute 218, and at the O & S Committee on 23rd July 2013.

Business Continuity

Background and process

The council’s Business Continuity plans and ethos are firmly embedded in the council. In order to explain the current issues, risks, and deliverability, it is useful to explain the background and process that led us here.

The council’s approach to Business Continuity was based on the British Standard BS25999 ‘bottom – up’ process. The ‘bottom – up’ process began in 2006, with Business Continuity workshops being delivered to service managers (and similar grades) to identify and classify the council’s essential and critical services. Over 130 key service areas were identified.

During 2007, Business Continuity training sessions were held with divisional directors (and similar grades) to develop Business Continuity plans for the key service areas within their divisions. From these Business Continuity plans, key infrastructure and IT requirements were identified.

In 2008, table top exercises were held to simulate a major incident occurring, such as fire, flood or explosion; and to practice the response of individual departments, to see if their Business Continuity plans were viable, and to test the corporate response to infrastructure and IT demands. The key learning point identified was the dependency on IT, and in particular the 34 key IT applications, out of the council’s 200 plus legacy IT applications.

During 2009, the 34 key IT applications that had been identified were taken into account as part of the IT Disaster Recovery project, and the wider 'LBH Anywhere' proposal. This was going to provide a credible overall Business Continuity response to a major incident occurring.

The council now has Business Continuity plans for all its key 37 departments. These were reviewed, refined and tested at director level. The departmental Business Continuity plans now feed into a corporate Business Continuity plan, an overarching plan for the whole council. The end had been reached to the 'bottom – up' process.

As part of the corporate Business Continuity plan, arrangements were made for key staff to be deployed to a remote location, in the event of a major incident occurring at the civic centre complex. These key staff were identified through a series of table top exercises: 280 key staff were identified in total, with 150 being allocated seats at the remote site known as 'relocators', and 130 being expected to work from home or another location being known as 'isolators'. This plan was physically tested during a live exercise in 2010, with key managers driving to the remote site and setting up as if dealing with a real incident.

During 2011, the departmental BC plans were reviewed and updated by directors and their service managers. The council then went through a restructuring period for two years with major changes to directorate and divisional management. The review of departmental BC plans during 2012 was limited to key contact details. As part of the Olympic preparation, the council's corporate BC plan and key departmental BC plans were tested during Exercise Torch Relay, a London-wide exercise developed by the Local Government Association, London Councils, London Resilience and London Fire Brigade.

During 2013, we have begun a full review and update of all the departmental BC plans and the corporate BC plan, to bring them up to date with the council's new structure and the new international standard ISO22301. This is an important piece of work that has been delayed due to the council's restructure and a post being vacant.

Risks and weaknesses

One of the key dependencies of the overarching business continuity plan is the provision of IT Disaster Recovery (DR) by the IT Service. The key IT systems have been identified through BC workstreams which commenced in 2009.

There are some IT arrangements in place to meet this requirement (including an annual IT DR test) and some improvements are being developed for recovery capabilities as part of the new Capita IT contract. This subject matter is covered in a separate report by the IT Service to the P & F Committee. A brief summary from the IT Service has been provided below.

The original intention had been to locate a primary data centre in Capita's

West Malling site with a secondary data centre in Laindon, which would place all the risk and responsibility for IT DR with Capita, but at a cost. However, the continuing financial situation and budget constraints had led to a proposal to retain the primary data centre in Harrow with the secondary data centre in West Malling, which would reduce costs but also return an element of risk (as landlord and 'host' of the centre) to the Council.

The IT Service has negotiated a remote access arrangement which would allow critical staff to work anywhere and would lessen the need for the contracted remote facility. There is an increased risk of an IT DR situation arising because the data centre here is not built to the same standards as a commercial Tier 1 data centre. However, the wider business continuity plans acknowledge this with the use of paper based systems, and the risk is no greater than it has been historically over a number of years.

Deliverability of the plans

The council's corporate Business Continuity plan and 37 departmental Business Continuity plans are tested and reviewed on an annual basis. The plans are workable and are amended to reflect any staff or structural changes.

The departmental BC plans are tested and reviewed each year at the annual Gold Training for corporate directors and divisional directors, usually in February. Any amendments or changes to improve the plans are made after the test exercise to make sure that the plans are workable and robust.

HR issues

The council's 37 departmental Business Continuity plans take into account three generic issues to plan for: non-availability of ICT, denial of access to the building, and reduced staff attendance.

Reduced staff attendance is the main HR issue that Business Continuity planning takes into account. This planning takes place because lower staff attendance could happen for a number of reasons, e.g. severe weather, travel disruption or influenza pandemic. During the recent influenza pandemic during 2009, extensive planning was conducted with managers and HR to ensure Business Continuity plans were in place to deal with staff absence rates of 25% and 40%.

Communications issues

The main communications issue during a Business Continuity incident is the ability to communicate with all staff in a timely and effective manner. During a major incident we may not have access to the building or be able to use ICT, so Business Continuity plans have been developed and tested to ensure that key messages can be given to staff.

Each manager of a service has as part of their Business Continuity arrangements, a staff contact list, including personal and home telephone

numbers. These arrangements were made in consultation with HR and the trade unions, to ensure that these contact details were only used in an emergency or during the annual test.

We test these communications arrangements each year as part of the Business Continuity Phone Cascade Test, usually in November. The test is carried out of hours on a non-specified date. We initiate the test by contacting Corporate Directors, who in turn call their Divisional Directors, who call their Service Managers, who then contact their staff members.

For the past two years we have included the Leader of the Council, Group Leaders, and their Deputies, so that elected members are included in the process; so make sure Democratic Services have your up to date contact details.

IT Disaster Recovery

As mentioned above, this is an important area with links to BC, but managed by the IT Service. The work has been done to identify which IT applications are critical and the timescale that they are required to be reinstated. The decision on how to deliver the IT Disaster Recovery arrangements has to be based on cost / benefit analysis, within the Capita IT contract. There is a difference between the IT DR requirements and costs of a major bank and that of a local authority. This area is managed by the IT Service and is the subject of a separate report by the IT Service to the P & F Committee.

There are priorities and timescales for agreed IT systems. In addition to the IT DR arrangements that the IT Service have in place, the other linked area is ensuring the business has manual BC plans in place to operate until IT systems are recovered. This highlights the importance of keeping BC plans up to date and holding regular BC testing and reviews with directors, service managers and key staff.

Industry Standards and Benchmarking

It is worth bearing in mind the cost / benefit spectrum, and the difference in dynamic between the private and public sector. In general, local authorities were not as reliant as the private sector on sophisticated IT systems to deliver income streams from a cash-flow perspective following a disaster, but required data and communications to support vulnerable individuals and groups and to meet statutory obligations.

The council's BC strategy and plans are based on the British Standard BS25999, an internationally recognised process. The BS25999 was recently upgraded to an international standard ISO22301. There have been some slight adjustments between the old standard and new standard. We are currently developing our BC plans to follow the new standard where practicable.

The council's Civil Contingencies Team is a member of the Business Continuity Institute and keeps up to date with the latest BC good practice and

guidelines. At a local level we fully participate in the West London Business Continuity Group with the sharing of best practice and peer review of our arrangements.

Our BC plans and wider Civil Contingencies arrangements are subject to regular professional independent review under the auspices of the London Resilience Forum and London Fire Brigade. We received an overall 'Green' status in the most recent Minimum Standards for London review in 2012.

Financial Implications

None

Performance Issues

None

Environmental Impact

None

Risk Management Implications

None

Equalities Implications

None

Corporate Priorities

Keeping neighbourhoods clean, green and safe

The Civil Contingencies Team helps the council keep neighbourhoods and the borough as a whole safe, by developing, exercising and reviewing: emergency plans, business continuity arrangements, and assisting the emergency services in civil protection

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 24 th October 2013		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 24 th October 2013		

Section 4 - Contact Details and Background Papers

Contact:

Kan Grover
Service Manager – Civil Contingencies
(Emergency Planning & Business Continuity)
020 8420 9319
kan.grover@harrow.gov.uk

Background Papers:

None

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE
AND SCRUTINY SUB-
COMMITTEES**

Date of Meeting:	6 November 2013
Subject:	Corporate Equalities Objectives – Annual Progress Report
Responsible Officer:	Alex Dewsnap Divisional Director Strategic Commissioning
Scrutiny Lead Member area:	All
Exempt:	No
Enclosures:	Annual Equalities Progress Report

Section 1 – Summary and Recommendations

This report provides an update on our progress against the Council's Equality Objectives which were adopted by Cabinet in April 2012. It also updates the committee on our progress against the Excellent Level of the Equality Framework for Local Government (EFLG).

Recommendations:

Performance and Finance committee are asked to:

- Note the progress made against our Corporate Equality Objectives and the

Excellent Level of the EFLG;

- Note the revised performance measures to support the Equality Objectives for 2013/14
- 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 has 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.

Equality Act 2010 and the Public Sector Equality Duty

3. The Equality Act contains a range of rights, powers and obligations to help the drive towards equality. The Act aims to strengthen and simplify the equality law that was already in place, such as the Race Relations Act and the Disability Discrimination Act.
4. Section 149 of the Act 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.
5. The new PSED replaces the previous three Public Sector Equality Duties – for race, disability and gender - and now covers Age, Disability, Gender Reassignment, Pregnancy and Maternity, Race (this includes ethnic or national origins, colour or nationality) Religion or Belief (includes lack of belief), Sex and Sexual Orientation.
6. 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.
7. 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 each year 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

8. 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.

9. Although this approach meets the requirements, the Council decided to publish its equalities data in a more constructive way.

10. 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'.

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

11. In 2012 the Equality and Human Rights Commission undertook a review of how public services generally complied with the requirement to publish data and singled out Harrow Council as the best practice exemplar for the transparency and ease of access to the data that we provided. This year's compilation is available together with the data it supports at http://www.harrow.gov.uk/info/200041/equality_and_diversity/863/public_sector_equality_duty

Developing and Publishing Equality Objectives

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

13. 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 were adopted by Cabinet in April 2012.

14. 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.

Measuring our Performance against the Corporate Equality Objectives

15. In line with the existing performance process, directorates produce quarterly progress reports against their directorate scorecards for the Improvement Boards. These 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)

16. 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. The EFLG has three (developing, achieving and excellent) levels and it builds on and develops the work councils have done on the old ESLG. The Council made a commitment of working towards and achieving the 'Excellent' level of the new Framework.

17. 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, only a couple of authorities have sought accreditation.

18. 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.

19. In December 2012, the Council decided no longer to seek to obtain 'accreditation' against the Excellent level of the Framework. The Council's adoption of stretching Equality Objectives, the transparency with which data has been and will continue to be published and work to bring equalities performance within the remit of Improvement Boards 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. It was also agreed that the Performance and Finance Sub-Committee would be the vehicle for overseeing our progress.

Our Progress and Way Forward

20. The attached report (Appendix 1) highlights the progress made in the last year (2012/13) against our Equality Objectives as well as the 'Excellent' level of the EFLG.

21. The report also recommends a number of actions which can be taken forward to continue our progress towards the 'Excellent' level of the Framework.

Financial Implications

5. All costs are contained within existing budgets.

Legal Implications

6. Included in the body of the report

Environmental Impact

7. There are no direct environmental impacts of this decision.

Risk Management Implications

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

Equalities implications

9. 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

10. The 'Equality Objectives' support all the Council's Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle.	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 21.10.13		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 24.10.13		

Section 4 - Contact Details and Background Papers

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

Background Papers:

'Our Harrow, Our Story'

http://www.harrow.gov.uk/info/200041/equality_and_diversity/863/public_sector_equality_duty

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Corporate Equality Objectives

Using the Public Sector Equality Duty to Improve our Services

Annual Progress Report 2012/13

Introduction

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 our community, that we believe helps make Harrow such a great place to live, work and visit. We know that the borough's diversity is something to value and encourage and this Equality of Opportunity Policy highlights our commitment to maintaining and building on our strengths by ensuring equality and diversity is integral to everything we do.

In serving a diverse population, the Council aims to ensure there is equality of opportunity for its residents, service users, employees, elected members, stakeholders and partner organisations irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation

However, we recognise that in our society, groups and individuals continue to be unlawfully discriminated against and we acknowledge our responsibilities to eliminate unlawful discrimination and to promote equality of opportunity and good relations within the rich diversity of Harrow's communities.

Our Commitment

Equality is about describing a vision for the area that is built on recognising the needs of every local community, promoting inclusion and cohesion, fairness and justice. As a community leader, we will continue to work in partnership with the public, voluntary and private sectors to ensure we achieve this vision for our borough.

As an employer, we are committed to employing a diverse workforce, to help us to understand and relate to the community we serve. Through our recruitment policies and practices, we will aim to improve on our record and explore further initiatives and opportunities

to encourage applicants from all sections of the community to consider joining us.

As a service provider, we are committed to ensuring our services are open, fair and accessible by taking into consideration the needs and requirements of our diverse community and service users. We will continue to improve our services through a comprehensive Equality Impact Assessment (EqIA) process, engaging with and listening to our communities and service users.

As a procurer of goods and services, we will continue to ensure our commissioning processes are fair and equitable and that service providers delivering a service on our behalf share our commitment to equality and diversity.

The Equality Act 2010 and the Public Sector Equality Duty (PSED)

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.

The PSED is supported by specific duties which are intended to help public authorities to meet its requirements.

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

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.

Public authorities covered by the specific duties are required to:

- Publish by the 31st January 2012 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.

35

Our Corporate Equality Objectives

Our Corporate Equality Objectives were agreed by Cabinet on the 4th April 2012. The Equality Objectives were developed based on the research and consultation undertaken in producing our Single Equality Scheme (SES) as well as the equalities information/data in the first 'Our Harrow, Our Story' published in January 2012.

They were also subject to in depth consultation with our residents, service users, stakeholders, partners and employees and will assist the Council to meet the aims of the Public Sector Equality Duty (PSED). The objectives support our Corporate Plan and our performance against them is measured by a number of performance measures identified by Directorates through their Service Planning process.

Corporate Equality Objectives

Our Corporate Equality Objectives are

- Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have
- Improve opportunities for vulnerable young people through our corporate parenting role and through individual support
- Minimise the impact on health inequalities and deprivation in the Borough through partnership working
- Support local businesses and residents in times of economic hardship
- Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse
- Minimise the impact of budget cuts on equality groups (protected characteristics)
- Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together
- Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve

Our Progress in 2012/13

This is our first annual progress report based on how we have performed against our Corporate Equalities Objectives. As well as reporting our overall performance (Appendix 1) it includes a number of case studies to demonstrate how we have used monitoring data to identify a need, engage with our communities and address the needs through initiatives and projects to improve our services.

In preparation of this report, a Council wide assessment (Appendix 2) against the 'Excellent' Level of the Equality Framework for Local Government (EFLG) was also undertaken to establish our position against the Framework and identify areas where we can make improvements.

The report concludes by recommending a number of actions the Council can take forward in order to continue our progress towards achieving the 'Excellent' Level of the EFLG.

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

Key Highlights:

- 100% of eligible carers were offered a Personal Budget
- Increased the percentage (78%) of clients who do not request ongoing social care following a reablement service
- Delivered 248 (exceeded our target 200) lettings through Help2let by March 2013
- Achieved the target of 10% wheelchair standard homes completed as a proportion of total social housing completed by March 2013.

Case Study: My Harrow Account

The MyHarrow account has enabled residents to access a whole host of new services online, providing the choice to customers on how they access Council services. Working in a similar way to an online bank account, the account enables the Council to provide detailed service information online and provide a joined-up view of Council services in way we have not been able before. It provides up-to-date information on the accounts you hold with the Council, such as Council tax, rents, landlords, libraries and benefits accounts. In addition to your latest balances, we also provide access to all the documents we have sent you related to your accounts. We also provide up-to date information on bin collections, local planning applications, parking permit renewal, local Councillors, updating your electoral registration details and much more. The final aspect of the account is to pro-actively send out text and email alerts about the

delivery of services, such as notification of changes in bin collection days.

Overall, the MyHarrow account has expanded Harrow residents' ability to access services online and increased choice over the channel used to engage with the Council.

Case Study: Dad's Club

The Dad's Club at Wealdstone Library is for dads and their children up to seven years of age. It is run fortnightly in term time by Harrow Library Service in partnership with Adult Community and Family Learning. The club is targeted at all dads and male carers in Harrow, including dads who are unemployed, have low literacy skills, and with English as a second language. Each inclusive session includes rhymes, stories and activities based on a theme, with dads and children working together. Dads are also offered information, advice and guidance on returning to employment or study. Approximately 12 dads and 17 children attend each session.

Recent feedback from those attending Dads Club:

*"Coming to Dad's Club meant I got help to get back into work."
"Attending the Dad's Club has created a bond between me and my child."*

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

Key Highlights:

- increased the number of families taking up short breaks from 84 to 128
- Reduced the number of children that are subject to a child protection plan for 2 years or more to 4.9% from 9.2%

- 98% of 16 – 18 years olds who are in education, training or employment (NEET). This continues to be the best rate of participation (lowest NEET) in England

Case Study - X16 Work experience and job readiness programme

X16 is a 10-week pilot work experience and job readiness programme for 16-25 year old clients who are not in employment education or training and are receiving services from Harrow Children and Families Service. The X16 programme responds to the challenging climate for young people in achieving economic independence and recognises the additional barriers some young people may face in entering the workplace and sustaining employment.

The programme supports young people to build knowledge, skills and gain confidence to be 'work ready', continue education or training and gain employment.

Young people for whom we have corporate parental responsibility were prioritised for this programme. Ten young people have just undertaken the first programme with 4 completing successfully, ready for employment and being supported in next steps. The next cohort is being recruited for a programme in early 2013. Adjustments are being made to recognise the challenges faced by many of the young people with more emphasis on early preparation. X16 is a recognised Work Experience Scheme with Harrow Job Centre Plus (JCP) and part of the development within Harrow of a network of provision to meet the challenge of helping young people succeed in the world of work.

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

Key Highlights:

- Increased the number of people participating in physical activity to 19.3% by March 2013 (target was 18.4%)
- Positive action has prevented homelessness in 1051 (exceeding target of 1000) cases by March 2013
- Installed 6 green gyms to encourage exercise and fitness

Case Study: Green Gyms

The Council has installed 6 Green Gyms based on health data from the Primary Care Trust which highlighted a high level of obesity and health issues amongst the South Asian communities. The outdoor



gyms are suitable for all ages and fitness levels, and are specially designed to offer a resistance and cardiovascular workout activity for all abilities, from beginners to experts. Traditional gyms and sports centres don't appeal to everyone, so the Green Gym offers a friendly alternative in an outdoor setting.

The key objective was to promote health amongst those with potential cardiovascular, diabetes or obesity issues (especially amongst the South Asian communities) and also to promote social cohesion between differing groups of people who share a common desire to increase their fitness levels. Promoting a healthier lifestyle will also improve the quality of life and longevity of participants with most gains being made in the target groups. The most noticeable outcome is the large volume of people using the gyms, because the gyms are

easily accessible to casual users there is significant usage throughout the day (although there is a noticeable drop in the colder winter days).



Case Study: Allotments

This service provides a selection of allotment sites at 33 locations which are accessible to all communities of Harrow. The overall objective of this service is to increase the ability and opportunity for people to cultivate allotment plots in Harrow. The service seeks through its targets and initiatives to optimise the use of allotment sites for existing and potential plot holders as well as to identify needs and meet demand. This includes raised beds for disabled users and schools plots to educate children.

Allotments are a simple and multi-purpose solution contributing greatly to local food, social inclusion, education, biodiversity, waste reduction, carbon footprint and sustainability issues. As well as promoting a sense of community and shared interest amongst differing groups, they also contribute to the improvement of individual's health.

Support local businesses and residents in times of economic hardship

Key Highlights:

- Increased the number of workless residents supported to access employment and training programmes generated through planning gain. (Baseline April 2011 77people supported)
- Maintained the positive % differential in jobseeker allowance claimants between Harrow and the rest of London at 1.5% in Harrow's favour

- Halted the growth in vacancy rate in Harrow Town Centre to 6.94% (Baseline April 2011 Vacant frontages 6.97%)

Case Study: Supporting local business and residents in hard times

In 2011/12 North Harrow had the highest level of empty shops in Harrow, and Harrow Metropolitan Town Centre had been suffering an increasing level of vacancies. A series of interventions including marketing and promotion, business support training, and public realm improvements reversed the decline in both areas, and have led to new investment and new businesses coming to Harrow. However, some new businesses expressed difficulty in dealing with the regulatory process. In response to the concerns raised by those businesses, two guides were launched in October 2012 to help new entrepreneurs. The first, a toolkit to regulation outlines the standards businesses must comply with in order to satisfy the public regulatory framework. The second, a "How to Guide to setting up a business, features case studies of local Harrow entrepreneurs explaining they took each step to establish their business. Our approach this year has been to listen to business, respond, and use examples from local businesses to support new entrepreneurs to create jobs in Harrow.

Case Study: Xcite Programme

Xcite is a council-run programme that helps unemployed Harrow residents find work. It has helped over 100 Harrow residents into work in 2012/13. The Xcite Work Club is open to all Harrow



residents aged 18 – 65 who are looking for work and have the right to work in the UK. Activities include helping residents move into employment by coaching on interview techniques, job searches and

more. The Xcite Construction Programme gives residents advice and support around accessing employment, training or apprenticeships in the construction industry.

Xcite runs the X21 Graduate plan, a Department of Work and Pensions funded project that aims to help graduates aged 21 - 30 living in Harrow who are not working and are in receipt of Job Seekers Allowance. The programme includes a five to 10 week work placement within the council or with a partnership organisation. It exceeded its targets to provide work placements and help clients into paid employment. Xcite also runs Job Fairs to give residents the chance to meet employers and training providers. In the last year 87 employers and training providers have attended these events.

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

Key Highlights:

- The proportion of the offending population who are classed as BME (Inc. Black, Asian, Mixed & Chinese) has fallen from 65.5% in 2011/12 to 57.7% in 2012/13.
- The number of repeat domestic violence cases seen by Multi Agency Referral and Assess Conference fell from 33% in 2011/12 to 13% in 2012/13



Case Study: Stop Hate UK

In March 2012 Harrow Council and Harrow Police launched a new 24 hour helpline for victims of hate crime. The service provided by Stop Hate UK is jointly funded by the Council and the Police for two years. It will provide a reporting and sign-posting service, as well as offer

victims advice and guidance. A launch event was undertaken in Harrow Town Centre to raise awareness of hate crime and the availability of the new telephone service.

Case Study: Neighbourhood Champions

The Neighbourhood Champions Scheme, a joint initiative between Harrow Council and the Metropolitan Police, was launched in September 2009 to help achieve a cleaner and safer borough. The scheme has established a network of trained volunteers whose role is to inform the Council about every day street level nuisances on their street, with a focus on public realm and community safety issues and be a conduit for messages to the public in their areas. This includes information about services such as street cleansing, graffiti, fly-tipping, street furniture and lighting, general anti social behaviour, and highways maintenance. The scheme also aims to; provide residents with a role and a voice, increase community engagement and spirit and improve relations and communications between the public, the Council and the Police. There are currently 850 trained Neighbourhood Champions from a wide range of backgrounds with more awaiting training and more registering their interest in the scheme week after week.



Krishna has been a Neighbourhood Champion for nearly 2 years and is no stranger to volunteering. She says "As well as being a Neighbourhood Champion I also work with MIND in Harrow as a helpline advisor.

I work closely with a Muscular Dystrophy charity and I have been campaigning against disability hate crime. Despite all this I still find time to be a Neighbourhood Champion as it's very easy to fit this around everything else".

Case Study: Young performers help to raise awareness of domestic violence

Groups dedicated to putting a stop to domestic violence helped to raise awareness of the issue at an event hosted by the Harrow Domestic & Sexual Violence Forum, in partnership with Harrow Council.



The council marked White Ribbon Day and International Day for the Elimination of Violence against Women & Girls with a forum in the Council Chamber.

Due to a recent Government announcement that the definition of domestic violence will now include victims aged 16 and 17, the day focused on young victims.

It began with a moving performance from young volunteers who are part of the National Citizenship Programme, and had been tasked with reproducing the story of Lily, a young victim of violence. One of the performers, 16-year-old Rocio Fernandez, said: "It did make us think about the issue. You don't really hear about this kind of stuff from people so it did help to highlight it to us as well."

Vishal Patel, 17, who played the perpetrator in the performance, said: "It definitely opened my eyes to the issue and made me think a lot more, particularly about how young people can be affected by violence." The day also marked the launch of the new Young Persons Sexual Violence Safety Card, a pocket-size booklet being given out to young people which contains information on staying safe and where to get help for victims.

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

Key Highlights:

- Reviewed our Equality Impact Assessment (EqIA) Toolkit in light of the new Equalities legislation to ensure it was relevant
- Delivered EqIA training/workshops for members, managers and staff across the Council
- Included equality implication considerations within the Council's commissioning process to ensure equality implications are considered for each proposal

Case Study: Mainstreaming Equality Impact Assessments

In 2012, the Council adopted a more flexible approach which placed greater onus on directorates to develop an annual programme aligned to their Service Plans which is responsive to the relevant strategies, policies and practices that directorates will be delivering in the year.

Annual EqIA programmes aligned to Directorate Service Plans have not only embed EqIAs across the organisation but have simplified the monitoring of the programmes and actions arising from them, and will contribute towards achieving the 'Excellent' level of the Equality Framework for Local Government (EFLG).

Case Study: EqIA Quality Assurance Group

In order to improve EqIAs, we offer feedback and advice to officers preparing assessments so the completed documents are able to stand up to scrutiny and challenge. The Quality Assurance group consists of the Chairs of the Directorate Equalities Task Groups, Head of Legal Services, Policy Officer for Equalities and Diversity, Service Manager for Policy and Partnerships and representatives from the two Unions.

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

Key Highlights:

- A Community Cohesion Charter has been developed for Harrow and endorsed by the Harrow Strategic Partnership (HSP)
- 77% people believe people from different backgrounds get on well together (Involvement Tracker)
- Supported the voluntary and community sector in the delivery of our cultural calendar and delivered ten events



Case Study: Diamond Jubilee Queen's visit to Harrow

The Queen attended a specially commissioned community event at the Krishna Avanti Primary School in Harrow to celebrate London's diversity. The Queen was

accompanied by the Duke of Edinburgh for the visit, organised by Harrow Council in partnership with schools and community organisations from around the borough. The event paid tribute to the Queen's six decades on the throne and celebrated both London's traditions and its growing diversity during her reign. The Royal Couple were treated to dance, music, sports and cultural presentations from community groups and schools showcasing the various ages, abilities, faiths and diversity of nationalities in Harrow, as the most religiously diverse borough in the UK.

Case Study: Harrow's Heroes – recognising how volunteers make a real difference

Harrow's Heroes 2012 was held on the 30th October 2012 and 97 nominations were received across six categories including Trustee/Committee Member of the Year, Young Volunteer of the Year, Environmental Volunteer of the Year, International Volunteer of the Year, Health and Well Being Volunteer of the Year and Community Volunteer of the Year. A winner from each category was chosen by a panel of judges and then an overall Volunteer of the Year was chosen from all the nominations received.

Joan Penrose won the overall Volunteer of the Year 2012. Joan has been tirelessly campaigning for mental health support and the needs of those suffering mental illness for the past 30+ years. She has made an outstanding contribution to the local community and the quality of community life for many residents in Harrow.

Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve

Key Highlights:

- Updated SAP and extended staff equality monitoring system to collate and analyse data on all nine protected characteristics
- Completed an exercise to encourage staff to update their personal details including the new protected characteristics
- Launched the 'Making a Difference' project aims to engage with staff and address the findings from the staff survey as well as the Annual Equality in Employment report

Case Study: Staff Benefits Fair



A Staff Benefits Fair organised by the Human Resource Development team was a huge success with more than 350 employees dropping in over the lunchtime between 12 to 2pm.

There were 22 exhibitors, internal and external, promoting different

benefits ranging from the newly introduced Credit Union to discounted gym membership. Employees were able to ask the exhibitors questions about how the various benefits operate and what the advantages were of taking them up.

Initial verbal feedback on the day suggested that employees found the event to be very useful and welcomed the opportunity to find out about the benefits available and many registered their interest with exhibitors for future benefits.

Employees also took advantage of the free taster sessions on Yoga and Tai Chi and many signed up for future classes.

Case Study:

CREATE Awards

The Council hosts an annual CREATE Awards ceremony to recognise staff for their outstanding work and achievements. In 2011, over 40 nominations were received, highlighting the outstanding achievements of staff and teams in demonstrating the Council's values.



All short-listed nominees received a certificate, to mark the occasion; with each runner-up receiving £100 cash and winners, a trophy and £250. In the outstanding team category, winners received £500, to spend on a group activity of their choice.

After the ceremony, the Chief Executive, Michael Lockwood said:

“The CREATE Awards are a great way to thank our staff for the fantastic job they do in these tough times. There were many examples of how staff across the organisation go the extra mile and make a real difference to residents’ quality of life.”

Our Performance against the Equality Framework for Local Government

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

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.

In July 2013, a council wide assessment (Appendix 2) was undertaken against the ‘Excellent’ Level of the Framework to establish our position and to identify areas where improvements can be made. The table below summarises our progress against the ‘Excellent’ Level of the EFLG as well as highlighting areas for improvement and recommendations as to how we can address these.

Although, as a Council we have made good progress against the EFLG, there are areas where improvements can be made. The Excellent template in Appendix 2 highlights our progress as well as recommended actions for further improvement.

Way Forward and Recommendations

In order to build on the progress against our Equality Objectives, in line with the service planning process the targets for some measures have been reviewed. Some measures have also been removed, slightly amended and new ones agreed to ensure relevance. The revised PIs for 2013/14 to support our Corporate Equality Objectives are available in Appendix 3.

Appendix 1 – Corporate Equality Objectives 2012/13

Key - RAG – Red Amber Green

Objective 1 - Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have					RAG
We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities		
100% of all new eligible service users will be given a personal budget each year	n/a	91.8%	All clients who were practicably possible were supported to receive a Personal Budget (PB). However 'Eligible clients' was defined locally before the start of the year to include a number of people, including those using certain types of equipment which could not be given a personal budget.		A
100% eligible new carers will be offered a carers personal budget, each year	n/a	100%	Data on carer PBs can now be captured through Framework-i. All new carers assessed in January to March as being eligible for costed services were put forward for personal budgets.		G
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	n/a	n/a	Note: The ACCU survey questions are changing so these measures and targets are no longer comparable with the old survey. The ACCU survey will be tailored to cover key questions from the national survey which populate outcome measures on the Adult Social Care Outcomes Framework as well as questions focusing on local priorities. Results from the DH client survey (February 2013) show that: <ul style="list-style-type: none"> the proportion of service users who have control over their daily life improved by 7% from 64% in 2012 to 71% in 2013. There are no differences in control reported between those with cash or managed personal budgets (or those without a PB). This places Harrow 16th in London based 		n/a

<p>We have increased the proportion of users who say that their cultural and religious needs are being met to above 86% by March 2013</p>	<p>86%</p>	<p>100%</p>	<p>on 2012/13 data.</p> <ul style="list-style-type: none"> Social care related Quality of Life increased from a score of 17.9 in 2011/12 to 18.3 in 2012/13. This places Harrow 13th in London based on 2012/13 data. <p>Findings from the home care survey carried out by Age UK and reported in October 2013 show that:</p> <ul style="list-style-type: none"> Of the nine respondents who stated that they had a specific cultural, religious or dietary need, eight stated that this was not relevant to their care plan. Invariably this was because the service user had meals prepared for them by a relative. One respondent stated that their needs were part of their care plan and that these were “usually” met by the homecare service. 	<p style="text-align: center; color: green; font-weight: bold;">G</p>
<p>We have maintained high levels of user reported health and wellbeing of 83% by March 2013 - ACCU survey</p>	<p>n/a</p>	<p>n/a</p>	<p>Note: The ACCU survey questions are changing so this measure and target is no longer comparable with the old survey. The ACCU survey will be tailored to cover key questions from the national survey which populate outcome measures on the Adult Social Care Outcomes Framework as well as questions focusing on local priorities.</p>	<p style="text-align: center; color: blue; font-weight: bold;">n/a</p>
<p>We have increased the percentage of people with learning difficulties living in their own homes or with families (target of 70% by March 2013)</p>	<p>71.2%</p>	<p>68.7%</p>	<p>New entrants to residential care continue to be subject to a Director's Panel which ensures access is appropriately managed. The figure was expected to be about 2-3% lower than last year due to the transferring of some LD clients from the NHS. This will have affected all local authorities and be reflected in updated benchmarking information in July.</p> <p>Harrow is ranked 16th of 33 London boroughs, when benchmarked against 2011/12 data.</p>	<p style="text-align: center; color: orange; font-weight: bold;">A</p>

We have increased the percentage of clients who do not receive ongoing social care following a reablement service (target of 70% by March 2013)	74.6%	78%	78% of clients who contacted the service did not require any ongoing social care. These clients will receive a range of services including information and advice at the point of contact, and additional reablement services such as befriending and outreach work.	G
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)	74.8%	79.4%	This is a significant improvement on 2011/12 performance. This increase would have moved us up from 21st in London to 15th, however further improvement is expected in 2013/14.	R
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).	1.02	1.04	Performance remains positive on this indicator. This reflects that service provision is equitable between the white / non-white population in Harrow. A score of 1.00 would show no differences in the chance of being given a service between the two groups.	G
We have delivered 200 lettings through Help2let by March 2013	163	248	We are leading other boroughs through the Help2Let scheme and this is recognised externally. We are often asked to speak at conferences on good practice and share learning on homelessness and prevention	G
We have achieved the target of 10% wheelchair standard homes completed as a proportion of total social housing completed by March 2013.	6%	10%	This is taken from the London Plan, so each borough in London will have its own targets.	G
Objective 2 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support				
We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG
The percentage of families identified as requiring support, who are accessing support groups has increased by 10 % by March 2013	149	451	Progress and comparison to neighbouring authorities is difficult to measure as the early intervention service model is unique to Harrow consisting of four teams of multi-disciplinary practitioners working together in a Team Around the Family Approach. Early Intervention Services moved to electronic case recording in February 2012 which might be a contributing factor to the low	G

<p>The number of families taking up short breaks has increased by 5% by March 2013</p>	<p>84</p>	<p>128</p>	<p>numbers in April 2012</p> <p>The number of families taking up direct payments continues to increase. This is a local Indicator. Please note that the previous description of this indicator was out of date. Short Breaks were measured when the Aiming High grant was given by the government and the local authority had returns. At the end of the Aiming High programme, Direct Payments came into being and we now measure how many families take up direct payments and how it is used but families decide how to use the payments and make their own arrangements for short breaks, they may use it for short breaks, holiday play schemes etc.</p>	<p>G</p>
<p>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.</p> <p>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</p>	<p>30.9% (Provisional 2011-12)</p> <p>YOT (30%) LC ()</p>	<p>30.8% (Final 2011-12)</p> <p>YOT (26%) LC ()</p>	<p>Harrow's EYFS gap in 2011-12 (30.8%) is smaller than the national gap of 31.3%. Harrow has continued to narrow the EYFS gap over the last few years, improving upon the 2010-11 gap of 36.5%.</p> <p>The NEET figures for youth offending include statutory school age (10-16) partaking in less than 25hrs ETE and non statutory school age (17-18) partaking in less than 16hrs ETE. In comparison to the London average of 34% NEET and the Statistical Neighbour average of 32% NEET, Harrow's levels are lower at 26%.</p>	<p>G</p>
<p>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</p>	<p>9.2</p>	<p>4.9%</p>	<p>Major improvement from peak of 18.2% at the start of 2011/12. CP teams are now carefully managing plans to ensure progress within reasonable timescale. Local Indicator</p>	<p>A</p>
<p>We have maintained the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2013</p>	<p>97.5%</p>	<p>98%</p>	<p>Continues to be the best rate of participation (lowest NEET) in England</p>	<p>G</p>
<p>Objective 3 - Minimise the impact on health inequalities and deprivation in the Borough through partnership working</p>				

We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG										
<p>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</p>	17.6%	20.7%	<p>The % of Year 6 obese children in Harrow's year 6 has increased but remains in-line with the national average and below a majority of it's neighbouring boroughs.</p> <p><u>NEIGHBOURING BOROUGH COMPARISON</u></p> <table border="0"> <tr> <td>Harrow</td> <td>20.7%</td> </tr> <tr> <td>Barnet</td> <td>18.7%</td> </tr> <tr> <td>Ealing</td> <td>21.9%</td> </tr> <tr> <td>Hillingdon</td> <td>20.7%</td> </tr> <tr> <td>Brent</td> <td>22.8%</td> </tr> </table> <p><i>Please note that the previous description of this indicator inaccurately included both years 5 and 6 – when it should only be year 6.</i></p>	Harrow	20.7%	Barnet	18.7%	Ealing	21.9%	Hillingdon	20.7%	Brent	22.8%	A
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<p>We have increased the number of people participating in physical activity to 19.5% by March 2013</p>	19.5%	19.1%	<p>The actual target for 2012/13 should have been reported as 18.4% as 19.5% is the target for 2013/14.</p> <p>The Introduction to project initiatives has helped the increase of the Active People Survey increase. For instance Sportivate – targeting 14 – 25 yrs getting back into sport.</p> <p>The June 2013 interim survey shows further improvement as the following table demonstrates:</p> <p><u>NEIGHBOURING BOROUGH COMPARISON</u></p> <table border="0"> <tr> <td>Harrow</td> <td>19.3%</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	19.3%	Barnet	19.1%	Ealing	18.4%	Hillingdon	17.9%	Brent	16.1%	G
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<p>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</p>	<p>27</p>	<p>42</p>	<p>There are 4 London Youth Games disability events that take place annually. In 2011, Harrow only entered the 1 Boccia Event. In 2012 we entered 3 events – Boccia, football, swimming. In 2013, we increased the number of Boccia and swimmer participants. 2014 will see Harrow enter all 4 events.</p> <p>Up to April 2012, six teachers from primary schools had attended training aimed at improving inclusion awareness and provision in PE lessons. A further eight teachers attended subsequent training by March 2013.</p>	<p>G</p>
<p>The number of vulnerable children accessing sexual health services has increased by 5% by March 2013 <i>(We have improved access to mental health support for vulnerable children and young people through direct commissioning services)</i></p>	<p>0 families</p>	<p>76 families</p>	<p>This is a new service which provides additional support to vulnerable children and families to address mental health needs where they don't meet the thresholds of local CAMHS services.</p>	<p>G</p>
<p>We have improved access to mental health support for vulnerable children and young people through direct commissioning services</p>	<p>0 families</p>	<p>76 families</p>	<p>This is a new service which provides additional support to vulnerable children and families to address mental health needs where they don't meet the thresholds of local CAMHS services.</p>	<p>G</p>
<p>We have achieved the target of 42% of family-sized social homes completed as a proportion of total social housing completed by March 2013</p>	<p>51%</p>	<p>35%</p>	<p>45% over 2011-2013 period. The target was set in the London Plan. We exceeded the original target, which is now revised to 36%.</p>	<p>A</p>
<p>Positive action has prevented homelessness in 1000 cases by March 2013</p>	<p>1133</p>	<p>1051</p>	<p>By taking positive action we are keeping homelessness approaches low. In comparison with other London boroughs we have one of the lowest numbers of homeless acceptances.</p>	<p>G</p>
<p>Objective 4- Support local businesses and residents in times of economic hardship</p>				
<p>We will have succeeded if, by 2016:</p>	<p>April 2012</p>	<p>March 2013</p>	<p>Progress, comparison to neighbouring authorities</p>	<p>RAG</p>

We have increased the number of workless residents supported to access employment and training programmes generated through planning gain. (Baseline April 2011 77people supported)	109	183	The number of clients supported into employment is not an accurate measure of trends. This is because the client group changes with the funding stream.	G
We have maintained the % differential in jobseeker allowance claimants between Harrow and the rest of London (Baseline differential 1.5% April 2011)	1.5	1.5	The percentage of Harrow claimants has dropped, and the number of claimants has dropped. However the rate has been less than the rest of London.	A
We have halted the growth in vacancy rate in Harrow Town Centre (Baseline April 2011 Vacant frontages 6.97%)	7.24	6.94	Encouraging.	G
Objective 5 - Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse				
We will have succeeded if, by 2016:				
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	April 2012 Re-offending g (34%)	March 2013 Re-offending g (44%)	Progress, comparison to neighbouring authorities Re-offending - Overall the offending caseload is decreasing, however re-offending rates within 12 months has increased from 34% (based on Oct 09 – Sep 10 cohort) to 44% (based on October 10 – Sep 11 cohort). Harrow's figure is higher than the London average of 41% and the Statistical neighbour average of 37%.	RAG
	% BME (65.5%)	% BME (57.7%)	The proportion of the offending population who are classed as BME (Inc. Black, Asian, Mixed & Chinese) has fallen from 65.5% in 2011/12 to 57.7% in 2012/13. This is representative of decreases in all BME groups with the exception of Black, where there was a slight increase from 31.0% to 32.4%.	G
The number of repeat domestic violence cases seen by Multi Agency Referral and Assess Conference remain below 25%	33%	13%	While the repeat referral figure is very low compared to the target, this is not necessarily a good thing as it could indicate poor record keeping in various agencies or referral of less complex cases to MARAC in the first place. Overall, the rate of referral to MARAC is around half of the benchmark level for a borough of our size and	G

			further work needs to be undertaken to understand agency relationships with MARAC and performance.	
50% of the Boroughs properties have acquired smartwater property marking equipment to prevent burglary and other acquisitive crime by March 2013	36%		The roll out of Smartwater has continued during 2013-14 in a series of targeted Police-led operations. Approx 38% of the borough's households have had Smartwater installed, in total.	A
We have recruited, trained and retained 2000 Neighbourhood Champions by March 2013	895	1173	At the end of Q4 2012/13 there were 895 residents and 24 Members trained to be Neighbourhood Champions, making a total of 919 active Neighbourhood Champions. Together with the 919 trained active members, a further 246 residents have been trained but subsequently resigned and 8 have failed the Police checks. This makes the total number of residents trained since the scheme began 1,173.	R
We have continued to safeguard adults from harm (minimum of 80% to report feeling safe)	n/a	n/a	Moving forwards, we are working on a programme and the Borough Commander has confirmed his support. We will also give responsibility of recruiting and managing neighbourhood champions to the new Community Engagement team and provide a much needed focus to this important area. Note: This measure and target was based on the old ACCU survey. The ACCU survey questions are changing so this measure and targets is no longer comparable with the old survey. The ACCU survey will be tailored to cover key questions from the national survey which populate outcome measures on the Adult Social Care Outcomes Framework as well as questions focusing on local priorities.	n/a
			Results from the Department of Health client survey show that the proportion of people who use services who feel safe increased from 55.9% in 2011/12 to	

				61.3%. This places Harrow in 13 th position in London based on 2012/13 data.	
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		71%		We set a particularly challenging target for overall satisfaction in 2010. Overall satisfaction shows a general upward trend in spite of a difficult external climate (+5% increase on 2008 score) and upper middle quartile benchmarked against London 12/13 STAR results.	G
We have implemented the Harrow Hate Crime and Community Tension Monitoring Action Plan addressing the four strategic objectives by March 2015		✓		The Hate Crime area of work is being reviewed currently. Hate Crime reporting and case working arrangements are in place, delivered by Harrow Equalities Centre for the Council.	G
Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)					
We will have succeeded if, by 2016:					
Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)	April 2012	n/a	March 2013	Progress, comparison to neighbouring authorities	RAG
Ensure all projects within the Transformation Programme are subject to an EqIA			n/a	Although this is the Council's policy, we could improve the monitoring of this to ensure 100% compliance	A
Directorate EqIA programmes have been developed and implemented each year			✓	The EqIA process has been mainstreamed into the Transformation programme and a progress report is provided to the Corporate Equalities Group at each meeting.	G
		n/a	✓	Directorates are in the process of considering EqIA's against their service plans to identify proposals, policy and services which require an EqIA. However, this can be improved s	A
Objective 7 - Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together					
We will have succeeded if, by 2016:					
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)	April 2012	73%	March 2013	Progress, comparison to neighbouring authorities	RAG
			77%	This is an annual indicator.	
				A Community Cohesion Charter has been developed for Harrow and endorsed by the HSP.	G

				Community tensions continue to be regularly monitored in conjunction with the police and appropriate interventions put in place (for example, following the Woolwich incident a range of actions were put in place to liaise with community leaders and provide key messages. Additional reassurance measures were put in place to support organisations and institutions). The reporting of hate crime, via Stop Hate UK, has been promoted across the borough.			
We have supported the voluntary and community sector in the delivery of our cultural calendar with the aim of delivering ten events each year			✓	Ten community events were delivered in 2012/13 (Chanukah did not have a separate festival in 2012) but in addition the Diamond Jubilee visit and the Olympic/Paralympics Torch Relays involved participation and planning by the voluntary and community sector.			G
Tensions are monitored on a weekly basis and where appropriate actions/interventions are put in place			✓	Appropriate interventions are put in place, for example the local response following the Woolwich incident.			G
Objective 8 - Develop a workforce that feels valued, respected and is reflective of the diverse communities we serves							
We will have succeeded if, by 2016:							
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	April 2012	March 2013		Progress, comparison to neighbouring authorities / nationally etc			RAG
We have increased the proportion of Black and Asian Minority Ethnic (BAME) employees (target of 39% – March 2013)	97.5%	98%		Continues to be the best rate of participation (lowest NEET) in England			G
We have increased the percentage of adults with learning disabilities in paid employment (target of	39.87%	40.37%		Performance exceeded the target and the target for 2014 has been increased to 42%.			G
	18.2%	18.7%		The mean across London Boroughs in 2012 was 33.7%.			G
				The annual target was achieved. Harrow continues to perform highly compared to other areas.			G

18%– March 2013)					Harrow is ranked 3rd of 32 London boroughs, when benchmarked against 2011/12 data. Performance has declined and is below target and of concern. However, the relatively small numbers mean the indicator is highly volatile. The mean across London Boroughs in 2012 was 5.2%.	R
We have increased the proportion of disabled employees (target of 3%– March 2013)	2.07%	1.87%			Performance has declined and is below target and of concern. However, the numbers in this group are small (41) and this means the indicator is highly volatile e.g. in the final Qtr performance fell from 17.46% to 14.96% because one BAME person left the Council's employ and one other fell outside the top 5% due to the impact of the pay scale changes from the terms and conditions review. [ranked 10/16 of Boroughs who made returns – LAPS Q4 2012/13]	R
We have increased the top 5% of earners who are BAME (target of 20%– March 2013)	17.07%	14.96%			Performance exceeded the target however the target has not been changed as 50% represents the proportion of women in the community.	G
We have increased the top 5% of earners who are women (target of 50%– March 2013)	44.72%	51.18%			The mean across London Boroughs in 2012 was 47.7%. [ranked 8/16 of Boroughs who made returns – LAPS Q4 2012/13]	R
We have increased the top 5% of earners who are disabled to (target of 5%– March 2013)	1.63%	0.79%			Performance has declined and is below target and of concern. The relatively small numbers mean the indicator is highly volatile and performance may also be impacted by the transformation programme. The mean across London Boroughs in 2012 was 4.8%. [ranked 15/15 of Boroughs who made returns – LAPS Q4 2012/13]	R

<p>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.</p>		✓	<p>This has been completed, however Marital Status will not be reported in the Annual Equalities in Employment Report as there is no requirement to report this.</p>	G
<p>We have implemented a programme of Equality and Diversity training for staff by the end of March 2013</p>		✓	<p>A programme of Equality and Diversity training for staff has been in place annually for many years. Periodically this is refreshed. The last review took place in 2012/13 and a pilot event has been received well by managers and staff. This now features in the 2013/14 programme.</p>	G
<p>We have developed and implemented an Action Plan to address the findings in the Staff Survey and Equality in Employment Report (Target – March 2013)</p>		Action Plan agreed in May 13	<p>A large staff event and survey took place in March to engage staff on the findings from the Annual Equalities in Employment Report 2011/12 Staff Survey. Their ideas and initiatives have been built into an Action Plan and a staff group has been established to monitor progress and develop further initiatives to improve our performance</p>	A

Excellent – Knowing your communities

Key

1 : Not in place	2 : Currently being established	3 : In place, but needs improving	4 : In place and effective
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Collecting Information

3.1 The authority has good quality information on the equality profile of its communities and their changing needs, which is regularly updated and used to inform planning and monitor outcomes.			
1	2	3	4
	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?
	How are changing needs identified, prioritised and met?	<p>Local Information System (LIS) Harrow Informed is the Boroughs Local Information System (LIS) which is a web based, centralised data hub of national and local demographic and service information.</p> <p>It is a tool to highlight Harrow's data story - how Harrow is changing in its population, crime, health, environment & economy.</p> <p>Harrow Vitality Profiles – The Harrow Vitality Profiles were first launched at the Harrow Strategic Partnership summit on the 19th May 2004. The profiles bring together a range of information about Harrow, its people and their needs in a standard, easy-to-use format.</p> <p>The report features 12 topic-based sections. Information is presented on a map, with key bullet points and explanatory text. Where appropriate, a ward bar chart and London and</p>	<p>What improvements can be made?</p> <ul style="list-style-type: none"> Identify and update key data collation systems to ensure data is collated for all Protected Characteristics Collection of data is not consistent across the Council. Coordinated collection, central storage (with adequate protection) and overall sharing of data would save money and provide significantly more data for each service. Complete the TOR, identify key systems

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1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>National comparison bar chart are also displayed. The latest edition also compares some indicators with information from previous Vitality Profiles reports.</p> <p>Joint Strategic Needs Assessment (JSNA) – The JSNA provides a range of information that can be used as a tool to help identify the health, well-being needs and inequalities of a local population.</p> <p>The JSNA is a strategic set of documents. It contains a range of information for commissioners, planners and senior managers across statutory and partner organisations, to consider when looking at current and future service developments.</p> <p>The JSNA is used as a basis for carrying out local community needs assessments and is used to inform commissioning and service developments. For example planning the Reablement Service.</p> <p>Our Harrow, Our Story – Is a narrative of the services and projects being delivered by the Council which not only support our Corporate Priorities but address inequality, advance</p>	<p>community groups', councillors' and residents' requests for local data</p> <ul style="list-style-type: none"> ▪ Support members in understanding their communities ▪ Boost transparency of public services & support the open data agenda ▪ Stimulate innovative and creative data presentations by local people and educational institutions ▪ Ensures services have a good understanding of the profile of its users and can adapt services if necessary. 	<p>and update them to monitor all nine protected characteristics</p>

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1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>equality and foster good relations.</p> <p>The documentary is supported by sets of data which tell the whole story including the profile of our Borough and workforce, crime, housing, educational attainment and who's using our services.</p> <p>Equalities in Employment Report The Council produces an annual Equality in Employment report which provides headline information on equalities relating to employment issues and captures information relating to age, disability, race, sex and for pregnancy and maternity, information relating to the return rate for women on maternity leave as that is the only available data in relation to this characteristic.</p> <p>The report details the council's annual workforce profile, recruitment monitoring information; take up of corporately organised training courses; employment procedures such as conduct, capability and dignity at work cases; leavers, including via the Voluntary Severance Scheme, and summary annual reports for each directorate.</p> <p>Evidence</p> <ul style="list-style-type: none"> ▪ LIS ▪ Harrow Vitality Profiles 	<ul style="list-style-type: none"> ▪ The report gives the Council a sound basis for understanding the changes in the composition of the workforce and can prompt the development of programmes to help move towards the ambition of a workforce that reflects the community in Harrow 	<ul style="list-style-type: none"> ▪ Up to date and

3.1 The authority has good quality information on the equality profile of its communities and their changing needs, which is regularly updated and used to inform planning and monitor outcomes.

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<ul style="list-style-type: none"> ■ JSNA ■ Our Harrow, Our Story ■ Commissioning Panels Document ■ Equalities in employment Report 	<p>relevant data drives the development of evidence-based policy options.</p>	
				How often is data gathered?	<p>Local Information System – LIS The local information system will be updated each quarter from national data packs from Oxford Consultants for Social Inclusion. We will be discussing with public health and police to get in local information as well as council services this year.</p> <p>Joint Strategic Needs Assessment (JSNA) – The JSNA was refreshed in March 2010 and a review of the document is currently being undertaken.</p> <p>Harrow Vitality Profiles Our Harrow, Our Story – this document will be reviewed, updated and published on annual basis.</p>	<ul style="list-style-type: none"> ▪ The Test of Relevance helps target the Council's equality effort on the services areas that can have the most impact on our community 	
				How are identified gaps in information being addressed?	<p>Equality Monitoring Test of Relevance In order to ensure we have an in-depth understanding of our communities, we are in the process of undertaking a Test of Relevance of all our functions and services to establish which ones we need to collate equalities / user data for, establish costs to update our systems which will then be taken forward.</p>		

3.1 The authority has good quality information on the equality profile of its communities and their changing needs, which is regularly updated and used to inform planning and monitor outcomes.				
1	2	3	4	How was this done and what is the evidence?
				<p>How was this done and what is the evidence?</p> <p>Evidence</p> <ul style="list-style-type: none"> Mainstreaming Equality Monitoring Action Plan
				<p>Evidence / Information / Links</p>
				<p>What difference will this make?</p>
				<p>What improvements can be made?</p>

Analysing and Using Information

3.2 Equality objectives and outcomes are reviewed and evaluated regularly, corporately and at service level based on updated equality data. (Links to 3.5)				
1	2	3	4	How was this done and what is the evidence?
				<p>How is the achievement of outcomes measured?</p> <p>The achievement of outcomes against our corporate equality objectives are measured through our existing performance process, directorates produce quarterly progress reports against their directorate scorecards for the Improvement Boards. These will then be forwarded to the Policy Officer for Equalities and Diversity to produce annual progress reports.</p> <p>Evidence</p> <ul style="list-style-type: none"> Quarterly Progress Reports Annual Progress Report
				<p>Evidence / Information / Links</p>
				<p>What difference will this make?</p> <ul style="list-style-type: none"> Performance against our Equality Objectives is mainstreamed within existing performance management and service planning process Our Equality Objectives will reflect the need of our customers and service users and improve equality outcomes
				<p>What improvements can be made?</p> <ul style="list-style-type: none"> Ensure the Equality Objectives are considered by all Directorates during their service planning process Continue to produce annual progress report for CEG, CSB and P&F
				<p>What evidence is there of gaps being narrowed?</p>
				<p>Have relevant equality objectives been set?</p> <p>Our Equality Objectives were developed based on the research and consultation undertaken in producing our Single</p>

3.2 Equality objectives and outcomes are reviewed and evaluated regularly, corporately and at service level based on updated equality data. (Links to 3.5)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>Equality Scheme (SES) as well as the equalities information/data being published to satisfy the first requirement of the PSED.</p> <p>Our draft Equality Objectives were subject to a public consultation for six weeks from the 24th January to 4th March 2012.</p> <p>This included 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.</p> <p>Internally, the consultation and staff workshop was publicised through The Grapevine, Members Information Bulletin, directorate newsletters, and the intranet and via Directorate Equality Task Groups. Externally, the publicity included a Press Release, emails to voluntary and community groups, via Harrow Equalities Centre, organisations on the Community</p>		

3.2 Equality objectives and outcomes are reviewed and evaluated regularly, corporately and at service level based on updated equality data. (Links to 3.5)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					Development Database and various service user databases.		
					<p>Evidence</p> <ul style="list-style-type: none"> ■ Consultation Report <p>The Performance Measure targets are reviewed on an annual basis as part of our service planning process using the latest equalities data/information available.</p>		
				Are these regularly monitored?			

Sharing information between partners



3.3 Partners are able to identify how communities are changing and the impact this may have on equality priorities and service planning.

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Are there robust and effective protocols in place for sharing information between partners?	<p>There is a template data sharing protocol in place agreed by all partners to which specific project related appendices can be added covering the particular circumstances of each activity.</p> <p>Health and wellbeing Board used the JSNA to inform the Health and Wellbeing Strategy.</p> <p>The Strategic Assessment underpins the annual Community safety Plan.</p> <p>The Top Families project identified its</p>		

			study cohort through a multi-agency data sharing arrangement that pooled information about the families that consume the most public resources		
		How is the authority working with partners to ensure that changing needs are identified and met?	<p>The choice of partnership priorities is underpinned by data/evidence. The Partnership decided in 2011 to prioritise: Public Service Integration and Joint Service Delivery;</p> <p>Building Community Capacity; Health;</p> <p>Worklessness/Welfare and in 2012 added The Out of Hospital Strategy;</p> <p>Closer working with the Police and Joining up support to the voluntary and community sector.</p> <p>Community Budgets – the council is working in partnership with a number of organisations in agreeing a set of priorities as part of the community budget project</p> <p>The relevant documents are updated to take account of fresh information</p>		
		How timely, relevant and accessible is the information that the authority is using?			

Excellent – Leadership, Partnership and Organisational Commitment

Leadership and Vision

3.4 There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector. (Links to 3.2, 3.3)					
1	2	3	4	Evidence / Information / Links	What difference will this
					What improvements can

	what is the evidence?		make?	be made?
	<p>Do senior officers and politicians own and articulate a clear local narrative about local equality priorities and how and why they are being addressed?</p>	<p>The Council's commitment to equalities has been agreed at Cabinet and is progressed through a multi-agency Group chaired by a Corporate Director</p> <p>Health and wellbeing Board: Addressing health inequalities in the Borough through the Health and Wellbeing Strategy</p> <p>Corporate Priorities Our Corporate Priorities were developed through consultation and engagement and include:</p> <ol style="list-style-type: none"> 1. Keeping neighbourhoods clean, green and safe 2. United and involved communities: a Council that listens and leads 3. Supporting and protecting people who are most in need 4. Supporting our shopping centres and businesses <p>These will be refreshed through the new Corporate Plan to reflect the new Administrations vision of Cleaner, Safer and Fairer.</p> <p>Corporate Equality Objectives Our Equality Objectives were developed in consultation with the Corporate Equalities Group (CEG) which consists of representatives from the Community and Voluntary sector, the unions and senior officers from within the Council.</p>		<ul style="list-style-type: none"> ▪ Work closely with partners to share data on communities, inequalities and join up equality objectives to reduce inequality across the Borough

Organisational Commitment

3.5 The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis. (Links to 3.6, 3.16, 3.17).						
1	2	3	4	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				<p>The Council has worked with various partners and stakeholders to address a number of equality objectives. These include:</p> <p>SmartWater</p> <p>Over the past two years, Harrow Council has been engaged with the Metropolitan Police to deliver Smartwater, a traceable property marking product, free of charge to households in the borough. Smartwater can be applied to valuable items and, although it dries to be invisible, it can be seen under ultraviolet light and its residue can be tracked back to the address where it was originally applied. This allows the Police to identify recovered items and increases their chances of securing a prosecution as it can be proved that the items are stolen. Smartwater has been purchased by the Council and is delivered in a personal visit by Police Officers who show the householders how to use it and also have the opportunity to talk to householders about other crime-related matters that may be a concern to them. The objectives of the programme are:- to</p>		<ul style="list-style-type: none"> Ensure the Council's Equality Objectives are incorporated in any shared agreements with partners that could contribute towards them

3.5 The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis. (Links to 3.6, 3.16, 3.17).

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>reduce the impact of burglary; to reduce the fear of crime; and to increase the level of public confidence in the work that the Police and Council are doing to reduce crime. So far, over 30,000 households have been provided with the product but evaluation is still at an early Stage.</p> <p>Harrow Hate Crime Forum Good Practice in Hate Crime as cited by the Ministry of Justice and the Mayors office for Policing and Crime (please refer to Harrow Internet project) and Harrow Community Road shows to be continued in 2013/2014</p> <p>Specialised Weekend School 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</p>		

3.5 The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis. (Links to 3.6, 3.16, 3.17).

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>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.</p> <p>Improving Health and Wellbeing With the exception of Black Caribbean and Irish populations, all other minority ethnic groups have lower rates of adherence to the Chief Medical Officer's recommendations. Due to Harrow's diverse population, it is important that our programmes cater for the different needs of our community to achieve increased physical activity rates. For example, women's badminton sessions are now held at the Harrow Leisure Centre to encourage participation of more women from an ethnic minority background. The programme has been very successful, and, as a result, plans are being put in place to sustain the programme for a longer period of time. Iwanaaji Somali Disabled Association was also awarded over £12,000 in December 2009 by the Harrow Partnership to increase Somali adults' participation in sport. The project was launched in February 2010 and to date three Somali Women have been trained as Community Walk Leaders in</p>		

3.5 The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis. (Links to 3.6, 3.16, 3.17).

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>collaboration with Harrow NHS. Focus groups have also been held with 100 Somali people with the majority attending being woman. Selective badminton and swimming programmes have since been set up as a response to their described needs.</p> <p>Top Families: This draft of the assessment is too early too include outcomes from the project</p> <p>Safer Harrow: Evidence relating to the absence of civil disturbances; tackling Hate Crime; tackling DV; Gang work. etc</p> <p>Personalisation: The Personalisation agenda more closely fits service provision to individual need.</p> <p>Promoting Independent Travel: Where appropriate and as an alternative to special needs transport, service users are being supported to develop the skills and confidence to travel independently opening up a wide range of new opportunities.</p>		
				What review mechanisms are in place?	Service Planning process to review and update targets including regular reviews of progress and achievement trough Improvement Boards		

3.5 The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis. (Links to 3.6, 3.16, 3.17).

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>Commissioning Panels consider high level options and priority areas for investment as well as savings proposals. These are all received from the perspective of the Councils priorities.</p> <p>The Corporate Equalities Group reviews the progress by receiving a progress report of the Transformation Programme bimonthly</p> <p>The Performance and Finance Committee receive an annual progress report against our Corporate Equality Objectives and work towards the 'Excellent Level of the Equality Framework for Local Government to provide challenge to further improve our performance in mainstreaming equalities across the organisation.</p>		
				<p>What cross-organisational learning is taking place?</p>	<p>Harrow Equality Centre, Age UK and HAD contribute to the Council's Corporate Equalities Group's discussions and provide a community perspective on initiatives.</p> <p>A Quality Assurance Group consisting of the Senior Officers, Legal and members of the Unions has been established to improve the quality of the EqIA's and also</p>		

3.5 The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis. (Links to 3.6, 3.16, 3.17).

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>improve learning for officers involved in the development of the EqIA's.</p> <p>Harrow Equality Centre are also involved in this process by randomly selecting completed EqIA's from the Council's website, quality assuring these from a community / service user perspective and providing feedback at the Corporate Equalities Group.</p>		

Equality analysis

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3.6 The authority can demonstrate that action has been taken and improvements in equality outcomes are being delivered as a result of effective equality analysis. (Links to 3.15; 3.16)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				<p>Can the authority demonstrate how equality analysis has been used to identify needs or prioritise services?</p>	<p>Commissioning Process 2011</p> <p>The Council's planning and commissioning process for 2012-15 identified more than £17m of savings and for each proposal, an EqIA was undertaken including identifying potential cumulative impact on protected characteristic groups. Many of the proposals were still at a formative stage when the budget was approved but a commitment was given that there were sufficient funds in reserve to allow any savings proposal not to be implemented if</p>	<p>This will ensure equality implications are key to our decision making process. It will also enable the Council to make informed decisions understanding how the proposals will affect our diverse communities</p>	<p>Improve the monitoring of completed EqIA's to ensure the monitoring and mitigation action plan is being implemented</p>

			<p>a full EqIA on the final and fully worked up proposal identified discrimination or disproportional impact.</p> <p>Equality Impact Assessment Quality Assurance Group</p> <p>A group of senior and experience practitioners consider and offer advice on key Equality Impact Assessments to improve the standard of assessments and ensure the impact of potential decisions is clear for decision-makers.</p>		
		Can the organisation provide evidence of how or where equality analysis has informed decision-making and improved outcomes?	<p>Examples</p> <ul style="list-style-type: none"> Budget EqIA, individual EqIA's for the Commissioning Panels DisabledGo Meals on Wheels Council Tax Scheme 		

Equality Objectives

3.7 The authority can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities. (Links to 3.5, 3.7, 3.16, 3.17)					
1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links
				What evidence is there of improved outcomes?	Annual Progress Report produced to map our progress against the objectives and Our Harrow, Our Story,
					What difference will this make?
					What improvements can be made?
					<ul style="list-style-type: none"> Consult on the Annual Progress Report widely so performance can be challenged and

			Are actions to achieve priority outcomes reviewed and regularly updated?	Performance Measures to support the Corporate Equality Objectives are revised annually as part of the service planning process		improvement recommendations made
			What steps are taken if deficiencies are identified?	Performance and Finance Sub-committee have agreed to receive the annual progress report and provide challenge as well as recommending improvements		
			How is the community involved in the monitoring?	VCS representatives sit on the CEG and Harrow Equality Centre undertakes a QA process on EqIAs		

Monitoring and Scrutiny

3.8 The authority benchmarks its achievements against comparable others and shares its experience in developing good practice across the public sector. (Links to 3.8)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Does the authority assess its performance and outcomes against comparable organisations?	The Council shares quarterly performance data with other London authorities against a range of indicators		<ul style="list-style-type: none"> Share Equality Objectives with other London Boroughs via the London Equalities Network and share best practice
				What review mechanisms are in place?	Service performance is formally reviewed quarterly at Improvement Boards with the Leader and Portfolio holders		
				What outcomes and priorities have changed as a result of Scrutiny review	<ul style="list-style-type: none"> Accessible / Sustainable Transport Review 	<p>The review has recommended:</p> <ul style="list-style-type: none"> Improved awareness of travel issues and improved training for staff 	

		<ul style="list-style-type: none"> ▪ Improved public realm services including signage and crossings ▪ Improved public transport access – including information re staff availability at stations, ramps etc ▪ Additional information to support further lobbying re stations in the borough ▪ Improved engagement with people with disabilities 	
		<ul style="list-style-type: none"> ▪ Customer Access 	<p>The review has not yet reported but may include recommendations with regard to widening customer access and developing a single view of the customer – sharing information across departments. This should in turn give the council a more complete picture of customer need and also ensure that all residents are able to access council services in a way which best suits their circumstances.</p>

			<ul style="list-style-type: none"> Joint Health Overview and Scrutiny Committee – Shaping A Healthier Future 	<p>Harrow councillors were able to challenge NHS NW London's planning for changes in the health care delivery system via the JHOSC. In particular, they were concerned with regard to the equality of access which would result from the closure of accident and emergency facilities at a number of local hospitals. The reliance on Northwick Park hospital to deliver this service on behalf of others did not take into account that there is no accessible rail or tube station close to the hospital. This has been accepted as an area for further investigation by NHS NW London</p>	
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Effective Communication

3.9 Through effective and consistent communications the authority has gained a reputation within the community and with its strategic and voluntary and community sector partners for championing and achieving equality outcomes, balancing competing interests and fostering good relations. (Links to 3.7)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Can staff, the community or the voluntary and	Tension Monitoring		<ul style="list-style-type: none"> Publicise our equality achievements more to

					the community, voluntary and community sector, partners and stakeholders
			community sector give any good examples of how effective communication has enabled the council to prevent or manage tensions between different groups?	<ul style="list-style-type: none"> Mosque Protests, Halal Meat, Response to the riots (see 3.12) Developing a third sector strategy Council Tax consolidation Taxi card and day care reviews Talent tracker results shows good harmony within communities 	
			How do partners manage the conflicting needs of their communities?	HSP Agreeing priorities etc	
			How do they go about negotiating and changing priorities?	HSP/HCE Agreeing priorities etc Specific groups when issues arise	

Commissioning and Procuring Services

3.10 The authority has a consistent corporate approach to commissioning and procurement and can demonstrate that commissioned / procured services are supporting its equality objectives. (Links to 3.5, 3.17)						
1	2	3	4	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				<p>Requirement to promote equality through the supply chain is expressed in Harrow Council Sustainable Procurement Policy (endorsed by cabinet Oct 2011)</p> <p>Advice on how to implement Policy is explained within Sustainable Procurement Toolkit, available to all officers on the Harrow Hub (intranet)</p> <p>PQQ questions around equality are</p>		<ul style="list-style-type: none"> Deliver workshops to all managers and commissioning officers to mainstream the Council's process and policy

		mandatory and embedded within the Bravo e-procurement system	
		<p>"Template" ITT questions around equality are included within the Toolkit and Corporate Procurement provide guidance on their use and evaluation</p> <p>Equality questions are a mandatory element of all PQQs used by the Council. The only exception might be where products are being bought with no element of service, but there are currently no Council contracts/ tenders of that nature</p> <p>Corporate Procurement has designed a 'heatmap' to enable officers to determine in which ITTs equality should be scrutinised in detail. Equality considerations have been included in the ITT of a wide range of services recently and currently being tendered (e.g. bailiff services, housing repairs & maintenance, Transport, window cleaning, highways maintenance)</p> <p>The Sustainable Procurement Policy, equality questions included in the PQQ and ITT and the evaluation frameworks for them, and monitoring data to be collected during contract delivery, have been developed by staff in Corporate Procurement, with the advice, guidance and input of the corporate Equality Officer and his line management.</p> <p>Corporate procurement work directly with</p>	
	Is there evidence of the corporate approach being applied for less obviously relevant services (or where the equalities aspects/relevance may be less obvious) and at all stages of the procurement process in line with relevance?		
	Is there evidence of equalities, service managers and procurement staff working together?		

				service managers on this, and advise them to talk to the Equality Officer directly re equality implications for their service of their contract delivery (e.g. bailiff services, at present). Thus we seek to establish a 'triangle' of joint working between the three teams.		
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Participation in Public Life

3.11 There is an improvement in the participation rates of under-represented groups in public roles and volunteering.						
1	2	3	4	How was this done and what is the evidence? How are people supported and encouraged to become more involved?	Evidence / Information / Links	What difference will this make?
					<ul style="list-style-type: none"> Residents Panel Youth Parliament Volunteering, for example through the Neighbourhood Champions scheme which has 1,200 trained and active members Harrow's Heroes 	<ul style="list-style-type: none"> Review the make up of Residents Panel to ensure it is representative of our community Take positive action to ensure our Neighbourhood Champions reflect the Boroughs diversity Take positive action to ensure our Youth Parliament reflects the Boroughs diversity
				Are more people from under-represented groups participating across a wider range of activities?	<ul style="list-style-type: none"> Neighbourhood Champions Residents Panel Youth Parliament Volunteering 	
				Are councillors drawn from a wide and representative range of backgrounds?	<p>Democratic engagement in the borough is vibrant; voting in elections is higher than the national average, which is positively reflected in the demographic profile our councillors.</p> <p>In 2010 Cllr Asad Omar became the first Muslim Mayor in Harrow. He has chosen</p>	

		<p>a Mayoral Theme of “Celebrating Equality & Diversity in the Borough”. He also accepted engagements based on a clear precedence of alignment with the Council’s Corporate Priorities, first contact engagements and mainly within the Borough. We recognise that his commitment contributes to the Mayorality reaching a far wider range of community groups and builds on the work of the previous Mayor in creating a Local Mayor for a Local Borough ethos.</p> <p>We have recently had Mayors from the BAME community which highlights the make up of our Members.</p> <p>As part of the Councillor’s Induction Programme key training sessions targeted were:</p> <ul style="list-style-type: none"> - Relationship with the Voluntary & Community Sector - Equality & Diversity <p>These particular sessions are planned for repeat events as part of ongoing Training Programmes</p>			

Fostering Good Relations

3.12 Local people are positive about relations across diverse communities and have confidence that harassment and hate crimes are dealt with effectively.

The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to foster good relations.				
1	2	3	4	How was this done and what is the evidence?
				Evidence / Information / Links
				What difference will this make?
				What improvements can be made?

<p>What information is available to show there has been an improvement – perception surveys, qualitative data, and media reports?</p>	<p>In the last Place Survey (2009/2010) 78% of people indicated that they believed well together in their local area. We have now included this question in the Reputation Tracker and the first analysis showed this was 77%.</p>	<p>Positive feedback from HASVO, the ASB team and the police regarding resolution of the tensions.</p>	
	<p>Harrow's Heroes volunteer awards ceremony. In 2012 approx 100 volunteers were nominated and their contributions to the local community were recognised.</p>	<p>Letters of thanks and press release acknowledging the support of the local community from HCM.</p>	
	<p>One-4-One employee volunteering scheme – council staff volunteer with local voluntary and community organisations.</p> <p>The New Arrivals Task Force. Having successfully worked with the Somali community the taskforce is now focusing on the needs of the Afghan and Tamil communities.</p> <p>Under one Sky/Calendar of events (John Tucker)</p> <p>Neighbourhood Champions (Linda Anousis)</p> <p>Weeks of Action (Linda Anousis)</p> <p>Tensions around the halal meat issue:</p> <ul style="list-style-type: none"> - joint meeting with Harrow Inter Faith Council, head teacher, police and Council representatives - all parties agreed actions/approach 	<p>Letters of thanks and press release acknowledging the support of the local community from HCM.</p>	
<p>Are there examples of where activity has successfully addressed tensions or improved relationships?</p>			

		<p>going forward</p> <ul style="list-style-type: none"> - schools advised to notify parents and pupils about menu options and display relevant information <p>Stanley Road tensions:</p> <ul style="list-style-type: none"> - joint meetings between Anti-Social Behaviour Team, police, the lease holder and Somali community representatives (HASVO) - agreed actions regarding acceptable behaviour and reporting incidents of harassment experienced by community members - change of use of premises resulted in the tensions being dissipated. <p>2009 far-right demonstrations against Harrow Central Mosque (HCM):</p> <ul style="list-style-type: none"> - community stewards training arranged jointly with Harrow police and HCM - joint press releases issued - gold group meetings - key messages disseminated - HCM supported in drawing up a Code of Conduct and call for calm information - Declaration of Unity - Unity Walk 		

Excellent – Community Engagement and Satisfaction

Engagement structures

3.13 Effective forums are in place to enable all equality stakeholders / representatives of vulnerable and marginalised groups to challenge and scrutinise decision-making and progress.

1	2	3	4	How was this done and what is the evidence? Are all sectors of the community involved?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<ul style="list-style-type: none"> ▪ CEG ▪ Youth Parliament ▪ Harrow Equality Centre ▪ Age UK Harrow ▪ Disability Forum ▪ HAD ▪ Interfaith Forum ▪ Housing ▪ Adults ▪ Carers Forum ▪ Hate Crime Forum ▪ VCS Forum 		<ul style="list-style-type: none"> ▪ Review the forums and groups the Council consults/engages with to ensure they represent the community at large
				How well does the authority know its different communities?	<ul style="list-style-type: none"> ▪ Experian profiles ▪ Vitality profiles ▪ Consultation portal ▪ Consulting through EqIAs 		
				Is there a pattern of regular engagement with a wide range of stakeholders?	<ul style="list-style-type: none"> ▪ SES ▪ Equality Objectives ▪ Carers week ▪ Harrow Community Roadshows ▪ Reputation Tracker ▪ Lets talk events ▪ 		
				How are people from vulnerable and marginalised groups encouraged and enabled to participate?	<ul style="list-style-type: none"> ▪ Harrow Equality Centre ▪ Harrow Association of Disabled People (HAD) 		

		Are a range of methodologies used?	Yes, these include surveys, online consultation, workshops, focus groups and events		
		Have any priorities been changed? On what evidence/basis?	<ul style="list-style-type: none"> ▪ Meals on wheels ▪ Fairer Charging ▪ Taxi Cards ▪ Council Tax Scheme 		
		How are interpretation/translation services organised and shared across partnerships?	Review needed		

Effective Engagement

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3.14 Key sections of the community are satisfied that the authority and its partners have listened to them and taken their views into account.			
1	2	3	4
How was this done and what is the evidence?	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?
Is information related to satisfaction collected across all the equality groups and disaggregated?	Involve the community in the process of consultation. Some user groups, comment cards and suggestions schemes. User data beginning to be collected by protected characteristics	Involvement Tracker, Residents' Panel, consultation portal and specific consultations. Some user groups, comment cards and suggestions schemes. User data beginning to be collected by protected characteristics	What improvements can be made? <ul style="list-style-type: none"> ▪ Include equality monitoring in our Reputation Tracker survey and analysis to identify trends and take action if necessary
What information is available from partners?	Policing Survey; national data, Experian data		
How is this analysed?	JAG looks at data sets to get joined up		

			picture of satisfaction and other measures by protected characteristics	
		Are satisfaction levels improving, year on year?		
		Is the community encouraged or supported to challenge decisions?	Evidence of Community Right to Challenge, Lets Talk, Engagement activity	
		How are elected members involved in the engagement process?		
		Are you able to communicate decisions about difficult or divisive issues in a way that, where possible, people respect and understand?	Comms – web, newsletters, Harrow People etc.	

Excellent – Responsive Services and Customer Care

Integration of Equality Analysis into Service Review

3.15 Policy and decision-making is informed by equality analysis (Links to 2.7, 2.16, 3.4) The cumulative impact of decisions is understood and monitored across the authority and partnerships.

1	2	3	4	How was this done and what is the evidence? Are there specific examples	Evidence / Information / Links Cemetery Service Review	What difference will this make?	What improvements can be made? Include effective
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			<ul style="list-style-type: none"> ▪ MoW ▪ Harrow Arts Centre ▪ Adults Consultation ▪ Children's Centre 		<p>equality monitoring in our complaints policy and process and analyse this in quarterly reports to establish potential patterns of concern</p>
		<p>of policy or service delivery arrangements being amended to address issues identified by equality analysis?</p>			
		<p>Do the corporate and financial plans and strategies of the authority take account of equality analysis?</p>	<p>Transformation programme – EqIA's mainstreamed within the Transformation programme (explain)</p> <p>Directorate EqIA Programmes</p> <p>Adults Transformation – four key projects</p> <p>Commissioning Panels (Cumulative Impact)</p>		

.ntegration into service planning and delivery

3.16 Individual services across the authority can demonstrate that improvements and equality outcomes are being delivered. (Links to 3.5, 3.6)						
1	2	3	4	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				<p>Equality Monitoring across functions and services (TOR and also Our Harrow, Our Story)</p> <ul style="list-style-type: none"> ▪ Equality Objectives ▪ Data from new protected characteristic user monitoring 		<ul style="list-style-type: none"> ▪ Disaggregate the data against the protected characteristics to identify any areas for improvement and set relevant targets to address the findings
				<p>A Test of Relevance is being undertaken to understand this and what steps/options are required to be taken.</p>		

			<ul style="list-style-type: none"> ■ Cemetery Service 		
		Has action been taken to change services in response?			
		Do service plans review past performance, demonstrate how past objectives have been achieved, and set new objectives?	As part of the Service Planning process, Directorates review past performance and set new objectives – E.g. Narrowing the Gap		
		What evidence is there of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities?	The Council's Strategic Performance Report (SPR) shows overall improved outcomes against the Council's priorities and the Corporate Equality Objectives.		
		Is it clear who the service users are?	<ul style="list-style-type: none"> ■ Equality Monitoring across functions and services (TOR and also Our Harrow, Our Story); Experian data ■ Service User Groups have been established e.g. Tenants and Housing Associations ■ 		

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Service Level Procurement

3.17 The authority is able to show improved outcomes and improving satisfaction with and perceptions of procured services from all sections of the community, without large discrepancies between groups. (Links to 3.9)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				What feedback is there that	Individual services handle the contract		

	<p>procured services meet the needs of marginalised and vulnerable groups?</p>	<p>management of their procured services. This should include monitoring and reporting of performance against required outputs and outcomes, including the extent to which those procured services meet the needs of clients. These client groups often include vulnerable (e.g. young people, older people) and marginalised people.</p> <p>Any underperformance will be identified and managed according to service norms.</p> <p>The degree to which feedback is collected and reported will depend on how the individual services involved operate.</p> <p>Where underperformance issues are identified in procured services (e.g. the contract that Kier held until mid 2012 for Housing Repairs & Maintenance) then these are considered in the approach for re-tender of the contract.</p>	
	<p>What evidence is there of improved outcomes?</p>	<p>Given that many Council services are procured, improvements in outcomes at a Council-wide level can be related generally to the effectiveness of procured services.</p> <p>Individual services will have details of how improved outcomes have come about through effectively procured services (e.g. adoption services provided by Coram Trust which are regarded as an</p>	

			example of national good practice)	
			<p>Given that many Council services are procured, trends in satisfaction with the Council can be related generally to the effectiveness of procured services.</p> <p>Individual services will have details of if and how satisfaction levels are related to specific, procured services</p>	
			<p>The new contractors for Housing Repairs and Maintenance have committed to undertake customer satisfaction surveys (particularly in relation to vulnerable people and in relation to 'protected characteristics')</p> <p>The Council's Reablement Service was developed between the Council and a provider (after a tender process) to develop a tailor-made service for a specific group of vulnerable clients</p>	
			<p>Harrow Council's Sustainable Procurement Policy commits to making procurement opportunities accessible to third sector organisations, which includes community led businesses and social enterprises.</p> <p>Such organisations are invited to join the Harrow Business Directory</p>	
			<p>Is there any evidence of how levels of satisfaction have improved over time with regard to procured services?</p> <p>Can contractors / partners give any good examples of improved service outcomes?</p> <p>Are there any examples of different customers' experiences being analysed by contractors?</p> <p>Is there evidence of procurement being used to help develop and support community led businesses or social enterprises?</p>	

		<p>(www.burrows.co.uk/harrow). This Directory is used to source potential providers and invite them to relevant suppliers days (e.g. Special Needs Transport) and invite them to compete for specific contracts</p> <p>Procurement and commissioning guidance has been fed-into the training offered by Ealing CVS to the local third sector. Corporate Procurement are supporting a Big Lottery funded local 3rd sector development programme, which includes establishment of a Community Interest Company to facilitate development of the local 3rd sector.</p> <p>Harrow Council partnered with charity In Control to develop the award-winning shop4support service, which links local community led (and other) businesses who provide personalised services, with clients / end-users</p>	

Access to Services

3.18 There is increased satisfaction with services amongst all users, including vulnerable and marginalised groups. (Links to 3.17)			
		Evidence / Information / Links	What difference will this make?
1	2		
	3		
	4	<p>Excellent rating for website The Council's website went through an assessment by Royal National institute of the Blind (RNIB) and received the highest level 3* excellent rating.</p>	
			What improvements can be made?

			Access Harrow A mystery shopping exercise carried out through December 2009 to January 2010 showed an improvement in three of the four channels compared to a similar exercise in October – November 2008. There was also an improvement in four of the five areas with regards to location and accessibility. Adequate parking went up from 23% to 100% and the signage to disabled toilets from 51% to 56%.	
		How representative are the users of the service?	Our Harrow Our Story	
		Are there any examples of different customers' experiences being analysed and acted upon?	Customer Satisfaction Surveys Analysis and actions taken to make improvements	

Human Rights

3.19 People believe that they have been treated fairly and that their human rights have been respected.				
	1	2	3	4

Excellent – Skilled and Committed workforce

Workforce Strategy

3.20 Prioritised equality outcomes for the whole workforce are being achieved through the collective impact of a range of processes. (Links to 3.23)									
1	2	3	4	How was this done and what is the evidence? What strategic, innovative and holistic approaches have been considered to improve outcomes?	Evidence / Information / Links	What difference will this make?	What improvements can be made?		
				Is there good use of flexible working arrangements and career pathway initiatives to address potential barriers and under representation?	<ul style="list-style-type: none"> Harrow Council Peoples Strategy 				
					<p>Flexible Working arrangements are available through the following:</p> <ul style="list-style-type: none"> Career Break Scheme Compressed Working Hours Flexible Working Policy Flexitime Scheme for some roles Parental Leave scheme Remote Working policy Flexible Retirement Scheme Temporary and Fixed Term Workers Scheme Career grades for some roles <p>Use of these policies is not currently monitored</p> <ul style="list-style-type: none"> Springboard training was not run in 2011/12 but is currently under review 				

					to determine whether we run again	
					<ul style="list-style-type: none"> CMS/DMS did not run in 2011/12 due to spending freeze, also to be reviewed in 2012/13. 	

Local Labour Market

3.21 The authority can demonstrate movement towards greater equality in its workforce profile, including increasing the levels of previously under-represented groups at all levels of the organisation.						
1	2	3	4	How was this done and what is the evidence? How have objectives been set?	Evidence / Information / Links	What difference will this make?
				What evidence is there of them being achieved?	<p>The Council aims to have a workforce that reflects the local community, based on Census data.</p> <p>There have been slight increases in representation of BAME and Disabled staff over the past 3 years, evidence in Annual Equalities Reports and Improvement Board monitoring.</p>	
				How do succession plans address under-representation?	<p>Succession plans are not currently in place; this is an outstanding project being taken forward for delivery through the next People Strategy</p> <p>Senior manager diversity will be taken into account in developing succession plans. However staff turnover at that level is very low therefore there is currently little scope for increasing diversity.</p>	
				What action has been taken to increase diversity of senior managers and councillors in the medium and longer term?		<ul style="list-style-type: none"> Making a Difference Group – develop an action plan to address the findings from the Annual Equality in Employment Report and also the Staff Survey.

Workforce Monitoring

3.22 Action is taken to address any adverse trends identified from the monitoring and analysis of employment data.						
1	2	3	4	How was this done and	Evidence / Information / Links	What difference will this
						What improvements can

		what is the evidence?		make?	be made?
		Is the workforce profile updated regularly?		Annual Equality in Employment monitoring and quarterly improvement board monitoring, currently for Race and Disability protected characteristics only as workforce data for all the protected characteristics is not currently available.	
		What action has been taken to reverse adverse trends?		Consultation with representatives from minority groups to monitor and develop action plans to address any adverse trends.	
		Is the data looked at corporately and service by service?		A Corporate Equality sub-group is being set up to look into the difference and similarities of responses to the staff survey for employees from different groups. Directorate Equality task groups meet to consider implications for individual directorates although less regularly in some directorates.	

HR Policies and Procedures

3.23 A range of examples is readily available of positive outcomes from mitigation action and action to promote equality of opportunity. (Links to 3.20)						
1	2	3	4	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Positive outcomes have been reported through surveys however tangible outcomes cannot be evidenced		

Staff Engagement

3.24 The authority has high satisfaction levels across all staff groups.				Evidence / Information / Links	What difference will this make?	What improvements can be made?
1	2	3	4	How was this done and what is the evidence? Do staff feel engaged?		
				What do staff surveys say?	Results from the Staff Survey show that high levels of engagement achieved in 2009 were maintained in 2011 Results for the 2011 staff survey compare favourably with all-sector benchmarks, for some indicators. Results for overall satisfaction with the Council fall marginally below public sector benchmarks. Full and interim surveys are carried out annually, in alternate years.	
				Are staff surveys carried out regularly?	Results for overall engagement have remained fairly static over the past few years Staff experiences are analysed through work groups and are currently being analysed by protected characteristic. Directorate specific analyses are taken into account in directorate workforce strategies.	
				Is there any evidence of how levels of satisfaction have improved over time?		
				Are there any examples of different staff experiences being analysed?		

Working Environment

3.25 There are high satisfaction levels with the working environment across all staff groups.

		How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
1	2	Do staff surveys and focus groups confirm satisfaction with the working environment?	Recent staff surveys have not sought view about the working environment.	Support staff	
	3	Are there effective occupational health facilities available to staff?	Yes – The Council has a contract with an external organisation to provide a number of services to staff including counselling, fitness assessments and health screenings		

Equal Pay

3.26 Action is underway to ensure equal pay is fully implemented.

		How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
1	2	Overall, is there evidence that men and women are receiving equal pay equal for work (subject to any major industrial, legal or other barriers)?	The Single Status agreement was implemented in 2004 to harmonise the terms and conditions of all staff and ensure that pay and conditions are fair and equitable. Equal pay is ensured through conducting job evaluations for all Council roles.		
	3	Is the situation being monitored / audited regularly?	An Equal Pay Audit completed 2007 further ensured that there were no unjustified pay inequalities. An updated audit is due to be conducted later this year.		

Harassment and Bullying

3.27 Harassment and bullying at work are dealt with effectively and more staff say that they are treated with dignity and respect. Staff are confident that there are robust procedures in place to address harassment and bullying at work.				
1	2	3	4	
How was this done and what is the evidence?		Evidence / Information / Links		What difference will this make?
	What information is available to show there has been an improvement – monitoring data, perception surveys, and qualitative data?	<ul style="list-style-type: none"> ▪ Annual Equality in Employment monitoring report ▪ Staff survey results for fairness and equality remained broadly in line with the previous survey findings. ▪ Dignity at work policies 		What improvements can be made?

Appraisals

3.28 Managers and staff are delivering improvements based on objectives.				
1	2	3	4	
How was this done and what is the evidence?		Evidence / Information / Links		What difference will this make?
	Are managers and staff accountable for ensuring equality outcomes?	Managers are expected to do this through day-to-day supervision and through the IPAD process which is linked to service plans and the corporate priorities		What improvements can be made?
	Is good performance being recognised?	Yes, e.g. the Reward and Recognition Scheme including the CREATE Awards		

Learning and Development

3.29 Councillors understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well trained staff who are equipped to meet the diverse needs of local communities.				
1	2	3	4	
How was this done and what is the evidence?		Evidence / Information / Links		What difference will this make?
	What changes have come	Members are aware of equality issues,		What improvements can be made?

			the law and how to apply their 'Due Regard'.		
		about as a result of any equality training?	Results of an HRD Learning survey show 70% of respondents reporting an increase in productivity, as a consequence of attending the Corporate Learning and Development programme		
		Do staff feel their skills have improved?			
		Are staff able to relate effectively with a range of clients?			
		Are they able to answer questions about the council's equality priorities?			
		Is there any feedback from users?			

Appendix 3 – Corporate Equality Objectives 2013/14

Objective 1 – 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:
Community Health and Wellbeing	70% of social care users will receive self-directed support (of all clients and carers with substantial services, by March 2014
Community Health and Wellbeing	68% of people with learning difficulties are living in their own homes or with families, by March 2014
Community Health and Wellbeing	70% of clients do not receive ongoing social care following a reablement service, by March 2014
Community Health and Wellbeing	80% of adults in contact with secondary mental health services are living independently with or without support, by March 2014
Community Health and Wellbeing	We have maintained 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).
Community Health and Wellbeing	Total number of households we housed in the Private Rented Sector (350)
Community Health and Wellbeing	We have achieved the target of 8% wheelchair standard homes completed as a proportion of total social housing completed by March 2014.
Community Health and Wellbeing	We have delivered actions to increase participation of target groups in libraries (target of 90% every year)
Environment & Enterprise	We have made at least 90% of all our bus stops DDA compliant by March 2015

Objective 2 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support

Directorate	We will have succeeded if, by 2016:
Children and Families	Children's Centre services are accessed by 70% of estimated total u5s in target groups – families from deprived areas, lone parents, children with disabilities, carers with disabilities, BME
Children and Families	The number of families taking up Direct Payments has increased by 5% by March 2014
Children and Families	We have narrowed the gap at the end of the Foundation Stage by improving the outcomes of the lowest 20% performing

	<p>children in Reception year in schools and PVI's. This indicator will be changed when the DfE publish the new EYFS framework results.</p>
<p>Children and Families</p>	<p>We have narrowed the educational attainment gap for children with SEN</p> <ol style="list-style-type: none"> 1. Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 2. The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A* - C GCSE inc. English and Maths GCSEs <p>We have narrowed the educational attainment gap for children from specific minority ethnic groups</p>
<p>Children and Families</p>	<p>11 year olds</p> <ol style="list-style-type: none"> a) % Black African minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2 b) % Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2 c) % Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2 d) % Any Other White Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2 <p>15 year olds</p> <ol style="list-style-type: none"> a) % Black African minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4 b) % Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4 c) % Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4 d) % Any Other White Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4 <p>We have narrowed the educational attainment gap for children eligible for Free School Meals</p>
<p>Children and Families</p>	<ol style="list-style-type: none"> 1. Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 2. Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5 or more A* to C grade GCSEs including English and Mathematics GCSEs <p>We have narrowed the educational attainment gap for Children Looked After</p>
<p>Children and Families</p>	

	<p>a) Percentage of Children Looked After for 1 year plus achieving a good level of development at Early Years Foundation Stage (annual)</p> <p>b) Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual)</p> <p>c) Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)</p>
Children 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 by March 2014
Children and Families	We have maintained the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2014

Objective 3 - Minimise the impact on health inequalities and deprivation in the Borough through partnership working

Directorate	We will have succeeded if, by 2016:
Children and Families	We have reduced the percentage of children who are obese in Year 6 to be below or in-line with the national rate of 19.2% by March 2014
Children 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 2014
Community Health and Wellbeing	Adult participation in sport and active recreation is 19.5% in 2013-14.
Community Health and Wellbeing	We have delivered actions to increase participation of target groups in leisure (target of 90% every year)
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 2014
Community Health and Wellbeing	Positive action has prevented homelessness in 1250 cases by March 2014
Community Health and Wellbeing	Supported at least 150 households in the target groups (older people, adults with a disability or carers of those with a disability) as part of the Harrow House warmers programme by March 2014
Community Health and Wellbeing	Maintained the proportion of women smoking in pregnancy to under 5%
Environment &	Food establishments in the area which are compliant with food hygiene (target 70% by March 2014)

Enterprise Environment & Enterprise	We have reduced the Council's Carbon Footprint (target of 4% by March 2013)
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Objective 4 - Support local businesses and residents in times of economic hardship

Directorate	We will have succeeded if:
Environment & Enterprise	We have increased the percentage difference between Harrow and rest of London in respect of JSA claimants <u>by March 2014</u> (Current baseline difference is 1.6%)
Environment & Enterprise	We have delivered job brokerage and employment provision to support at least 80 residents into work by March 2014
Environment & Enterprise	We have provided business survival, and business growth support to at least 500 Harrow entrepreneurs and businesses by March 2014
Environment & Enterprise	We have reduced the vacancy rate in Harrow Town Centre (Baseline June 2012 AMR 8.95%)
Community Health and Wellbeing	18.5% of adults with learning disabilities are in paid employment by March 2014

Objective 5 – Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse

Directorate	We will have succeeded if:
Corporate Resources	The number of repeat domestic violence cases seen by Multi Agency Referral and Assess Conference remain below 25%
Environment & Enterprise	We have recruited, trained and retained 2000 Neighbourhood Champions by March 2014
Environment & Enterprise	99 % of street lights functioning (March 2014)
Environment & Enterprise	Average time taken to repair street lights remains at three working days
Community Health and Wellbeing	We have continued to safeguard adults from harm (minimum of 80% to report feeling safe)
Community Health and Wellbeing	We have increased the Tenant, Leaseholder & Resident satisfaction with the outcome of their anti-social behaviour case

Wellbeing Environment & Enterprise	from 75% in 2011 to 80% by 2014 Achieved 8 active park user groups by March 2014
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Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)

Directorate	We will have succeeded if:
All Directorates	Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)
Resources	Ensure all projects within the Transformation Programme are subject to an EqIA
All Directorates	Directorate EqIA programmes have been developed and implemented each year

Objective 7 – 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:
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
Community Health and Wellbeing	77% of residents agree that people from different backgrounds get on well together in their local area (as reported by the reputation tracker in 2013/14)

Objective 8 - Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve

Directorate	We will have succeeded if, by 2016:
All Directorates	Increase the proportion of staff who feel 'Harrow demonstrates through its actions that it is committed to being an equal opportunities employer' by 10% by March 2016 (Staff Survey 2011 – 59%) and reduce the differences between staff with protected characteristics
All Directorates	Increase the proportion of staff who feel they are 'treated with fairness and respect at Harrow' by 10% by March 2016 (Staff Survey 2011 – 62%) and reduce the differences between staff with protected characteristics
All Directorates	Increase the proportion of staff who feel that 'Systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (Staff Survey 2011 – 30%) and reduce the differences between staff with protected characteristics
All directorates	We have increased the proportion of Black and Asian Minority Ethnic (BAME) employees (target of 42% – March 2014)

All directorates	We have increased the proportion of disabled employees (target of 3%– March 2014)
All directorates	We have increased the top 5% of earners who are BAME (target of 20%– March 2014)
All directorates	We have increased the top 5% of earners who are women (target of 50%– March 2014)
All directorates	We have increased the top 5% of earners who are disabled to (target of 3%– March 2014)
All Directorates	All news Starters have completed the mandatory Equality and Diversity E-learning Module within the first 6 months of their employment

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