

Performance and Finance Scrutiny Sub-Committee **AGENDA**

DATE: Wednesday 9 December 2015

TIME: 7.30 pm

VENUE: Committee Room 5,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Phillip O'Dell

Councillors:

Jeff Anderson
Primesh Patel

Richard Almond
Barry Macleod-Cullinane

Reserve Members:

- | | |
|--------------------|-------------------|
| 1. Mrs Chika Amadi | 1. Amir Moshenson |
| 2. Ghazanfar Ali | 2. Bharat Thakker |
| 3. Aneka Shah | |

Contact: Miriam Wearing, Senior Democratic Services Officer
Tel: 020 8424 1542 E-mail: miriam.wearing@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

2. DECLARATIONS OF INTEREST

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

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

3. MINUTES (Pages 5 - 10)

That the minutes of the meeting held on 16 July 2015 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

[The deadline for receipt of public questions is 3.00 pm, Friday 4 December 2015. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

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

6. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

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

7. REVENUE AND CAPITAL MONITORING (To Follow)

Report of the Director of Finance.

8. CHILDREN AND FAMILIES SERVICES' COMPLAINTS ANNUAL REPORT 2014-2015 (Pages 11 - 34)

Report of the Corporate Director People Services

9. ADULT SERVICES COMPLAINTS ANNUAL REPORT (SOCIAL CARE ONLY) 2014-2015 (Pages 35 - 56)

Report of the Corporate Director People Services

10. EQUALITY AND DIVERSITY ANNUAL REPORT (Pages 57 - 102)

Report of the Divisional Director – Strategic Commissioning.

11. COMMUNITY GRANTS SCHEME 2014-2015 (Pages 103 - 112)

Report of the Divisional Director, Strategic Commissioning.

12. ANY OTHER BUSINESS

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

AGENDA - PART II

13. APPENDIX 1 TO COMMUNITY GRANTS SCHEME 2014/15 ITEM 11 ABOVE
(Pages 113 - 150)

14. APPENDIX 2 TO COMMUNITY GRANTS SCHEME 2014/15 ITEM 11 ABOVE
(Pages 151 - 206)

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

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PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

16 JULY 2015

Chair: * Councillor Phillip O'Dell

Councillors: * Richard Almond * Barry Macleod-Cullinane
* Jeff Anderson * Primesh Patel

* Denotes Member present

40. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

41. Appointment of Vice-Chair

RESOLVED: To appoint Councillor Barry Macleod-Cullinane as Vice-Chair of the Sub-Committee for the 2015/2016 Municipal Year.

42. Declarations of Interest

RESOLVED: To note that the following interest was declared:

Agenda Item 8 – Update on Council Tax Support Scheme Following Scrutiny Challenge Panel in November 2014

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he was Chairman of the Council Tax Support Scheme Scrutiny Review. He would remain in the room whilst the matter was considered and voted upon.

43. Minutes

RESOLVED: That the minutes of the meeting held on 26 March 2015, be taken as read and signed as a correct record.

44. Public Questions, Petitions and References from Council and Other Committees/Panels.

RESOLVED: To note that no public questions were put or petitions or references received at this meeting.

RESOLVED ITEMS

45. Update on Council Tax Support Scheme Following Scrutiny Challenge Panel in November 2014

The Sub-Committee received a report which provided Members with an update following last years review of the Council's Council Tax Support Scheme by Scrutiny.

Following an overview of the report by the Head of Service – Collections and Housing Benefits, Members asked the following questions and received responses.

Q – Did the number of cases in graph 2 page 17 relate to the number of people in the current year and had the overall numbers risen since 2012?

A – The figures related to the position in May 2015 and had dropped slightly subsequently. There were approximately 5800 pensioners with the remainder being of working age. This was in a context where there had been an increase of 300-400 domestic properties per year in Harrow, about 1000 in total over the last 3 years.

Q – Harrow, with a 97.3% collection rate was slightly over the national average of 97%. How was Harrow performing in comparison with neighbouring authorities?

A – The figures nationally and for London were available and the officer undertook to circulate the information to the Sub-Committee. Harrow was however performing very well and had achieved collection rates above the average for London and nationally.

Q – Had the appointment of 6 additional officers in Access Harrow for Council Tax improved the situation?

A – The 6 additional staff had been appointed in January 2015 so as to be in place when the council tax demands were distributed in mid March. There had been a significant improvement in waiting times as a result and the officer would circulate the figures. There were peaks and troughs due to increased activity when reminders were circulated or recovery demands issued,

Q – What had the demand been for the £250k in the contingency fund and how many times had the contingency be used for waiving charges?

- A – The Portfolio Holder had allocated £1m to deal with vulnerable groups in 2014/15. The first £750k was growth for the revenues budgets and £250k was kept for the Portfolio Holder to determine and use for emergencies for vulnerable people as these came to life.

Regarding summons costs, £480k costs had been written off in the previous year. If the monies owed were not significant and a repayment plan had been adhered to the costs were written off. There was no write off if wilful refusal to pay was found.

The Section 13A hardship policy review had not yet been carried out as welfare reform details were awaited but discretion was being used in cases where vulnerability was found. A view to write off council tax or costs was taken on a case by case basis especially regarding cases brought to the Council's attention by the CAB where financial hardship may have been found. Some discretion was given to Access Harrow in accordance with the business rules but control and awareness of budgetary provision was required before staff could be given the authority to write costs off.

- Q – There could be a potential reduction in cost to Harrow Council due to the economic upswing as there would be less CTS cases to administer. There was cross party concern should the economy change or a large business move out of the area and had the Secretary of State been written to?

- A – Harrow had written to the Secretary of State and Department of Work and Pensions and copy letters would be circulated to the Sub-Committee.

Over the last 2 years there had been a substantial reduction in grant and some local authorities had carried out a study of the subsidy to evaluate if the original grant still covered CTS expenditure. In most cases local authorities found that due to reductions in Revenue Support Grant, the original grant was either not sufficient to cover current expenditure or the amount could no longer be identified as it was no longer ring fenced.

Harrow's average council tax band was a couple of hundred pounds higher than average. Members had decided not to change the parameters of the council tax scheme for 2016/17. Recent budget changes could result in an extra £500k pressure to the CTS scheme which the officer would be modelling. It could be possible to consult with the public with regard to the council tax support scheme in 2016/17 and change the scheme to increase the minimum payment to offset against lowering the taper. However, unless more monies were put into the scheme, making one change to a parameter just meant that another had to be changed detrimentally to offset the additional costs.

It would also need to be seen whether collection rates were sustainable to see if there was a further amount of monies released that could be fed back into the scheme to make changes.

Q – Are minutes of the Welfare Reform Board circulated and was there political involvement?

A – The officer undertook to ascertain whether the minutes could be made available to the Sub-Committee. Regarding Member involvement in deciding escalations of recovery action, this was inappropriate for case reviews. Members formulate policy and operationally officers had already set up a safeguarding checkpoint which was included in the process.

Q - How many bankruptcies had ensued so the position could be monitored?

A – Since the introduction of CTS no new bankruptcies or committals to prison had occurred. In practice, by the time bailiffs became involved the issue had been progressed and resolved. Approximately 50 cases were awaiting review later in the year, and some of these could be escalated to these recovery methods if they were agreed as part of the checkpoint verification process.

Q – The scrutiny review had received a table of court costs which identified Harrow as joint 10th highest in London. Could members have the calculations including how Lewisham was able to recover its costs or could it be considered by London Treasurers?

A – Costs such as staff numbers and central re-charges varied between authorities. Liability orders were generic and therefore could be automated which is an efficient process that keeps costs down. Council Tax costs/summons payments subsidised those written-off and those that could not be collected, and overall pay for the specific work that was required in running those court and pre-court processes to allow the council tax demanded to be ultimately collected.

Q – Was the public signposted to other organisations?

A – The Law Centre had access to the Head of Service and key staff. Additionally, the Emergency Relief Scheme was advertised for one year. JSA was a DWP responsibility.

Q – Should there be a Welfare Reform Board Sub-Committee for cross silo working?

A – The Chair agreed to raise this at Leadership group to see if assistance could be provided in respect of data sharing, legacy systems talking to each other and building relationships to make joined up working more sophisticated. The Officer agreed to circulate the Welfare Reform Board terms of reference.

RESOLVED: That the report and the actions carried out as set out in the report to Cabinet dated 11 December 2014 be noted.

46. Revenue and Capital Monitoring

The Sub-Committee received a report of the Interim Director of Finance, which had previously been considered by Cabinet on 17 June 2015. The report showed the Outturn position for the year ending 31 March 2015.

Following an overview of the report by the Interim Director of Finance, Members asked the following questions and received responses:

Q – When slippage fell into another financial year, was there an understanding of the effect on the delivery of service?

A – In the report on the first quarter to Cabinet in September 2015, the report would include capital slippage and the revenue implications thereon.

Q – Was the slippage capable of being used during the current year and was it possible to differentiate between genuine slippage and what is not spent?

A – The majority of the slippage related to the schools programme which should be completed in the current year. It was normal practice to refresh the capital programme to include what was agreed plus any changes. Whilst a lot of work had been undertaken on revenue and capital, there was still work to be done on capital. There was a need to be as accurate as possible in Quarter 1 with a narrative and to be consistent during the year.

Q – What were the reasons for the position with regard to Capita being appreciably different compared to the previous year?.

A – Provision had been made for the new contractors and the figures reflected the natural slowdown of spend as the contract ended. Payments to the contractor were not being released until approved by a senior officer.

Q – Reference was made to an overspend of £1.271m mainly due to increased demand for bed and breakfast accommodation. Why was 75% of the planned funding for the purchase of accommodation not being spent until the next financial year. Was there sufficient funding for the scheme and would it drive up rents?

A – Phasing over two years had been forecast taking into account an estimate of how quickly suitable properties could be procured. The up to date position on the homelessness pressure would be presented to Cabinet in September as part of the Quarter 1 Budget Monitoring report. The new scheme would be subject to review and could be exited if not as successful as envisaged. The Chair suggested

monitoring the scheme at a scrutiny leaders meeting in about 6 months.

Q – What were the works to Harrow on the Hill station referred to in Appendix 3?

A – This referred to feasibility studies for access works, with substantial funding from TfL.

Q – Page 34 stated that HB Public Law had delivered a contribution of £105k of which £102k had been moved to the Legal Expansion Reserve. The narrative stated that the contribution figure was £70k of which £67k was transferred to the expansion reserve.

A – The officer undertook to circulate the response to the Sub-Committee.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.15 pm).

(Signed) COUNCILLOR PHILLIP O'DELL
Chair

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

Date of Meeting:	9 December 2015
Subject:	Children and Families Services' Complaints Annual Report 2014/15
Responsible Officer:	Chris Spencer, Corporate Director People Services
Scrutiny Lead Member area:	Policy Lead Member – Councillor Lynda Seymour Performance Lead Member – Councillor Janet Mote
Exempt:	No
Enclosures:	Appendix – Annual Report for Children and Families Services Complaints for period 2014/15

Section 1 – Summary and Recommendations

This report sets out the statutory Children and Families Services' Complaints Annual Report for 2014/15.

Recommendations:

None. For Information purposes only.

Section 2 – Report

Financial Implications

There are no specific budget issues associated with this report. All compensation payments are agreed by Service Managers and are funded within existing budgets.

Performance Issues

There are no specific particular performance issues associated with this report.

Environmental Impact

N/A

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

N/A

Corporate Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- **Making a difference for the vulnerable**
- **Making a difference for communities**
- Making a difference for local businesses
- **Making a difference for families**

Section 3 - Statutory Officer Clearance

The Corporate Director determined the report did not require Financial or Legal clearance.

Section 4 - Contact Details and Background Papers

Contact: Peter Singh, Complaints and FOI Manager, Adults & Children's Complaints, 020 8424 1161

Background Papers: None

Annual Complaints Report for Children and Families Services 2014/15

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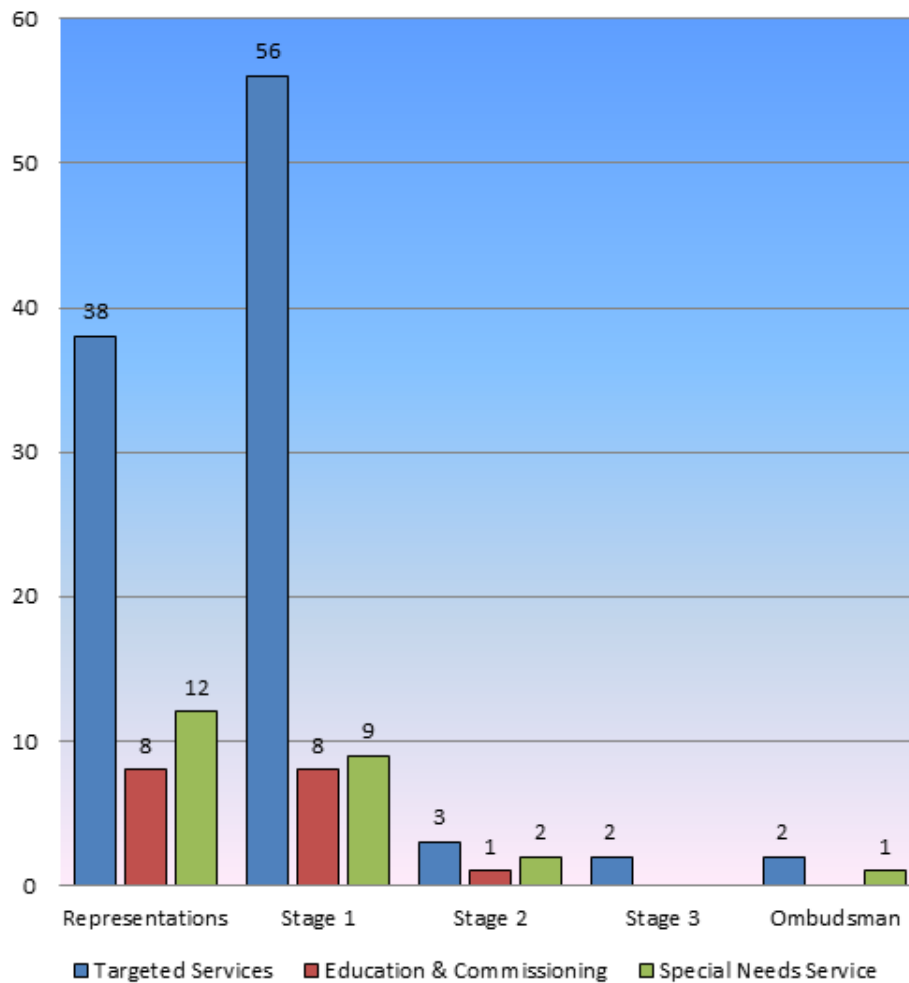
1	<p>Executive Summary:</p> <p>There were some 142 “transactions¹” within the statutory complaints process during the year, i.e. representations, formal complaints and referrals to the Local Government Ombudsman. Given the nature of some of the work undertaken, such as child protection and looked after children, it is positive that numbers of complaints are so minimal. Thousands of service episodes are provided to children and young people each year, there were approximately 3,400 statutory service episodes alone, and many thousands of non statutory service episodes through Early Intervention, Youth Offending and Special Needs Services and through the Children’s Centres.</p> <p>Targeted Services Division statutory social work continued to attract the most complaints (71% of all transactions) which reflects the nature of the work undertaken by that service, where difficult decisions regarding children and their families sometimes leads to actions which are unpopular with service users, but necessary.</p>
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¹ The total of representations, Stage 1, Stage 2, Stage 3 & LG Ombudsman referrals within Children and Families Services.

	<p>This report contains both positive messages and indications of areas needing more work.</p> <ul style="list-style-type: none"> • Of particular note is the high level of representations (58) which are received as potential complaints but resolved informally, to the satisfaction of service users. This is significant in showing that the Council is able to listen to concerns expressed and act promptly to resolve them. Whilst this is positive in terms of the service user's experience it also endorses that early resolution is more cost effective for the Council by avoiding escalation with associated costs of any investigations. • The proportion of stage 1 complaint responses sent within timescales has increased to 70% last year, up from 65% in 2013/14. • The relative escalation rate of complaints between stages of the process is low and reflects the successful efforts made by officers to understand and address concerns when they arise as complaints and representations. Escalation of stage 1 complaints to stage 2 fell to 8% from 14% in the previous year. • All of the key actions that were set for 2014/15 in the previous year have been met.
2	Summary of Activity:
2.1	<p>Overall Complaint Activity:</p> <p>Between 1 April 2014 and 31 March 2015 the Council received:</p> <ul style="list-style-type: none"> • 58 representations i.e. potential statutory complaints that did not lead to a formal stage 1 complaint; • 73 statutory stage 1 complaints; • six stage 2 complaints; • two stage 3 complaints (panel hearing); • three complaint referrals to the Local Government Ombudsman (LGO). <p>Additionally there were 110 MP and Councillor enquiries managed by the Complaints Team, which is an increase of 28% for the number received in the previous year (86).</p>

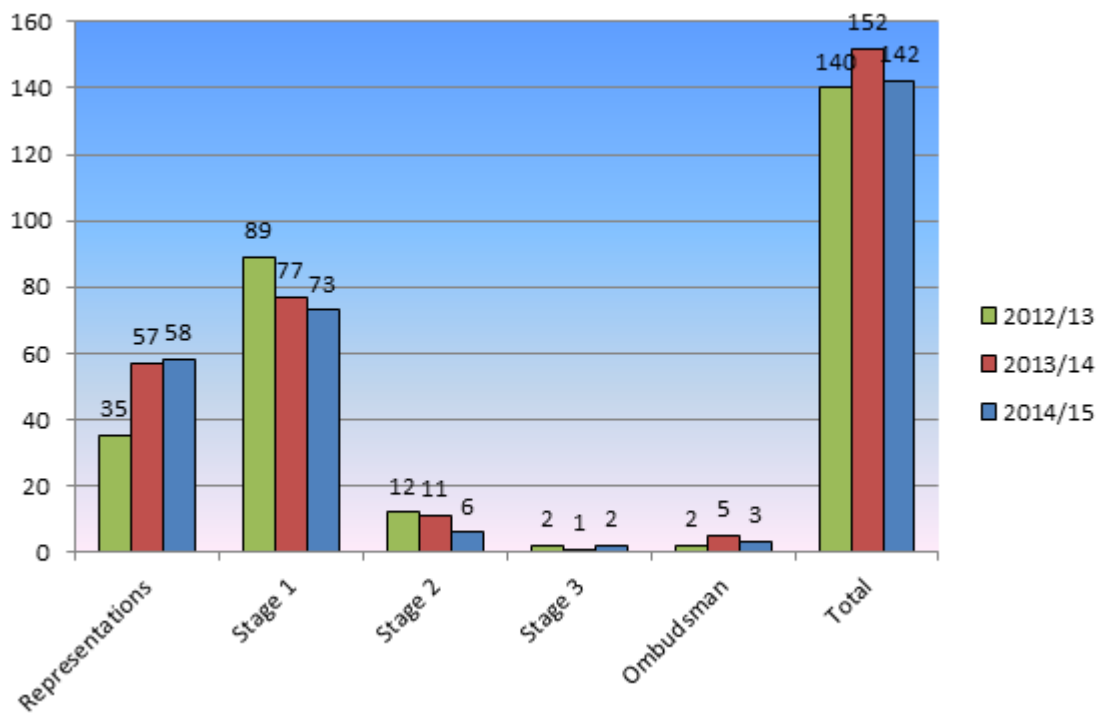
- Timeliness of complaints response at an early stage typically prevents/minimises subsequent cost to Council in time and resources. The Council has made improvements and 70% of stage 1 complaint responses were sent in time (an increase from 65% in 2013/14), further work is being undertaken to improve this 2015/16.

Table 1: Number of Complaints by Service area: April 2014 to March 2015



Number of Complaint Transactions by Service area: April 2014 - March 2015							
Service Area	Representations	Stage 1	Stage 2	Stage 3	Ombudsman	Total	
Targeted Services	38	56	3	2	2	101	
Education & Commissioning	8	8	1	0	0	17	
Special Needs Service	12	9	2	0	1	24	
Total	58	73	6	2	3	142	
<p>Key message: Overall the picture suggests a continuation of high quality investigative and governance standards.</p> <p>Analysis: This year, there has been a reduction in the number of stage 1 complaints, down by four on last year, however, the number total representations increased by one to 58.</p> <p>There were six stage 2 complaints, this represents an escalation rate of 8% of all stage 1 complaints and as such is a relatively low level of escalation. This compares favourably with the escalation rate of 14% in the previous year. Only two complaints progressed to a stage 3 panel hearing, which again is a positive indicator of sound resolution in the earlier stages of the process.</p> <p>Of the three LGO referrals, two were not upheld by the Ombudsman. The remaining referral was only partially upheld because the council had missed the response timescale.</p>							

Table 2: Comparison of Complaints over the last 3 years



	Representations	Stage 1	Stage 2	Stage 3	Ombudsman	Total
2014/15	58 (41%)	73 (51%)	6 (4%)	2 (1%)	3 (2%)	142
2013/14	57 (38%)	77 (51%)	11 (7%)	1 (1%)	5 (3%)	152
2012/13	35 (25%)	89 (64%)	12 (9%)	2 (1%)	2 (1%)	140

Analysis: Active engagement with families and children has been positively welcomed. A significant and increasing number of issues continue to be resolved informally meaning the complainant chooses not to proceed with a complaint through a formal stage 1 process. Representations (potential complaints) have increased from 35 in 2012/13 to 58 in 2014/15. Stage 1 complaints have fallen from 89 to 73 per year over the same period. The total number of representations and stage 1 complaints, have increased from 124 in 2012/13 to 131 in 2014/15 which shows that Harrow residents are able to access the complaints process.

Overall the volume of complaints at stage 2 and stage 3 has fallen steadily over the past 3 years, from 14 in 2012/13 to 12 in 2013/14 and then to 8 in 2014/15, despite an increased demand on services.

Key message: Previous research (e.g. Jerry White, Local Government Ombudsman & Steve Carney, Head of Complaints, CQC) has suggested that Councils with high levels of stage 1 complaints/representations tended to receive good performance ratings and demonstrated a willingness to hear concerns, address them and improve services as a result.

Key action: To attempt to maintain the current balance of representations against actual complaints, as this demonstrates good early resolution for service users.

3	Outcomes for key actions in 2014/15
	<p>In the last annual report the following were identified as key focus areas.</p> <p>Key action: Monitor trends in cases and escalations and reverse increasing levels of escalation from stage 1 to stage 2. Targeted Services to reduce stage 2 complaint numbers.</p> <ul style="list-style-type: none"> • Outcome achieved: The proportion of stage 2 complaints that progressed to stage 2 from stage 1 fell from 15% in 2013/14 to 8% in 2014/15. The number of stage 2 complaints in Targeted Services fell from ten in 2013/14 to three in 2014/15. Trends in cases and escalations have been consistently monitored in weekly catch up meetings by the Complaints Team and as part of quarterly improvement board reports. <p>Key action: To attempt to maintain the current balance of representations against actual complaints, as this demonstrates good early resolution for service users.</p> <ul style="list-style-type: none"> • Outcome achieved: The balance between representations and stage 1 complaints has remained relatively stable (57 representations and 78 complaints in 2013/14 and 58 representations and 73 complaints in 2014/15). <p>Key action : To flag to the Divisional Directors if any timescales are not met.</p> <ul style="list-style-type: none"> • Outcome achieved: Divisional Directors are aware of timescales performance through quarterly improvements board reports. Improvements have been made by working more closely with Team Managers who have helped to drive improvements in performance.
4	Priorities for 2015/16:
	<ul style="list-style-type: none"> • To make further improvements to ensure that stage 1 complaints response consistently exceed the local target timescales of 75% for each quarter. • To further improve low levels of escalations of stage 2 complaints • To continue the core offer of training for front line staff and managers on complaint handling. • To further develop a culture and expectation of debriefing and learning after major complaint investigations.

- To explore ways of raising awareness and encouraging take up of the complaints procedure from children and young people
- To update the complaints database to reflect the new teams within the People Directorate
- To update complaints literature specifically aimed at children and young people, but with active involvement of younger people in the design, text and production.

5 Stage 1 Complaints:

5.1 Overall Activity:

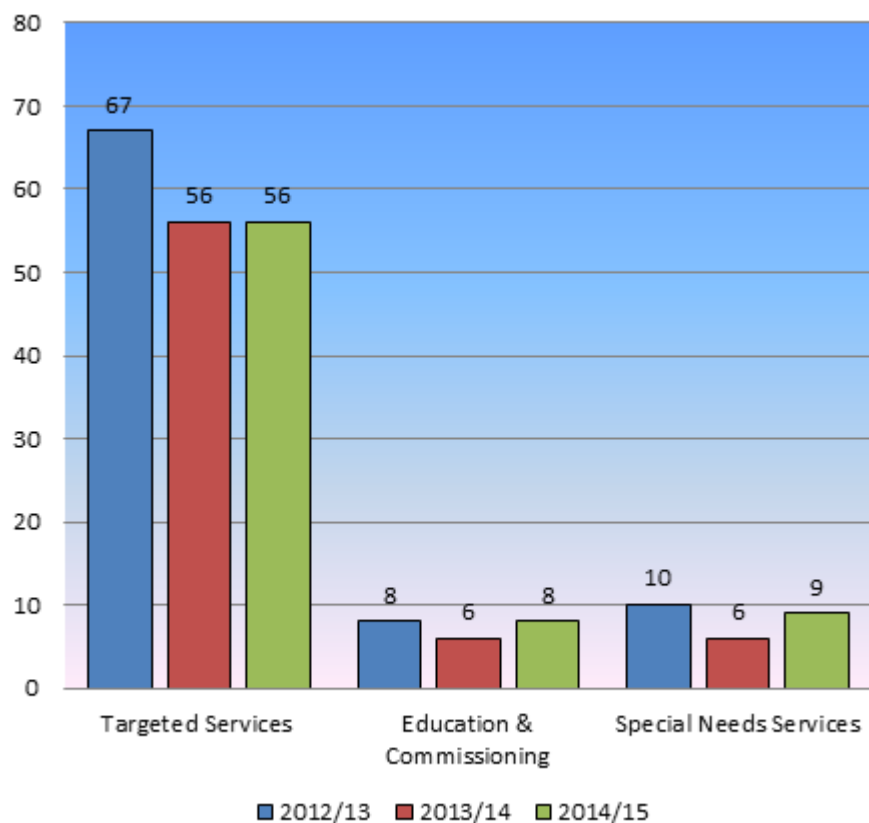


Table 3 – Stage 1 Complaints

	2012/13	2013/14	2014/15
Education & Commissioning	8	6	8
Targeted Services	67	56	56
Special Needs Services	10	6	9
Early Intervention Services	4	9	N/A
Total	89	77	73

Key message: There has been a fall in stage 1 complaints over the past two years due to the work carried out for the increased number of representations resolved, particularly within Targeted Services.

However, there were 110 MP and Councillor enquiries managed by the Complaints team, which is an increase from 86 in the previous year. The enquiries, on behalf of constituents, varied in nature and it is not possible to determine if they would have actually led a formal complaint. Nevertheless, the Complaints Team were able to assist in resolving issues and providing specific information to answer queries.

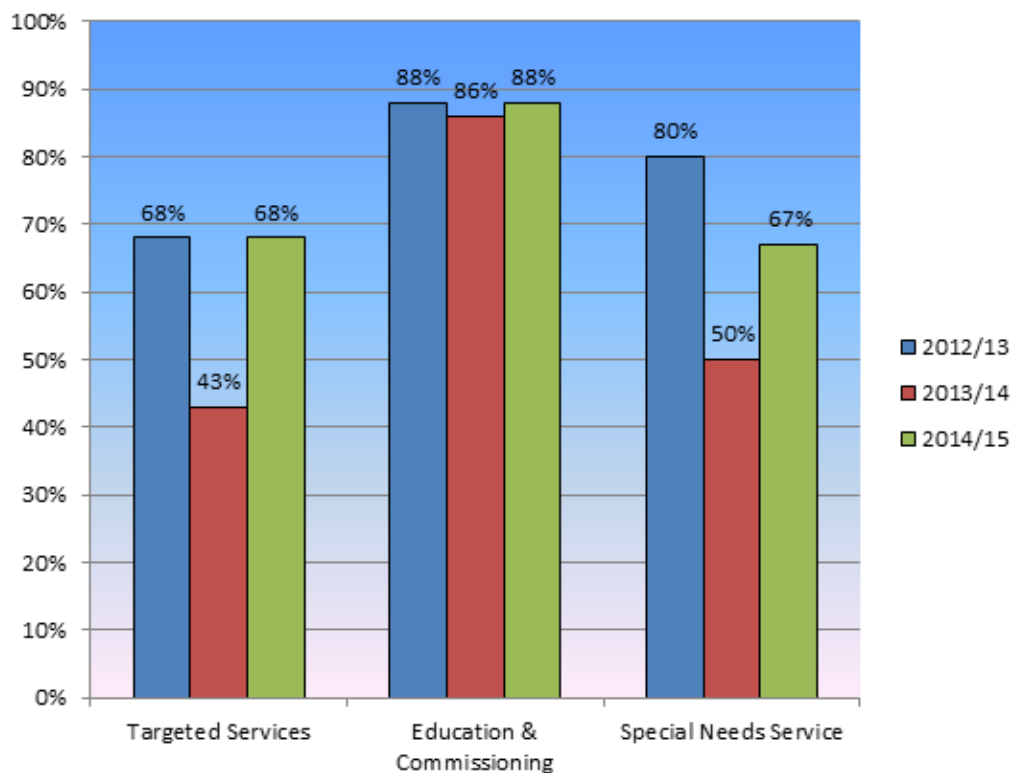
Analysis:

There have been a relatively consistent number of stage 1 complaints over the past three years.

Services within Early Intervention were transferred to Targeted Services in 2014. The table shows a fall in the number of complaints for the services within these two areas, which has been mainly due to the efforts made to resolve representations at an early stage, particularly within Targeted Services over the past two years.

Almost inevitably Targeted Services attract a higher level of complaints being a service area where families are most likely to be in conflict with, or challenge the Council about child care issues, e.g. child protection.

5.2 Stage 1 Response Times



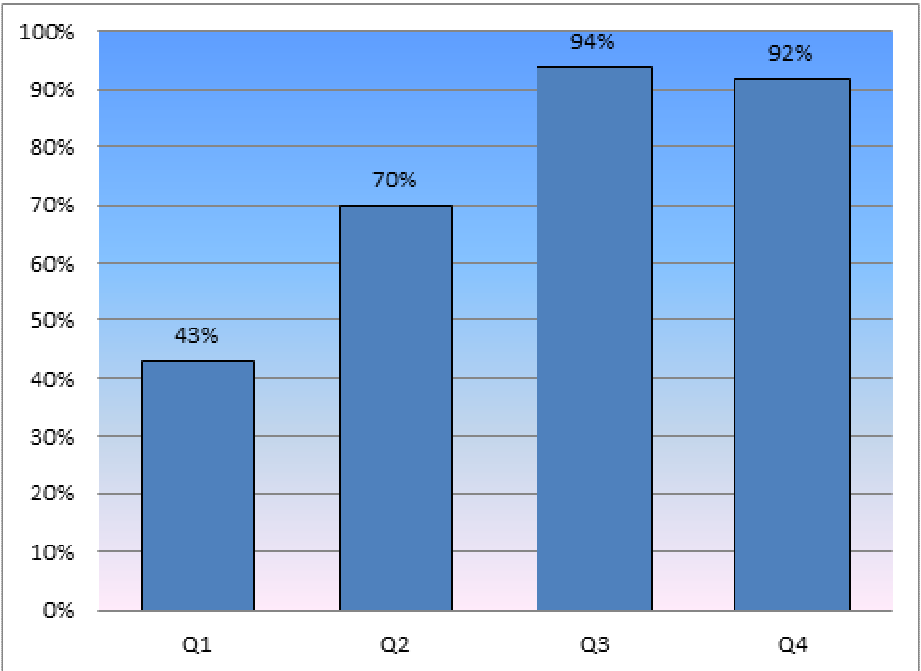
Key message: There has been an increase in the level of stage 1 complaints completed on time during 2014/15 compared to the previous year.

Analysis: Response rates for Targeted Services and Education & Commissioning increased back in line to the levels achieved in 2012/13. On time stage 1 complaints for Special Needs Service increased from 50% to 67%.

The overall level of on time complaints during 2014/15 was 70%, which is an increase from 65% in 2013/14.

A quarterly breakdown within the 2014/15 highlights the level of work carried out to make improvements, particularly in quarter 2 (70% up from 43% in quarter 1) and quarter 3 (94% up from 70% in quarter 2). There was little change in quarter 4, with an on time response rate of 92%. The performance in quarter 1 was due to the restructure of the complaints team and meant that the local target timescale of achieving 75% of responding to stage 1 complaints for the full year was not met. However, this target should be exceeded for the 2015/16 period.

The table below shows the on time stage 1 complaint response rates for each quarter, during 2014/15.



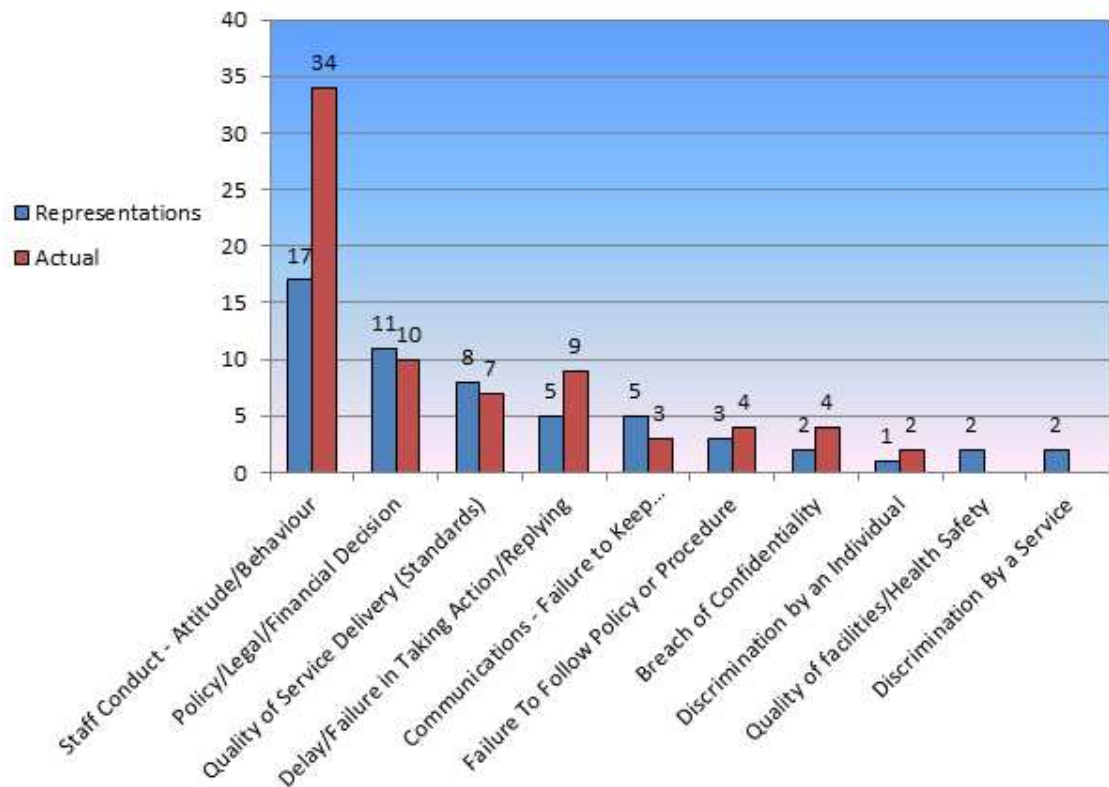
Key action 1: To exceed the 75% local target timescales for on time stage 1 complaints throughout 2015/16.

5.3 Stage 1: Nature of Complaints																																																																																						
Table 4																																																																																						
	<table border="1"> <thead> <tr> <th></th> <th>Targeted Services</th> <th>Education & Commissioning</th> <th>Special Needs Service</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Allocation of Keyworker</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Breach of Confidentiality</td> <td>3</td> <td></td> <td>1</td> <td>4</td> </tr> <tr> <td>Change To Service - Withdrawal/Reduction</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Communications - Failure to Keep Informed/Consult</td> <td>5</td> <td></td> <td></td> <td>5</td> </tr> <tr> <td>Delay/Failure in Taking Action/Replying</td> <td>10</td> <td>1</td> <td>2</td> <td>13</td> </tr> <tr> <td>Discrimination by an Individual</td> <td>2</td> <td></td> <td></td> <td>2</td> </tr> <tr> <td>Discrimination By a Service</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Failure To Follow Policy or Procedure</td> <td>3</td> <td>1</td> <td></td> <td>4</td> </tr> <tr> <td>Level of Service (E.g. Opening Times)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Loss or Damage to property</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Policy/Legal/Financial Decision</td> <td>5</td> <td>5</td> <td>1</td> <td>11</td> </tr> <tr> <td>Quality of facilities/Health Safety</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Quality of Service Delivery (Standards)</td> <td>14</td> <td></td> <td></td> <td>14</td> </tr> <tr> <td>Refusal To Provide A Service</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Staff Conduct - Attitude/Behaviour</td> <td>14</td> <td>1</td> <td>5</td> <td>20</td> </tr> <tr> <td>Total</td> <td>56</td> <td>8</td> <td>9</td> <td>73</td> </tr> </tbody> </table>		Targeted Services	Education & Commissioning	Special Needs Service	Total	Allocation of Keyworker					Breach of Confidentiality	3		1	4	Change To Service - Withdrawal/Reduction					Communications - Failure to Keep Informed/Consult	5			5	Delay/Failure in Taking Action/Replying	10	1	2	13	Discrimination by an Individual	2			2	Discrimination By a Service					Failure To Follow Policy or Procedure	3	1		4	Level of Service (E.g. Opening Times)					Loss or Damage to property					Policy/Legal/Financial Decision	5	5	1	11	Quality of facilities/Health Safety					Quality of Service Delivery (Standards)	14			14	Refusal To Provide A Service					Staff Conduct - Attitude/Behaviour	14	1	5	20	Total	56	8	9	73
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<p>Examples of complaints by category:</p> <p>Breach of confidentiality</p> <p>Communications etc</p> <p>Delay, etc</p> <p>Failure to follow policy/procedure</p>	<p>2014/15 examples</p> <p>Information shared with employer</p> <p>Not providing information of services during holiday periods</p> <p>Delay by residential care unit in forwarding on a clothing allowance for a young person leaving care</p> <p>Failure to consult over foster process</p>																																																																																					

	<p>Policy/Legal/Financial decision</p> <p>Quality of service delivery</p> <p>Staff conduct – attitude/behaviour</p>	<p>Unhappy with decision not to pay travel expenses</p> <p>Inaccuracies with assessment</p> <p>Social Worker was often late for appointments</p>
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Analysis: Overall there has been little change in the distribution of complaints. Given the nature of the work undertaken by child care teams the categories with the highest levels are as expected.

NB: The pattern of distribution across complaint categories is relatively similar in both representations and all formal complaints.



5.4 Stage 1: Complaints Outcomes													
Table 5:													
		Not Upheld			Partially Upheld			Upheld			Total		
		14/15	13/14	12/13	14/15	13/14	12/13	14/15	13/14	12/13	14/15	13/14	12/13
Education & Commissioning		5	5	7	2	0	1	1	1	0	8	6	8
Targeted Services		27	30	36	17	16	17	12	10	14	56	56	67
Special Needs		5	4	6	3	1	2	1	1	2	9	6	10
Early Intervention		N/A	2	2	N/A	5	1	N/A	2	1	N/A	9	4
Total		37	41	51	22	22	21	14	14	17	73	77	89
Total of overall Stage 1 outcomes, by percentage		50%	53%	57%	31%	29%	24%	19%	18%	19%			
<p>Key message: There has been a positive shift in complaint outcomes in the past three years. A larger proportion of complaints have been upheld or partially upheld compared to those that have not been upheld.</p> <p>The shift in 2014/15 is in line with change in the previous year and reflects the work of the managers and staff within service areas and the complaints team for a more balanced and open approach to complaints, where concerns from service users are recognised and receive appropriate responses. The need to listen to complainants and adopt a less defensive approach when reflecting on practices and making decisions on the outcomes of each complaint, does appear to have led to an increase in service user satisfaction as borne out by a fall in stage 2 complaints.</p> <p>Analysis: The overall proportion of stage 1 complaints that were either upheld or partially upheld has increased from 43% in 2012/13 to 47% in 2013/14 and then to 50% in 2014/15. In particular, this is due to the proportion of partially upheld complaints, which increased from 24% in 2012/13 to 31% in 2014/15.</p>													

6	Stage 2 Complaints			
6.1	Percentage of Complaints escalating to Stage 2 (2014/15) Table 9			
	Service	Stage 1	Stage 2	% escalation
	Education & Commissioning	9	1	11%
	Targeted Services	56	3	5%
	Special Needs	8	2	25%
	Total	73	6	8%
	<p>Key message:</p> <p>Analysis: In general, escalation rates are at a relatively low level. Less than one in ten (8%) of stage 1 complaints went on to be considered at stage 2. The Council informs all complainants of their right to escalate their complaints at each stage of the complaints process.</p>			
6.2	Escalations trend over time Table 10			
	Service	Escalations to Stage 2		
		2012/13	2013/14	2014/15
	Education & Commissioning	13%	0%	11%
	Targeted Services	13.5%	17%	5%
	Special Needs	10%	16%	25%
	Early Intervention	25%	11%	N/A
	Total	13%	15%	8%
	<p>Key message: There has been a significant fall in the escalation rate of stage 2 complaints from stage 1, as a result of efforts to improve satisfaction.</p> <p>Analysis: There has been a reverse in 2014/15 of the trend for an increasing proportion of stage 1 complaints being escalated to stage 2 between 2012/13 (13%) to 2013/14 (15%). During 2014/15 only 8% of complaints were escalated to stage 2. This is seen as a result of the work carried out in resolving complaints earlier via informal resolution (representations) and because a larger proportion of stage 1 complaints are upheld or partially upheld. The Complaints Team has also offered further meetings after stage 1 to explain in more detail why complaints have not been upheld and to explore ways in which services can work with service users and their families to resolve any outstanding issues.</p> <p>Special Needs service are areas always prone to escalated complaints due to the nature of their work, for example, around school placements.</p>			

6.3	Stage 2 Outcomes 2014/15 Table 11			
	Service	Not Upheld	Partially Upheld	Upheld
	Education & Commissioning	1	0	0
	Targeted Services	1	1	1
	Special Needs	1	1	0
	Total [Grand Total = 6]	3	2	1
	<p>Analysis: Stage 2 investigations in Harrow are conducted by an Independent Investigating Officer, shadowed by an independent person from a panel of external investigators.</p> <p>During 2014/15 half (3) of the stage 2 complaints were not upheld, two were partially upheld because one or two of the complaint points within the overall complaint, were upheld or partially upheld.</p> <p>Only one complaint was considered to be fully upheld. The Independent Investigating Officer concluded that the council assessment of need and subsequent provision of support did not match the service users needs. The recommendations of the report were accepted and implemented.</p>			
6.4	Stage 2 Response Times of known outcomes Table 12			
	Service	Within Timescale 2014/15 (2013/14)	Over Timescale 2014/15 (2013/14)	
	Education & Commissioning	(0)	1 (0)	
	Targeted Services	1 (2)	2 (3)	
	Special Needs	(1)	2 (0)	
	Early Intervention	N/A (1)	(0)	
	Total [Grand Total completed = 6]	1 (4)	5 (3)	
	<p>Context: At stage 2, there is more emphasis on thoroughness than speed. The complaints team remind Independent Investigating Officers of the need to consider timescales.</p> <p>Analysis: Of the six stage 2 complaint investigations, five were completed over the time limit, due to the following reasons:</p> <ul style="list-style-type: none"> The complainant's delay in signing the statement of complaint. When this was provided eventually the timescales for stage 2 clashed with a 			

	<p>pre booked holiday by the investigating officer</p> <ul style="list-style-type: none"> • The need to interview a member of staff who was on sick leave • The need to wait for a member of staff to return from annual leave planned before the stage 2 investigation commenced • The extra time required by the Investigating Officer to complete complex investigations delayed the response outcome for the remaining two cases.
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6.5 Stage 2: Nature of Complaints Table 13

	Targeted Services	Education & Commissioning	Special Needs Service	Total
Allocation of Keyworker				
Breach of Confidentiality				
Change To Service - Withdrawal/Reduction				
Communications - Failure to Keep Informed/Consult				
Delay/Failure in Taking Action/Replying	1	1		2
Discrimination by an Individual				
Discrimination By a Service				
Failure To Follow Policy or Procedure				
Level of Service (E.g. Opening Times)			2	2
Loss or Damage to property				
Policy/Legal/Financial Decision	1			1
Quality of facilities/Health Safety				
Quality of Service Delivery (Standards)	1			1
Refusal To Provide A Service				
Staff Conduct - Attitude/Behaviour				
Total				6

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7	Stage 3 Complaints:				
	<p>Only two complaints escalated to stage 3 during the year. Both cases were complex and within Targeted Services. In terms of management of the complaints:</p> <ul style="list-style-type: none"> • Each panel did not uphold the complaint considered. • Panels were held within timescale. • Panel reports were produced and circulated to timescale. • The council response was sent out within timescale. <p>Analysis: A large amount of work and cost is involved in a stage 3 complaint. Panels are made up of three independent panel members who interview a number of people and consider written material before reporting their findings. This demonstrates that complex complaints are being fielded positively.</p>				
8	Ombudsman (LGO) Complaints				
8.1	Complaints made to the LGO: Table 14				
	Service	No finding against Council	Partial finding	Total	
	Targeted Services	1	1	2	
	Special Needs	1		1	
	<p>Analysis: There were three complaints made to the Local Government Ombudsman (LGO) during 2014/15, down from 5 in 2013/14.</p> <p>The LGO concluded that in 2 cases that there were no reasons to suggest the Council had acted inappropriately. In the remaining case the LGO partially found against the Council because it had responded outside of the timescale in the stage 1 complaint response. The LGO did not find against the council on any other point.</p>				
9	Escalation comparison over time: Table 15				
		Stage 1	Stage 2	Stage 3	LGO
	2014/15	73	6	2	3
	2013/14	77	11	1	5
	2012/13	89	12	2	2
	<p>Analysis: The escalation rate between stage 1 and 2 is at 8% this year which compares favourably with previous years.</p> <p>Overall only 4% of stage 1 complaints in 2014/15 went on to LGO referral,</p>				

	compared to 6% in 2013/14.
10	Compensation/Reimbursement Payments:
	Only one compensation award was made during the year, of a relatively modest amount of £1,000. During 2013/14 there were four such awards between £250 and £1,000. This indicates that 2014/15 has been a low year for significant errors being identified and an improvement on the previous year.
11	Mediation and Alternative Dispute Resolution:
	There were two examples of formal mediation meetings within the year. One of the mediation meetings was carried out to help a school and family resolve an issue. The second mediation meeting involved the children with disabilities team.
12	Joint NHS and social care complaints
	There were no joint investigations between harrow Council and NHS bodies during the year.
13	Learning Lessons/Practice Improvements
	<p>Examples of lessons learnt/practice improvements include the following:</p> <ul style="list-style-type: none"> • The need for timely communication with children and families and good punctuality in attending meetings and home visits. Busy caseloads cannot be used as an excuse. • Up to date record keeping of case notes in a consistent timely manner • Social workers to be mindful of historical information available from other agencies when completing assessments but also to allow children and families an opportunity to challenge the accuracy of historic information • The need for more accurate and specific information on school placements. For example, the management of placements during the summer period as well as information contained on the Council website • A greater consideration of the experience and knowledge of investigating officers appointed to carry out stage 2 complaints in relation the subject matter
14	Compliments
	<p>The majority of service users that compliment staff and the council provide their feedback through verbal communication in care meetings or by phone. Examples of some of the written compliments forwarded to the complaints team by staff include</p> <p><i>“Thank you for being very helpful, caring and understanding the situation”</i></p> <p><i>“The social worker found a solution for me and gave me a feed back. I had the</i></p>

	<i>best quality of service.”</i>		
	<i>“I was very impressed and thought the family really bought into the process in a positive way as a result of how it was chaired.” (from a Compass UK Officer attending a case conference)</i>		
15	Equalities Information		
15.1	Equalities Information – Stage 1 Complaints		
	Table 16	2013/14	2014/15
	Gender of Service User:		
	Male:	43 (55%)	31 (42%)
	Female:	30 (38%)	35 (47%)
	Unknown/Not Recorded	5 (6%)	1 (1%)
	More than one child	-	6 (8%)
	Analysis: No concerns noted		
	Table 17	2013/14	2014/15
	Ethnic Origin of Service User:		
	ASIAN OR ASIAN BRITISH		
	Afghani	2	
	Bangladeshi	1	1
	Indian	2	4
	Pakistani	3	3
	Sinhalese		
	Sri Lankan Tamil		
	Other Asian	2	4
	BLACK/BLACK BRITISH		
	African	4	8
	Caribbean	4	3
	Somali	1	
	Other Black	3	4
	OTHER ETHNIC GROUP		
	Arab		1
	Chinese		
	Iranian		
	Iraqi		
	Kurdish		
	Lebanese		
	Other Ethnic Group	3	2
	MIXED		
	White & African		1
	White & Caribbean	5	3

White & Asian	2	1
Other Mixed	5	5
WHITE		
Albanian		
British	11	15
Irish		2
Gypsy/Roma Traveller		
Irish Traveller		
Polish		
Romanian		
Serbian		
Other White	1	1
PREFER NOT TO SAY/NOT KNOWN	32	15
Table 18 Origin of Complaints		
	2013/14	2014/15
Service User	10	7
Parent/relative	59	59
Advocate	3	4
Solicitor	2	0
Friend/other	4	3

Analysis:

It is to be expected that most complaints are made on behalf of a child or young person. There has been a decrease in the number of complains received from young people. To address this, the Complaints Team have made efforts to increase awareness amongst children and young people and relevant gatekeepers of the complaints process to encourage more complaints. This includes meetings and discussions with the Children's Participation Co-ordinator and Youth Participation Workers, the Advocate and Disability Officer at Harrow Association for Disabled People who have a Service Level Agreement to provide an advocacy service for children and young people, social workers as part of complaints training and sessions at special schools. A special school will be commissioned to design a new complaints leaflet for children and young people, to replace the existing leaflet.

15.2 Equalities Information – Stage 2 Complaints			
	Table 19 Gender of Service User:	2013/14	2014/15
	Male:	6 (54%)	2 (33%)
	Female:	5 (46%)	3 (50%)
	More than one child	-	1 (17%)
	Analysis: No concerns noted		
	Table 20 Ethnic Origin of Service User:	2013/14	2014/15
	African		1
	Black or Black British	1	
	Other Black		1
	Caribbean	1	1
	Not Known	8	
	White & Black Caribbean	1	1
	Indian		1
	Not known/stated		1
	Total	11	6
	Table 21 Origin of Complaints	2013/14	2014/15
	Service User	2	
	Parent/relative	8	5
	Advocate	1	1
	Solicitor		

16. The Complaints Process explained:

This report provides information about complaints made during the twelve months between 1 April 2014 and 31 March 2015 under the complaints and representations procedures established through the Representations Procedure (Children) Regulations 2006, and the Council's corporate complaints procedure.

All timescales contained within this report are in working days.

Text in quotation marks indicate direct quotations from the 2006 Regulations or Guidance unless otherwise specified.

16.1 What is a Complaint?

“An expression of dissatisfaction or disquiet in relation to an individual child or young person, which requires a response.”

However,

“The Children Act 1989 defines the representations procedure as being for ‘representations (including complaints)’.”

Therefore both representations and complaints should be managed under the complaints procedure (unlike for Adult social services, where only complaints need be captured).

16.2 Who can make a Complaint?

The child or young person receiving or eligible to receive services from the Council or their representative e.g. parent, relative, advocate, special guardian, foster carer, etc:

“The local authority has the discretion to decide whether or not the representative is suitable to act in this capacity or has sufficient interest in the child’s welfare.”

16.3 What the complaints team do:

- Letter-vetting
- Liaising with services to try resolve the issue informally
- Mediation
- Training
- Raising awareness / staff surgeries
- Learning facilitation and agreed actions monitoring
- Deliver a unique complaints support SLA to schools
- Advocacy commissioning and support

16.4 Stages of the Complaints Procedure

The complaints procedure has three stages:

Stage 1: This is the most important stage of the complaints procedure. The Service teams and external contractors providing services on our behalf are expected to resolve as many complaints as possible at this initial point.

The Council's complaints procedure requires complaints at stage 1 to be responded to within ten working days (with an automatic extension to a further ten days where necessary).

Stage 2: This stage is implemented where the complainant is dissatisfied with the findings of stage 1. Stage 2 is an investigation conducted by an independent external Investigating Officer for all statutory complaints and an internal senior manager for corporate complaints. A senior manager adjudicates on the findings.

Under the Regulations, the aim is for stage 2 complaints falling within the social services statutory complaints procedures to be dealt within 25 days, although this can be extended to 65 days if complex.

Stage 3: The third stage of the complaints process is the Review Panel under the statutory procedure. Under the corporate complaints process, the Chief Executive reviews the complaint.

Where complainants wish to proceed with complaints about statutory Children's Services functions, the Council is required to establish a complaints Review Panel. The panel makes recommendations to the Corporate Director who then makes a decision on the complaint and any action to be taken. Complaints Review Panels are made up of three independent panellists. There are various timescales relating to stage 3 complaints. These include:

- setting up the Panel within 30 working days;
- producing the Panel's report within a further 5 working days; and
- producing the local authority's response within 15 working days.

Local Government Ombudsman

The Ombudsman is an independent body empowered to investigate where a Council's own investigations have not resolved the complaint.

The person making the complaint retains the right to approach the Local Government Ombudsman at any time. However, the Ombudsman's policy is to allow the local authority to consider the complaint and will refer the complaint back to the Council unless exceptional criteria are met.

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

Date of Meeting: 9 December 2015

Subject: Adults Services Complaints Annual Report (social care only) 2014/15

Responsible Officer: Chris Spencer, Corporate Director
People Services

**Scrutiny Lead
Member area:** Policy Lead Member –
Councillor Chris Mote
Performance Lead Member –
Councillor Margaret Davine

Exempt: No

Enclosures: Annual report for Adult Services
Complaints (social care only) 2014/15

Section 1 – Summary and Recommendations

This report sets out the statutory Adults Services Complaints Annual report (social care only) 2014/15.

Recommendations: None. For Information purposes only.

Section 2 – Report

Financial Implications

There are no specific budget issues associated with this report. All compensation payments are agreed by Service Managers and are funded within existing budgets.

Performance Issues

There are no specific particular performance issues associated with this report.

Environmental Impact

N/A

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

N/A

Corporate Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- **Making a difference for the vulnerable**
- **Making a difference for communities**
- Making a difference for local businesses
- **Making a difference for families**

Section 3 - Statutory Officer Clearance

The Corporate Director determined the report did not require Financial or Legal clearance.

Section 4 - Contact Details and Background Papers

Contact: Report author: Peter Singh, Service Manager, Adults & Children's Complaints, 020 8424 1161

Background Papers: None

Annual Complaints Report for Adults Social Care Services 2014/15

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1. EXECUTIVE SUMMARY

The overall picture remains very positive and reflects a real commitment from managers and staff to resolve complaints as effectively, and as promptly, as possible. Low levels of escalation to secondary stages or the Local Government Ombudsman (LGO) further reinforces the fact that complainants are satisfied that their concerns are heard and dealt with appropriately and effectively.

There were some 101 “transactions¹” within the statutory complaints process during the year, i.e. representations, formal complaints and referrals to the LGO. Given the nature of some of the work undertaken, such as safeguarding adults and the transition of young people to adult services, it is positive that numbers of complaints are so minimal. Thousands of service episodes are provided each year. There are currently 4,158 adult cases open, during 2014/15 Adults Social Care Services:

- Received 10,627 requests for social care support from potential service users.
- Provided information and advice (including referrals to other organisations that could assist) to 3,875 clients.
- Ensured a total of 1,290 clients received home based short term reablement services
- An additional 1,689 clients received other forms of short term support in response to their request, this included support like mental health counselling.
- A total of 3,755 clients received some form of long term support, which includes personal budgets, direct payments, residential and nursing care. 2,958 of those clients were actively in receipt of such services on 31st March 2015.
- Assisted 2,292 carers during the year. This included 1,476 instances of information and advice, 723 direct payments to the carer and 576 temporary support packages delivered to the cared-for person (e.g. to give the carer a break from their caring responsibilities).

Reablement and Personalisation encompasses the majority of the Adults statutory social work and as expected, continues to attract the most complaints (54% of all transactions) which reflects the nature of the work undertaken by that service, where difficult decisions regarding adults and their families sometimes leads to actions which are unpopular with service users, but necessary.

This report contains both positive messages and indications of areas needing more work.

- Of particular note is the high level of representations (52) which are received as potential complaints but resolved informally, to the satisfaction of service users. This is significant in showing that the Council is able to listen to concerns expressed and act promptly to resolve them. Whilst this is positive in terms of the service user’s

¹ The total of representations, stage 1, stage 2 and LG Ombudsman referrals.

experience it also endorses that early resolution is more cost effective for the Council by avoiding escalation with associated costs of any investigations.

- The number of stage 1 complaints continues to fall and the proportion of stage 1 complaint responses sent within timescales remains high at 87% and up 1% when compared to 2013/14 (86%).
- The relative escalation rate of complaints between stage 1 and stage 2 has fallen to only 2% (from 5% in 2013/14), which reflects the successful efforts made by officers to understand and address concerns when they arise as complaints and representations.
- Better quality resolution work has meant that fewer representations moved on to stage 1 complaint. Indeed there were more representations (52) than stage 1 complaints (45) in 2014/15, compared to 2013/14 (46 representations and 73 complaints).
- All of the key actions that were set for 2014/15 in the previous year have been met.

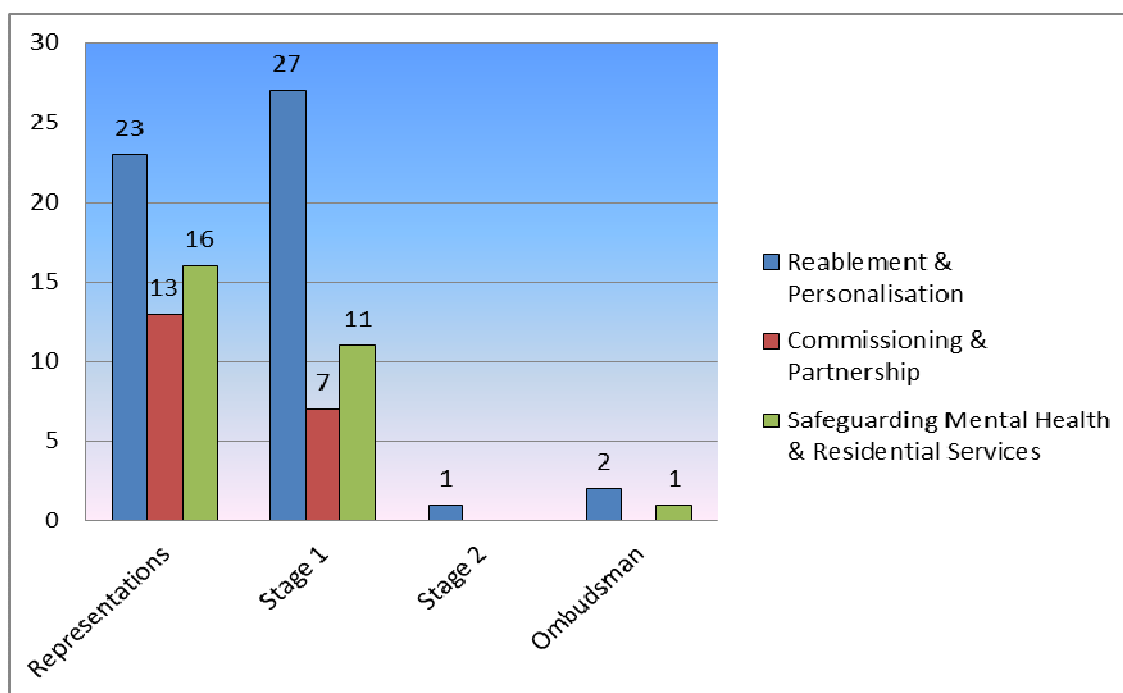
2. Summary of Activity

Between 1 April 2014 and 31 March 2015 there was the following activity:-

- The Complaints Service dealt with **52** representations i.e. potential complaints that did not lead to a formal complaint investigation.
- The Council received **45** stage 1 complaints.
- **1** complaint progressed to the second stage.
- The Ombudsman reviewed **3** new complaints during this period

Additionally there were **62** MP and Councillor enquiries managed by the Complaints Team.

Chart 1: Number of Complaints by Service area: April 2014 to March 2015



Number of Complaint Transactions by Service area: April 2014 - March 2015

Service Area	Representations	Stage 1	Stage 2	Ombudsman	Total
Reablement and Personalisation	23	27	1	2	53
Commissioning & Partnerships	13	7	0	0	20
Safeguarding, Mental Health & Residential Services	16	11	0	1	28
Total	52	45	1	3	101

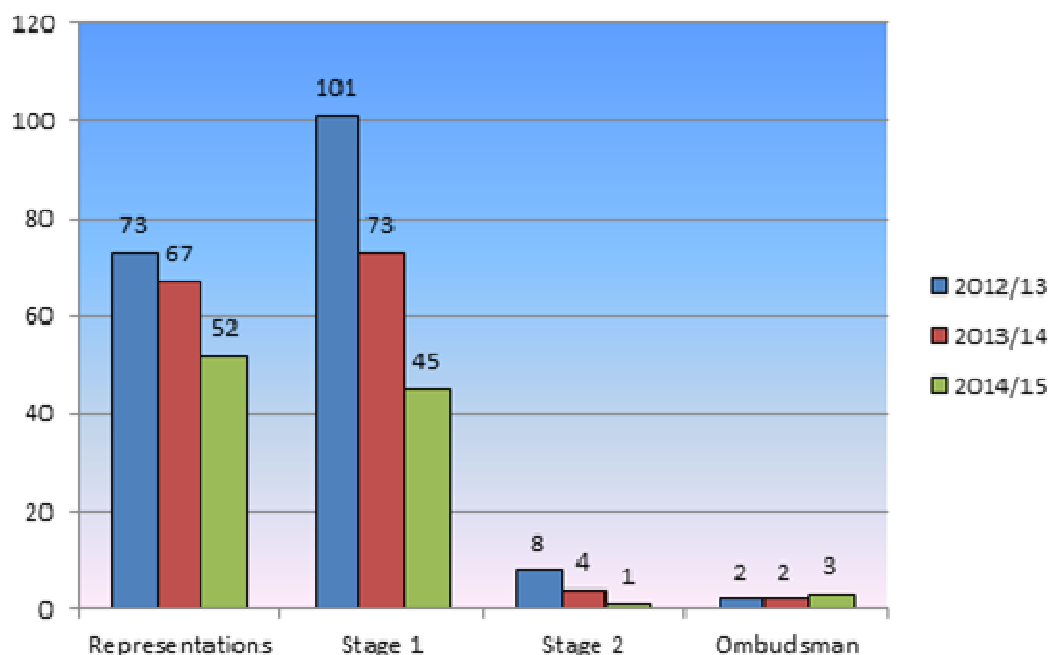
Key message: Overall the picture suggests a continuation of high quality investigative and governance standards.

Analysis: This year, there has been a reduction in the number of stage 1 complaints, down by 15 on 2013/14. Reasons for this are considered in detail in section 5.1.

There was just one stage 2 complaint, this represents an escalation rate of 2% of all stage 1 complaints and as such is a relatively low level of escalation. This compares favourably with the escalation rate of 5% in the previous year.

Of the three LGO referrals, two were not upheld by the Ombudsman. The remaining upheld complaint occurred as a result the need to change one part of its policy on the reablement programme and took some time to reach the Ombudsman. However, the council had already changed its policy before the Ombudsman complaint was even submitted and this point was positively noted in the Ombudsman’s final report.

2.1 Comparison of complaints over the last 3 years



	Representations	Stage 1	Stage 2	Ombudsman	Total
2014/15	52 (51%)	45 (45%)	1 (1%)	3 (3%)	101
2013/14	67 (46%)	73 (50%)	4 (3%)	2 (1%)	146
2012/13	73 (40%)	101 (55%)	8 (4%)	2 (1%)	183

Key message: Overall the picture suggests a continuation of high quality investigative and governance standards.

Analysis: In the past three years there has been a continued reduction in the number of total complaints or ‘transactions’. Between 2012/13 and 2013/14 there was a 27% reduction and a 38% reduction between 2013/14 and 2014/15.

Representations, stage 1 and stage 2 complaints have fallen and LGO Ombudsman complaint referrals have remained at 2 or 3 each year.

3. Outcomes for key targets in 2014/15

- To maintain timescale compliance exceeding 75%:
 - This target has been achieved with target timescales being met comfortably.
 - It should be noted that target timescales are a local target and not set in any statutory guidance for adult complaints.
- To offer awareness/refresher training to front line staff on complaint handling and resolution.
 - This training has been offered
- To develop a rolling programme of liaison meetings with voluntary agencies to develop complaints awareness.
 - Meetings have taken place and further meetings are planned
- To review recording and reporting systems for adult complaints.
 - This complaints database has been reviewed and updated. The review found that there was a need for more consistency in recording and a staff briefing has taken place.
- To develop feedback mechanisms for complainants about the actual process
 - Regular complaint case reviews now take place with directors, team managers and social workers to reflect on individual complaints and any reoccurring themes
 - Attend Best Practice Forums alongside Service Managers and Social Workers

4. Focus for 2015/16:

- To maintain timescale compliance exceeding 75% and a low level of stage 2 complaint escalations.
- To continue the core offer of training for front line staff and managers on complaint handling.
- To further develop a culture and expectation of debriefing and learning after major complaint investigations.
- To review and update complaints literature and communications.
- To update the complaints database to reflect the new teams within the People Directorate.

5. Stage 1 Complaints

5.1 Overall Activity

	Commissioning & Partnership	Reablement & Personalisation	Safeguarding, Mental Health & Residential Services	Other	Total
2014/15	7	27	11	0	45
2013/14	26	41	6	0	73
2012/13	20	61	17	3	101

Analysis:

Overall stage 1 complaints have decreased over the past three years. The reasons for this include:

- The introduction of the Fairer Charging Policy led to an increase in the number of complaints during 2012/13 and as the policy was embedded, numbers have decreased over the resulting period
- Training for front line staff to offer choice and control has resulted in a positive culture change throughout Adult Services, leading to higher levels of satisfaction
- Better quality resolution work has meant that fewer representations moved on to stage 1 complaints, indeed there were more representations (52) than stage 1 complaints (45) in 2014/15, compared to 2013/14 (46 representations and 73 complaints).

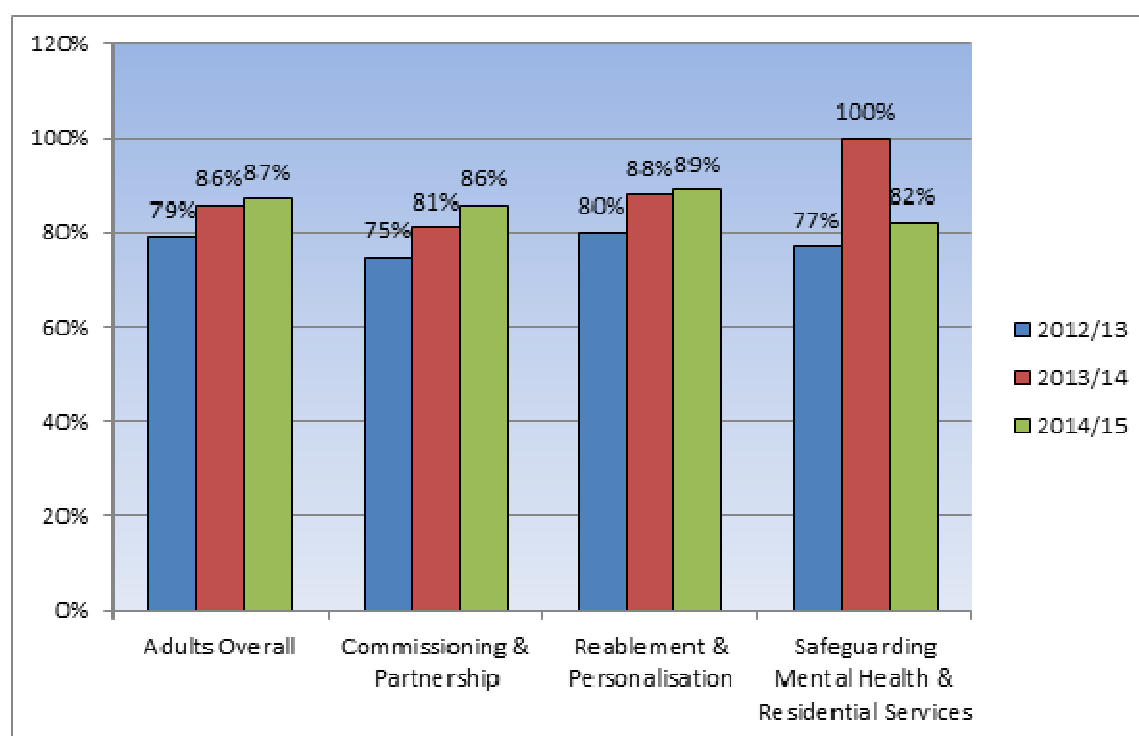
More specifically, there were 14 fewer stage 1 complaints in 2014/15 for Reablement and Personalisation compared to the previous year. Within this service area the number of complaints under Reablement fell, perhaps due to an increase in the number of providers used from 2 to 7. This in turn meant that the needs of service users were more closely matched to service providers. There were also fewer complaints around personalisation intake reflecting further customer satisfaction with the service.

Reablement and Personalisation, which manages new referrals and contains the majority of the social work teams within Adults, by the nature of the work, will always receive the largest share of complaints.

The number of stage 1 complaints within Commissioning and Partnership fell from 26 in 2013/14 to 7 in 2014/15. Personalisation has focused the work of Adult's Services around the individual needs of each client who are now at the centre of all arranged care arranged. Personal budgets and the move away from block contracts also resulted in much broader and personalised choice. These developments have helped to reduce the number of complaints in this service area.

There has been an increase in Safeguarding, Mental Health and Residential Services complaints from 6 to 11 in the past year. There has been an increase in the number of complex long term care complaints and two complaints concerning Harrow Shared Lives, although it is important to note that this service quadrupled the number of recruited carers who look after vulnerable adults within the borough in their own home, and therefore it was at a time of major service change.

5.2 Stage 1 response times



Analysis: All services areas exceeded the corporate target of 75%, with an overall level of 87% of complaints being dealt within timescale, this is a slight improvement from 86% for 2013/14.

5.3 Nature of complaints

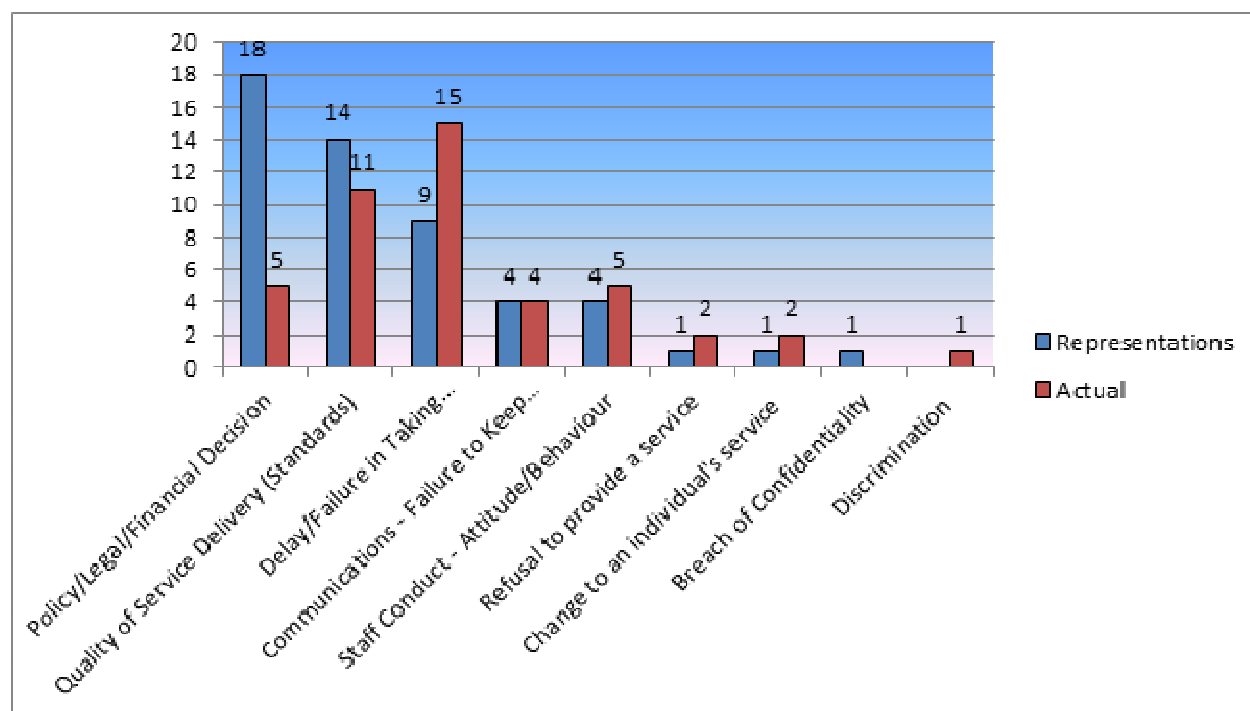
Type of Complaint	Commissioning & Partnership	Reablement & Personalisation	Safeguarding, Mental Health & Residential Services	2014/15	2013/14	2012/13
Breach of confidentiality						1
Delay / failure in taking action or replying		11	4	15	24	21
Loss or damage to property						0
Policy / legal / financial decision	1	4		5	8	29
Quality of Service delivery (standards)	3	4	4	11	22	24
Level of Service (e.g. opening times)						1
Refusal to provide a service		2		2	2	4
Staff conduct * attitude / behaviour		4	1	5	7	5
Failure to follow policy or procedures					4	2
Change to an individual's service - withdrawal/ reduction	1	1		2	1	4
Communication - Failure to keep informed / consult	1	1	2	4	3	9
Discrimination by a Service	1			1	1	1
Total	7	27	11	45	73	101

Analysis: There has been some change in the distribution of complaints over the past three years. Given the nature of the work undertaken by care teams the categories with the highest levels are as expected i.e. delay in taking action and the quality of service delivery.

There are fewer complaints on 'policy/legal/financial', because the Fairer Charging Policy has been embedded, but also due to the high level of work

carried out in representations to resolve issues, as can be seen in the table below.

The table shows that pattern of distribution across complaint categories is relatively similar in both representations and all formal complaints.



5.4 Complaints outcomes

Service	Not Upheld	Partially Upheld	Upheld	Withdrawn/ In Process	Total
Safeguarding, Mental Health & Residential Services	2	3	6		11
Commissioning & Partnership	2	5			7
Reablement & Personalisation	9	9	9		27
2014/15	13 (29%)	17 (38%)	15 (33%)	0	45
2013/14	29 (40%)	22 (30%)	21 (29%)	1 (1%)	73
2012/13	33 (32%)	30 (29%)	38 (37%)	2 (2%)	103

Key message: There has been a positive shift in complaint outcomes in the past year. A larger proportion of complaints have been upheld or partially upheld compared to those that have not been upheld.

This reflects the work of the managers and staff within service areas and the complaints team for a more balanced and open approach to complaints, where concerns from service users are recognised and receive appropriate responses. The need to listen to complainants and adopt a less defensive approach when reflecting on practices and making decisions on the outcomes of each complaint, does appear to have led to an increase in service user satisfaction as borne out by a fall in stage 2 complaints.

Analysis: The overall proportion of stage 1 complaints that were either upheld or partially upheld has increased from 59% in 2013/14 to 71% in 2014/15. In particular, there has been a change in the proportion of complaints that were partially upheld, this is due to the proportion of partially upheld complaints, which increased from 30% to 38%. The complaints team has encouraged managers to consider more closely, all of the points within each complaint and to respond in more detail, with a response to each point, rather than a more singular response. This has in turn increased the proportion of partially upheld complaints.

6. Stage 2 complaints

6.1 Stage 2 complaint numbers and escalation rates

Service	Stage 1	Stage 2	% escalating to formal complaints
2014/15	45	1	2.2%
2013/14	73	4	5.4%
2012/13	101	8	8%

Analysis: There was one stage 2 complaint in 2014-15 compared to four in 2013-14, a decrease of 75%. Factors for the change include:

- The efforts made by the Complaints Teams, Service Managers and Social Work Team leads in meeting with complainants and families after stage 1 complaints have been sent out. These resolution meetings have been helpful to resolve issues and also provides a platform to discuss and consider any service changes required to meet service user and carer needs.
- The increase in the proportion of partially upheld and upheld complaints at stage 1.

6.2 Stage 2 Complaints and outcomes

Service	Not Upheld	Partially Upheld	Upheld	Total
2014/15		1		1
2013/14	2	2		4
2012/13	2	3	3	8

Analysis:

There was only one stage 2 complaint, it is therefore, not possible to reflect on major changes in outcomes.

6.3 Stage 2 Response Times

Year	Within time	Over timescale	Total
2014/15	1		1
2013/14	1	3	4
2012/13	6	2	8

Analysis:

There was only one stage 2 complaint, it is therefore, not possible to reflect on major changes in response times.

6.4 Nature of complaint

Year	2012/13	2013/14	2014/15
Breach of confidentiality			
Delay/ failure in taking action or replying			
Policy / legal / financial decision	5	2	1
Quality of Service delivery (standards)		2	
Quality of Facilities / Health and Safety			
Refusal to provide a service			
Level of Service (e.g. opening times)	1		
Change to Service - withdrawal/reduction	1		
Loss or Damage to property			
Failure to follow Policy or Procedure			
Total	8	4	1

Analysis: There was only one stage 2 complaint, it is therefore, not possible to reflect on major changes in the nature complaints.

7. Stage 3 Complaints

There is no statutory stage 3 complaint stage. The 2009 regulations do not expect them. There were no corporate stage 3 complaints this year.

Context: The removal of review panels makes it more likely complaints will escalate to the Ombudsman, meaning it becomes even more imperative that errors are identified at an early stage and robust remedial action is taken.

8. Ombudsman complaints and enquiries

Analysis: There were three complaints made to the Local Government Ombudsman (LGO) during 2014/15, up from two in 2013/14.

The LGO concluded that in two cases that there were no reasons to suggest the Council had acted inappropriately and therefore did not uphold each complaint.

In the remaining case the LGO found against the Council because it had offered reablement to a client who had moved from another local authority. The LGO concluded that when a client is in receipt of existing services and moves home outside of the local authority catchment area, the new council should offer services that meet current eligible needs within a reasonable time, rather than a requirement to accept an eight week period of reablement services.

It is important to note that the council had already changed its policy before the Ombudsman complaints was even submitted and this point was positively noted in the Ombudsman's final report.

Service	No finding against Council	Finding against Council	Total
Reablement & Personalisation	1	1	2
Safeguarding, Mental Health & Residential Services	1		1
			3

9. Escalation comparisons over time

Year	Average % escalation rate Stage 1- Stage 2	Number of LGO complaints
2014-15	2%	3
2013-14	5%	2
2012-13	8%	2

Analysis: The rate of escalation between stage 1 and stage 2 has fallen over the past 3 years to a very low rate of 2% in 2014/15. This reflects the commitment to finding resolutions and listening to service users and their families, when concerns are raised during representations. Additionally it is also a result of shift in the outcomes for stage 1 complaints outlined in section 5.4.

10. Compensation Payments

There were no compensation payments during 2014/15 compared to two relatively small payment made in 2013/14. This indicates that 2014/15 has been a low year for significant errors being identified and an improvement on the previous year.

11. Mediation

The Complaints Team provided formal mediation on five occasions throughout the year, four were successful to the satisfaction of the complainant. This is in addition to the more informal mediation work carried out during representations to resolve various issues.

12. Joint NHS and social care Complaints

There were no joint investigations between Harrow Council and NHS bodies during the year.

13. Learning Lessons/Practice Improvements

Examples of lessons learnt/practice improvements include the following

- The referral process to Central and North West London NHS Foundation Trust was streamlined by removing the requirement for a senior management exception.
- As a result of a service failure review with a care agency via our brokerage department, the agency took the following actions: to

reinforce the practise of carers regularly feeding back task completion, effective care needs reviews and a reminder of appropriate dress code.

- Identifying from a complaint that a website address for the Care Place website, this was corrected.
- Reablement Social Workers to be mindful to summarise agreed outcomes before concluding a telephone assessment.
- A need for a channel to provide regular updates to carers and service users about changes to respite care was identified and a monthly news letter was actioned as a result to address this.
- A new exemption was added to the Adult Social Care panel process to prevent a delay in providing services in certain circumstances.

14. Compliments

The majority of service users that compliment staff and the council provide their feedback through verbal communication in care meetings or by phone. Examples of some of the written compliments forwarded to the complaints team by staff include

- “Thank you for your recent correspondence concerning the Safeguarding Adults investigation about my father...I appreciate your diligence and persistence in the pursuit of his interests.”
- “Many thanks to yourself and all the social workers occupational therapists and many other's from Harrow council who made it possible for me to provide care to my dad in his last years for this I will be eternally grateful.”
- “To set up, organize, arrange, support and communicate the information for carers in the way you have from the beginning is a great achievement and I wish to say “thank you” for your dedicated efforts.”
- “I am happy about my care of bath and dressing. I am thankful of carers and Harrow Council help me. Thank you very much.”

15. Equalities Information

15.1 Stage 1 - equalities information of the service user

Gender

Gender of Service User	2013/14	2014/15
Male	30	16
Female	43	29

Ethnic Origin

Ethnic Origin	2013/14	2014/15
ASIAN OR ASIAN BRITISH		
Afghani		
Bangladeshi		
Indian	8	13
Pakistani	2	
Sinhalese		
Sri Lankan Tamil		1
Other Asian	2	2
BLACK/BLACK BRITISH		
African	3	1
Caribbean	5	3
Somali		
Other Black		
OTHER ETHNIC GROUP		
Arab		
Chinese		
Iranian		
Iraqi		
Kurdish		
Lebanese		
Other Ethnic Group		2
MIXED		
White & African		
White & Caribbean		
White & Asian		
Other Mixed		
WHITE		
Albanian		1
British	41	19
Irish	2	2
Gypsy/Roma Traveller		
Irish Traveller		
Polish		
Romanian		
Serbian		
Other White	1	1
PREFER NOT TO SAY/NOT KNOWN	3	

Disability of service user

Disability	2013/14	2014/15
Yes	69	36
No	3	9
Unknown	1	0

Complaint made by

Complaint made by:	2013-14	2014-15
Service User	15	7
Relative/Partner (often informal carer)	55	33
Advocate – (instigated by either carer or service user)	3	5
Solicitors	0	0

15.2 Stage 2 - equalities information of the service user

Gender of Service User

Gender	2013/14	2014/15
Male	1	0
Female	3	1
Unknown	4	0

Ethnic Origin of Service User

Ethnic Origin	2013/14	2014/15
British	2	
Indian		1
Other Ethnic	1	
Unknown	1	

Disability of service user

Disability	2013/14	2014/15
Yes	3	1
No	3	9
Unknown	1	0

Complaints made by

Complaints made by	2013/14	2014/15
Service User	0	0
Relative/Partner (often informal carer)	4	1
Advocate – (instigated by either carer or service user)	0	0
Solicitors	0	0

16. The Complaints Process explained

This report provides information about complaints made during the twelve months between 1 April 2014 and 31 March 2015 under the complaints and representations procedures established under the Health and Social Care (Community Health and Standards) Act 2003 and through the Local Authority Social Services and National Health Service Complaints (England) Regulations, 2009 and the Council's corporate complaints procedure relating to Adults Community Care Services.

All timescales contained within this report are in working days.

16.1 What is a Complaint?

An expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a local authority's adult's social services provision which requires a response.

16.2 Who can make a Complaint?

(a) a person who receives or has received services from the Council; or
(b) a person who is affected, or likely to be affected, by the action, omission or decision of the Council.

16.3 Stages of the Complaints Procedure

From April 2009, regulations removed the traditional 3 stage complaints procedure for statutory complaints, replacing it with a duty to provide a senior manager organisational sign-off to every complaint response. The Council is expected to negotiate with the complainant how their complaint should be managed, including agreeing a timescale. If a verbal issue can be resolved by the end of the next working day, the regulations state this does not need to be recorded as a complaint.

Many complainants prefer a defined process and prefer to rely on the Council to identify a process to manage their complaint. To assist such complainants the Council produced a model procedure which complainants can use if they prefer. It is also used where complainants cannot be contacted to discuss how they want their complaint managed. Complainants are always advised in writing of their right to agree a different process if they prefer.

The stages of the Model procedure:

1) Local resolution

Timescale: 10 working days. 20 working days for complex

Organisational sign-off: Director of Adult Social Services

2) Mediation

Organisational sign-off: Director of Adult Social Services

3) Formal investigation

Timescale: 25 working days. 65 working days if complex e.g. requiring independent investigation.

Organisational sign-off: Corporate Director

For ease of understanding, the report uses a traditional stages reporting format. Local resolution being a stage 1 and formal investigation a stage 2. It is important to emphasise that these stages are very fluid so it is not uncommon to go immediately now to mediation or independent investigation.

Corporate complaints

A traditional 3 stage complaints process still applies.

Local Government Ombudsman

The Ombudsman is an independent body empowered to investigate where a Council's own investigations have not resolved the complaint.

The person making the complaint retains the right to approach the Local Government Ombudsman at any time. However, the Ombudsman's policy is to allow the local authority to consider the complaint and will refer the complaint back to the Council unless exceptional criteria are met.

16.4 What the complaints team do

- Letter-vetting
- Liaising with services to try resolve the issue informally
- Mediation
- Training
- Surgeries/raising awareness
- Learning identification and agreed actions monitoring
- Advocacy identification
- Chasing complaint responses

The introduction of letter-vetting in September 2006 by the Complaints Service has ensured that all complainants are informed in their written response of the right to go to the next stage if they are unhappy.

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**REPORT FOR: PERFORMANCE AND
FINANCESCRUTINY
SUB-COMMITTEE**

Date of Meeting:	9 December 2015
Subject:	Equality & Diversity Annual Report 2014/15
Responsible Officer:	Alex Dewsnap Divisional Director Strategic Commissioning
Scrutiny Lead Member area:	Performance Lead Member – Councillor Primesh Patel Policy Lead Member – Councillor Stephen Wright
Exempt:	No
Wards affected:	All
Enclosures:	Equality & Diversity Annual Report 2014/15 Corporate Equality & Diversity Performance Targets 2014/15 2014/15 Equality Data Appendices Overview

Section 1 – Summary and Recommendations

This report sets out the key work undertaken in Harrow to meet our Corporate Equality Objectives in 2014/15, our performance against the related targets that we set ourselves, and what areas will be prioritised in 2015/16.

Recommendations:

Performance and Finance Scrutiny Sub-Committee is asked to:

- Note the progress made against our Corporate Equality Objectives in 2014/15.
- Comment on the priorities selected for 15/16 and the wider approach to equality and diversity set out in the report.
- Suggest any improvements or changes in approach for Equality & Diversity work in Harrow in future.

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. 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.
4. The PSED 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.
 5. 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.
 6. 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, at least every four years, one or more equality objectives – last published February 2015.

Why the Equality & Diversity Annual Report 2014/15?

7. The Equality & Diversity Annual Report replaces two documents that have been produced annually in recent years, 'Our Harrow, Our Story' and the 'Annual Equalities Progress Report'.
8. The purpose of the annual report is to support effective work planning and ensure accountability to multiple audiences (including the public) through:
 - a. Setting out explicitly how we define success for each of our Corporate Equality Objectives.
 - b. Setting out where we have made progress towards the Objectives and what we need to prioritise in the next year (or more) to meet the Objectives in future.
 - c. Setting out how we have performed against the Equality & Diversity related targets that we set ourselves for 2014/15.
 - d. Publishing equality related datasets as appendices, thereby meeting the requirements of the 'specific duties' set out above.
 - e. Describing and explaining how we approach Equality & Diversity in Harrow, for any interested party to understand and critique.

Financial Implications

All costs are contained within existing budgets.

Performance Issues

Harrow's performance in 2014/15 against the Equality & Diversity related performance targets is contained within the appended reports.

Environmental Impact

There are no direct environmental impacts of this decision.

Risk Management Implications

There are no direct risk management implications of this decision.

Equalities implications

The level of progress made against our Corporate Equality Objectives is set out in the Equality & Diversity Annual Report.

The areas for prioritisation to meet our Corporate Equality Objectives in the future are set out clearly in this report. Making sure that these are the most relevant things to choose and appropriately ambitious has significant equalities implications.

Confidence that we are in a strong position to deliver effectively against the priorities articulated is an important factor in the extent to which we will promote greater equality in future. Exploring this is not a key purpose of the report, but this may be an area that Members will wish to discuss.

Council Priorities

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

Section 3 - Statutory Officer Clearance

Not required for this report

Ward Councillors notified:	NO
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Section 4 - Contact Details and Background Papers

Contact: Edward Smith, Policy Officer, 020 8424 7602

Background Papers: None

Equality & Diversity Annual Report

2014-15



Foreword

It is my pleasure to present to you Harrow Council's first Equality and Diversity Annual Report.

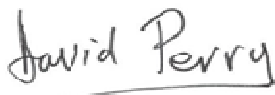
This report brings together a number of previously separate documents, to give a more complete overview of Harrow Council's progress in increasing social equality and how we can build on this in the future.

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. Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. 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.

From tackling domestic and sexual violence targeted at families, to supporting people with mental health issues to find employment, I am incredibly proud of the work we are doing in Harrow.

Of course, there is more to do and we will be looking carefully at how we can act on the priorities for 2015/16 and beyond that are outlined in this report. With Central government imposing £83m of cuts on Harrow Council from 2014 to 2018, many difficult decisions are being taken. In this context, putting our equality principles into practice is more important than ever, to make sure that service reductions do not impact disproportionately on specific groups and on those who already experience inequality.

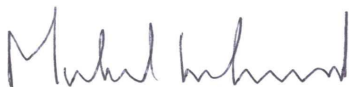
It has never been more important for us to harness the benefits of a diverse community and workforce & live by the Council's Vision, 'Working Together to Make a Difference for Harrow'. In partnership with the community, this is exactly what we intend to do.



Councillor David Perry
Leader of Harrow Council



Councillor Varsha Parmar
Portfolio Holder for Public Health,
Equality and Wellbeing



Michael Lockwood
Chief Executive,
Harrow Council



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1. Executive Summary

This Annual report reviews how much progress Harrow Council has made towards meeting our Corporate Equality Objectives' and what we will need to do, or do better, in the coming year(s).

Perhaps the most fundamental Objective, because it applies to every one of the very many services that Harrow Council provides is, 'Ensure all services, delivered by or on behalf of the Council, are accessible and responsive to the needs and aspirations of all communities'.

To achieve this objective, we must embed equality and diversity considerations into all parts of the commissioning cycle (Understand, Plan, Do, Review) for all our areas of responsibility. This Annual Report shows many instances where this happened in 2014/15, resulting in greater equality in these areas. Moreover, many priorities for 2015/16 and beyond set out in this report result from committed information gathering and careful analysis that have identified inequalities that may otherwise have been missed. However, it is clear that more work is needed to fully embed equality and diversity considerations.

Another way progress can be measured is whether we achieved the performance targets that we set ourselves. In 2014/15, our performance was mixed. For some equality objectives, all the associated targets were met, whilst for others, the majority of associated targets were not met.

Harrow Council will use the priorities identified in this report to plan how we will make progress towards achieving our Corporate Equality Objectives in 2015/16 and beyond. A summary of all of these priorities can be found at the end of this report.

2. What is the Equality and Diversity Annual Report?

This Annual report is a new document that replaces 'Our Harrow Our Story' and the 'Annual Equalities Progress Report'. It reviews how much progress Harrow Council has made towards meeting our 'Corporate Equality Objectives' and what we will need to do, or do better, in the coming year(s). The contents of this report will be used to inform a variety of action plans and strategies.

As well as internal use, this document is written for the general public. As a public body, it is right that citizens have the information to hold us to account for the decisions we make and the outcomes we deliver. If you are a resident or local organisation and would like to give us feedback, or suggestions regarding our equality and diversity work, you can do so by emailing Equalities@Harrow.gov.uk

In addition, this report and the wealth of equality related data in the appendices, helps Harrow Council to meet our obligations under the Equalities Act 2010 (See Appendix 1 for more details).

3. Our Harrow, Our Communities

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country 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.

Demographic data is used throughout this document in many different contexts. This section of the report provides an overview of the demographics of Harrow as a whole, to help you make comparisons.

Population: Harrow's resident population is estimated to be 243,400¹

Age – 20.3% of Harrow's residents are under 16. 65.1% of Harrow's population are of working age (16 to 64) and 14.6% of Harrow's residents are 65 or older.² The average (median) age is 36 years, lower than most other places³.

Gender/Sex – 49.6% of the population are male and 50.4% are female⁴.

Disability – 17.3% of Harrow's working age population classified themselves as disabled, a total of 26,600 people⁵. 8,370 individuals, 3.4% of the population, receive Disability Living Allowance.⁶

Race (Ethnicity) – 69.1% of residents classify themselves as belonging to a minority ethnic group. The White British group forms the remaining 30.9% of the population, (down from 50% in 2001). The 'Asian/Asian British: Indian' group form 26.4% of the population. 11.3%

¹ At 30th June 2013

² Office for National Statistics (ONS) 2013 Mid-Year Estimates

³ ONS, 2011 Census, Table KS102EW

⁴ ONS, 2013 Mid-Year Estimates

⁵ In 2011012, ONS, Annual Population Survey

⁶ In February 2014, Rate is calculated using the ONS 2013 Mid-Year Estimates

are 'Other Asian', reflecting Harrow's sizeable Sri Lankan community. 8.2% of residents are 'White Other', up from 4.5% in 2001.

In percentage terms, in 2011, Harrow had the second largest Indian, the largest 'Other Asian' and the 7th largest Irish population of any local authority in England and Wales. Harrow also had the highest number of Romanian (4,784) and Kenyan born residents, the latter reflecting migrants from Kenya who are of Asian descent.⁷

Religion or Belief – Harrow had the third highest level of religious diversity of the 348 local authorities in England or Wales. The borough had the highest proportion of Hindus, Jains and members of the Unification Church, the second highest figures for Zoroastrianism and was 6th for Judaism. 37% of the population are Christian, the 5th lowest figure in the country. Muslims accounted for 12.5% of the population⁸.

Sexual Orientation – It is estimated that 6% of the UK population are lesbian, gay and bisexual (LGB), which would equate to approximately 14,430 of our residents.

Pregnancy and Maternity – There were 3,585 live births in Harrow in 2012

Marriage and Civil Partnership – The 2011 Census found that 54% of Harrow's residents are married, the highest level in London.

Much more detailed information can be found in:

- Harrow's Joint Strategic Needs Assessment 2015-2020:
<http://modern.gov:8080/documents/b19587/Supplemental%20Agenda%20Thursday%2002-Jul-2015%2012.30%20Health%20and%20Wellbeing%20Board.pdf?T=9>
- Statistics and Census Information webpage:
http://www.harrow.gov.uk/info/200088/statistics_and_census_information

4. Harrow's Approach to Equality & Diversity

Concepts and Meanings Used in Harrow

- **Equality:** this is not treating everyone the same, this is treating people according to their needs and preferences to give them equality of opportunity and avoid discrimination. For instance, fitting a ramp for use by people in a wheelchair.
- **Diversity:** means understanding that each individual is unique and valuing these individual differences and the benefits that they can bring.

Our Commitment

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.

⁷ ONS, 2011 Census, Table QS203EW

⁸ ONS, 2011 Census, Table KS209EW

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.

Our Corporate Equality Objectives

Since 2012, Harrow Council has set 'corporate equality objectives' and has worked towards meeting them.

This report reviews the progress made against the objectives in 2014/15 and sets out how the Council intends to make progress towards the objectives in 2015/16 and beyond.

Equality Monitoring, Analysis and Equality Impact Assessments

Equality monitoring is recording the social identity of service users and staff. Harrow Council uses this data to improve services by:

- Identifying differences in the use and experiences of services by different groups
- Developing policies and shaping services to meet the needs of service users & staff
- Identifying and addressing issues that particular groups experience when accessing our services

Harrow has produced a good practice guide for managers that includes why, how and when to collect equality related data. This includes standardised categories for monitoring each of the 'protected characteristic' set out in the Equalities Act 2010:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour and nationality
- Religion or belief – this includes lack of belief
- Sex or Gender
- Sexual orientation
- Marriage and civil partnership

Harrow also makes use of relevant data from external sources, such as the Census, or information collected by other public sector organisations. Data is combined with service user and staff feedback and consultation and engagement with residents in general, to give a rounded understanding of different groups' differing needs and experiences.

For the most important decisions, and often in other decision making processes, this information is presented in an 'Equality Impact Assessment' to explain how the decision may or will change the experiences of people who share a protected characteristic.

Councillors and senior managers take this information into account when making decisions. The most significant Equality Impact Assessments are those done on the annual budget process.

Working with Voluntary and Community Sector Organisations

Consultation and engagement with organisations that represent people who share a protected characteristic is another very important stage in understanding different needs and experiences and responding to them. This report contains a number of cases studies that illustrate how we do this. We are grateful for the time, energy and good faith that these organisations dedicate to helping us meet our Equality Objectives.

Our Equality of Opportunity Policy

In April 2012, the Council adopted a revised Equality of Opportunity policy⁹, reflecting the requirements of the Equality Act 2010 and subject to internal consultation including staff, elected members; staff support groups and the Trades Unions.

Governance and Oversight

The Council has a Corporate Equalities Group and Directorate Task Groups for each Corporate Directorate. These groups are responsible for Equality and Diversity related decision-making, workload management and quality assurance, within their respective remits. Our governance and oversight approach is currently being reviewed.

The Role of Overview and Scrutiny

The Performance and Finance Sub-Committee receives an Annual Equalities Progress Report every year; in 2015, this will take the form of this Annual Report. The challenge and critique of the Council's performance against our Corporate Equality Objectives provided at this forum, is a key part of the accountability process.

The Scrutiny Annual Report 2014-2015 gives an overview of various activities undertaken that had an equality element to them and is available here:

<https://www.harrow.gov.uk/www2/documents/s128294/Final%20Scrutiny%20Annual%20Report%202014-15.pdf>

Publishing Equality Related Data

To ensure transparency and accountability, and to allow members of the public to identify problems and suggest solutions, or even set up social enterprises, charities or community groups to deliver them themselves, we have published a lot of Equality Related Data in our appendices. Other data, and detailed analysis of it, can be found in the documents named throughout this report.

Appendix 3 contains a summary of this data, including which protected characteristics are monitored by various services.

⁹ The policy is available from our website at: www.harrow.gov.uk/equaloppolicy

It is also available in hard copy or in alternative formats by contacting the Council's Policy Team, Harrow Council, Civic 1, Station Road, Harrow, HA1 2XF, or by telephoning 0208 424 1322 or email equalities@harrow.gov.uk

5. Meeting Harrow’s Corporate Equalities Objectives

The New Corporate Equality Objectives

In early 2015, following a review that considered feedback from stakeholders, staff and Councillors, Harrow published an updated set of seven Equality Objectives in ‘Harrow Council Corporate Plan 2015-19, Working Together to Make a Difference for Harrow’ (available here).

The Corporate Plan sets out the Council’s vision thus:

“Working Together to Make a Difference for Harrow”

To meet this vision, there are four corporate priorities that guide how the Council targets its resources and efforts. These are shown below along with the Corporate Equalities Objectives that align with them. An additional workforce related Equality Objective is also shown.

Making a Difference for the Most Vulnerable	Making a Difference for Communities	Making a Difference for Families	Making a Difference for Businesses
<ul style="list-style-type: none"> Protect vulnerable people from the harmful impact of crime, anti-social behaviour, stigma and abuse Minimise health inequalities and deprivation in the borough. 	<ul style="list-style-type: none"> Ensure all services, delivered by or on behalf of the Council, are accessible and responsive to the needs and aspirations of all communities Encourage pride in the diversity of our borough 	<ul style="list-style-type: none"> Improve opportunities for vulnerable young people Minimise health inequalities and deprivation in the borough 	<ul style="list-style-type: none"> Improve the skills and employment opportunities for disadvantaged groups.

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

Reviewing Progress & Setting Priorities

The following section of this report outlines Harrow Council’s progress in 2014/15 against the Corporate Equality Objectives and outlines our priorities for 2015/16 and beyond.

One of the ways progress can be measured is whether we achieved the performance targets that we set ourselves. The table on the next page gives an overview of how many of the performance indicators associated with each Corporate Equality Objective were Green, Amber and Red, using the following criteria:

High Green:	Target exceeded by more than 5%	Low Red	Target missed by 5-10%
Low Green:	Target Met	High Red	Target missed by over 10%
Amber:	Target missed by no more than 5%		

Each Equality Objective has been given an overall ‘RAG’ status using the following criteria:

- If two thirds of the indicators within a priority are a particular status then this will determine its status. If not, then the priority status will become Amber.

Equalities Objectives - Performance overview: 2014/15

1. Deliver services which are accessible & welcoming to all communities, capable of responding to the different needs & aspirations our customers have

Green

2. Protect vulnerable people from the harmful impact of crime, anti-social behaviour & abuse

Green

3. Minimise health inequalities and deprivation in the borough through partnership working

Amber

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

Amber

Performance measures by RAG status

Green	5
Amber	0
Red	1

Green	5
Amber	1
Red	0

Green	14
Amber	1
Red	8

Green	2
Amber	2
Red	0

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

Amber

6. Support local businesses and residents in times of economic hardship

Green

7. Develop a Workforce that feel valued, respected and is reflective of the diverse communities we service

Red

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

Green

Performance measures by RAG status

Green	6
Amber	1
Red	12

Green	7
Amber	0
Red	0

Green	2
Amber	0
Red	8

Green	3
Amber	0
Red	0

Objective 1: Ensure all services, delivered by or on behalf of the Council, are accessible and responsive to the needs and aspirations of all communities

Overall Performance Status: Green (5 of 6 measures were met or exceeded)

Introduction

We will know that we are making progress against this Objective if we are:

- **Embedding Equality and Diversity** considerations into all parts of the commissioning cycle (Understand, Plan, Do, Review) as set out below.

Understand:

- The needs of Harrow residents and the different groups of people who share a protected characteristic within them, and how far Harrow Council and its partners are meeting these needs
- Which groups are using which services, how much, why and whether their experiences differ.

Plan:

- Make decisions about which needs and which groups to focus scarce resources on to promote equality, and how best to do this
- What changes should be made to existing services designed for use by a wide range of groups, to ensure that all groups can benefit from them

Do:

- Deliver accessible and responsive services

Review:

- Whether our plans have achieved the intended outcomes in relation to promoting equality
- Whether the needs or experiences of people with protected characteristics have changed

This section reviews the progress Harrow has made and what should be the future priorities.

This is perhaps the most fundamental of all of the Corporate Equalities Objectives because it applies to every one of the very many services that Harrow provides.

There are many different assessments, strategies and plans that set out the different needs and aspirations of different groups, and how the Council intends to meet them in future; this Annual Report references many examples of these.

Reductions in public spending continue to have a massive impact on the way we deliver services to a diverse community. To meet this objective, the Council needs to ensure that

changes to our services avoid disproportionately impacting on certain communities. One of the main ways we do this is through Equality Impact Assessments (see above).

To help ensure that all services are designed, commissioned and delivered to be accessible and responsive to the needs and aspirations of all communities, we have delivered a range of well-attended well-received workshops that include:

- Introduction to Equality & Diversity
- Equality in Procurement and Commissioning
- Disability Equality for Managers and Staff
- Equality Impact Assessments Training
- Cultural Awareness for Front Line Staff and Managers
- Equality & Diversity Training for Councillors
- Equality & Diversity e-learning module

What we have been doing to achieve this objective?

Some examples of how specific services are contributing to meeting this Objective in 2014/15 include:

- Libraries Audience Development Report
- Access Harrow¹⁰, the first point of contact for the majority of Council services, has retained the Cabinet Office Customer Service Excellence award 4 years in a row, installed hearing loops, trained staff in sign language and built flexibility into appointment scheduling for those who need adjustments to usual processes and provided staff to assist with computer use for those who need it, to help channel shift.
- Staff across multiple services trained on Autism – to help them identify and meet the needs of people with Autism. Training model involved adults with autism and was used as a good practice case study in a governmental strategy.¹¹
- Introduction of interpreters, signers, staff to help completion of enquiry cards, and transport for older people and those with disabilities to the Housing's 'Tenants Leaseholders Residents Consultative Forum', significantly increasing attendance.
- 'Tenancy Welfare Officer' post created to support those with additional needs due to age or disability with tenancy issues, or to access other services that they may need.
- Introduced 'Social Value' criteria into evaluation processes for awarding major contracts, giving us a variety of additional benefits, many of which help increase equality.
- Council premises Kenmore NRC began being used by voluntary organisation, Ashiana to provide culturally specific support for adults with a learning disability and their carers who shared certain ethnicities. This addressed a gap in provision for these groups.

¹⁰ More information can be found in Appendix 7.

¹¹ Annual Local Account Report, 2013-14 http://www.harrow.gov.uk/www2/documents/g62389/Public%20reports%20back%20Wednesday%2022-Apr-2015%2019_30%20Health%20and%20Social%20Care%20Scrutiny%20Sub-Committee.pdf?1-10

- Set up ‘Annie’s Place’, a weekly drop-in service providing advice and support to people with dementia and their carers, in response to a lack of services for this growing group.

Key Achievements:

- 100% of carers with ‘Self Directed Support’ took up direct payments
- 90% of our bus stops are now Disability Discrimination Act compliant
- There was no difference between white and non-white clients in terms of likelihood of service provision in adult social care.
- 381 households were housed in the private rented sector (avoiding temporary accommodation), exceeding the target of 350.

Key Priorities for 2015/16 and Beyond

Priority	Why?
<p>Ensure that data relating to all protected characteristics is collected for all services, fully analysed and used in decision making.</p> <p>This could include collecting more demographic data through MyHarrow accounts.</p>	<p>The appendices show that data in relation to some protected characteristics is very frequently not collected.</p> <p>There are also cases where the data available is not fully analysed and/or acted upon.</p>
<p>Complaints: ensure that data relating to all protected characteristics is collected, fully analysed and used in decision making.</p>	<p>Identifying and investigating disproportionality in complaints is a key way of identifying services that are not accessible and/or responsive to the needs and aspirations of specific groups who share a protected characteristic.</p>
<p>Increasing understanding of equality and diversity, and compliance with relevant processes, by staff at all levels.</p>	<p>In 2014/15, all employees were required to refresh their knowledge by completing the core module, or face-to-face training. In reality, just 29% of existing staff completed the training. Performance was also well below target for new starters.</p>
<p>Implementation of recommendations regarding understanding who uses libraries and how, and using this data to improve the use of services by all communities¹²</p>	<p>Requested by a Scrutiny Review and approved by Cabinet.</p> <p>Libraries could benefit a wider range of people – these recommendations intend to appeal to this.</p>
<p>Further improve accessibility of services for deaf people. This may include investigating the BSL charter and putting BSL videos on our website.</p>	<p>Concerns have been raised by a Deaf community leader that Harrow does not communicate sufficient information using British Sign Language.</p>

¹² <http://www.harrow.gov.uk/www2/documents/g62363/Public%20reports%20pack%20Thursday%2021-May-2015%2018.30%20Cabinet.pdf?T=10>

Objective 2: Protect vulnerable people from the harmful impact of crime, anti-social behaviour, stigma and abuse

We will know that we are making progress against this objective if we are:

- a) **Effectively identifying** the types of crime, anti-social behaviour, stigma and abuse that impact disproportionately on vulnerable people in Harrow, where vulnerability is defined as being part of a group that share a protected characteristic.
- b) **Taking effective and proportionate action** to reduce the disproportionality, by reducing the impact upon the disproportionately affected group(s).

This section reviews the progress Harrow has made and what should be the future priorities.

Overall Performance Status: Green (5 of 6 measures were met or exceeded in 2014/15)

Introduction

During the 2014/15 financial year, Harrow had the lowest overall crime rate of London's 32 Metropolitan boroughs.¹³ As part of the 'Safer Harrow' partnership, the Council works with a range of other organisations to reduce crime.

Harrow has identify the following types of crime, anti-social behaviour, stigma and abuse as impacting disproportionately on vulnerable people in Harrow, where vulnerability is defined as being part of a group that share a protected characteristic:

- **Domestic and Sexual Violence:** DSV forms a larger proportion of reported crime in Harrow than in any other London Borough. Estimates¹⁴ of victims per year in Harrow are: domestic abuse - 5,617; sexual assault - 5,019; stalking - 9,940. The overwhelming majority of victims are female. Victims of some crimes, for instance female genital mutilation, or honour-based violence, are most commonly practiced in communities linked to particular countries and Harrow's population includes significant proportions of these communities.¹⁵
- **Abuse and Neglect of Adults:** Older and disabled people are at greater risk of abuse and neglect. In 2014/15 the Council received 1,277 adult safeguarding alerts.
- **Child Abuse and Neglect:** Children and young people are vulnerable to abuse and neglect because of their age. This includes child sexual abuse.
- **Hate Crime:** targeting of a person because of their protected characteristic (due to prejudice or hostility). Reported hate crimes are very low in Harrow.
- **Distraction Burglary:** Disproportionally targets older people

¹³ <http://data.london.gov.uk/dataset/crime-rates-borough/resource/25f3c04c-898a-41c9-b911-93cac6df205f#>

¹⁴ Home Office. *Violence Against Women & Girls Ready Reckoner Tool – for female victims aged 16-59*

¹⁵ HSCB Annual Report 14-15

What we have been doing to achieve this objective

- **Domestic and Sexual Violence:** In 2014, a comprehensive Domestic & Sexual Violence partnership strategy and action plan was agreed and additional funds were invested in local organisations. Good progress is being made and a full update can be found here: <http://goo.gl/z3muCS>
- **Safeguarding Adults:** The Council is part of the Harrow Safeguarding Adult's Board, a partnership body. Awareness raising sessions are targeted in areas where low/no referrals have been received in the previous period. In 2014/15 LSAB successes included increasing the proportion of alerts regarding black or minority ethnic people from 34% to 46%, which is more in line with Harrow's older/disabled population. More information can be found here: <http://goo.gl/z3muCS>
- **Safeguarding Children:** The Council is part of the Harrow Safeguarding Children's Board, a partnership body. In 2014/15 HSCB successes included delivering training and outreach to the community voluntary, faith and private sector in Harrow, engaging hard to reach minority ethnic groups, organisations and communities.¹⁶ For more information see <http://goo.gl/q2R6fJ>
- **Hate Crime:** In 2014/15, the Council continued to commission third party reporting and casework services, whilst running awareness raising sessions to encourage reporting, in conjunction with Community Partners.
- **Distraction Burglary:** Installed covert cameras in the properties of at risk residents to increase detection of offenders.



Other Achievements:

- We have achieved ten active park user groups (target of 10 by March 2015)
- Resolved 95.5% of housing anti-social behaviour cases per quarter.
- No more than 0.34 antisocial behaviour incidents per 1000 residents in any quarter

White Ribbon Day

2014/15's White Ribbon Day event was hosted by Harrow Council, in partnership with the Harrow Domestic and Sexual Violence Forum, Harrow LSCB and the Harrow Police. Attended by about 90 people, the focus of the day was to engage with the community and develop stronger partnerships so that we can both prevent and tackle Domestic Abuse. The day began with information stalls about local domestic violence services and presentations from different speakers, followed by a networking lunch for members of the community to discuss further issues with members from the local services. To end, there were afternoon workshops that brought together professionals and members of the community to look at how we can work together to promote wider community involvement in recognising and addressing Domestic Abuse in Harrow.



¹⁶ HSCB Annual Report 2014-15 (<http://www.harrowlscb.co.uk/about-the-hscb/hscb-annual-report/>)

Key Priorities for 2015/16 and Beyond

Priority	Why?
Domestic and Sexual Violence: increase reporting and capacity for earlier intervention to support victims.	DSV levels are a higher proportion of crimes in Harrow than any other London borough and victims are predominantly female. All evidence suggests that there is huge under-reporting.
Female Genital Mutilation, forced marriage and honour based violence: change accepted or tolerated norms to influencing behaviour.	There is little firm data, but national research suggests these are most commonly practiced in communities with links to particular countries. Those countries make up a significant proportion of Harrow's population and therefore local strategies must remain proactive in these particular areas of risk. As there is no precise way of identifying those at risk, changing accepted or tolerated norms is viewed to be the most effective way of influencing behaviour. ¹⁷
Increase our understanding of safeguarding children issues in newer communities.	Harrow is seeing increasing number of children in need and child protection cases from some newer and growing ethnic/ national communities and we need to make sure that we are meeting the needs of children in these community.
Be more proactive in understanding the impact of cultural change on families new to this country was evident, particularly where a distrust of authorities might be brought with them from their homeland experiences.	To respond to Safeguarding Children Serious Case Review (Child R) finding. ¹⁸
Increase Hate Crime reporting levels	Although hate crime figures are very low, community leaders are providing anecdotal information that it is underreported (supported by national research).

¹⁷ HSCB Annual Report 2014-15 (<http://www.harrowlscb.co.uk/about-the-hscb/hscb-annual-report/>)

¹⁸ HSCB Annual Report 2014-15 (<http://www.harrowlscb.co.uk/about-the-hscb/hscb-annual-report/>)

Objective 3: Minimise health inequalities and deprivation in the borough

Overall Performance Status: Amber (14 of 23 measures were met or exceeded)

Introduction

We will know that we are making progress against this objective if we are:

- a) **Effectively identifying** the significant health issues that impact disproportionately on groups of people who share a protected characteristic.
- b) **Taking effective and proportionate action** to reduce the disproportionality, by improving the health of the disproportionately affected group(s).

This section reviews the progress Harrow has made and what should be the future priorities.

Harrow is generally a healthy place and we perform better or similar to national levels for many health indicators. However, this hides from view much inequality across the borough.

Harrow 'Joint Strategic Needs Assessment 2015-2020' contains detailed information about the varying prevalence of different health conditions and health determinants in different groups.

What we have been doing to achieve this objective

Specific work in 2014/15 that is helping us to reduce health inequality is set out includes:

- Commissioning Thinking Works to carry out 328 "Warm Homes Healthy People" (WHHP) home visits for residents with a long term health condition, disability, or who were aged 65 and over make their homes warmer and thereby improve their health.

CASE STUDY: Outdoor Gym Activators:

Last year, over 500 Harrow residents had the chance to do exercise with the outdoor gym with support from Outdoor Gym Activators in many of the Harrow parks. 350 people from children centres (including parents and children) had fun and enjoyed being outdoor in lovely green areas while using gym equipment. 25 people with physical and learning disabilities were provided support through Outdoor Gym Activators. Many said they are happy to see the outdoor gym area in their local park and they will be using it regularly.

CASE STUDY: Harrow Health Walks:

Many are enjoying Harrow Health Walks run by Volunteer Walk Leaders supporting 250 walkers weekly. It reaches more than 500 walkers a year.

Here is some feedback from walkers:

"I am registered blind and have very little vision, but it's easy to walk because people help me."

"I'm 70 years old and love walking, I hope I'm still doing it when I get to 80."

CASE STUDY: Public Health introduced the Fruitables programme in January 2014, as way to encourage and improve access and consumption of fruit and vegetables by children and their families, and to support the growing and sale of produce. 9 stalls are run on a weekly basis in 5 schools and 2 community sites with around 300 customers who are mainly parents. 48 Parent Volunteers (women and mostly from ethnic background) were trained in business skills and help to run the stalls. Parents accessed fresh fruit and vegetables at affordable prices and engaged in 34 cooking demonstrations.

CASE STUDY: Harrow Community Dance:

We have developed Harrow Community Dance to encourage local residents to be more active in a culturally friendly way. 30 people with physical and learning disabilities, over 70 older people, many from Indian (30), Tamil (14) and other ethnic groups, MIND users (15), women only group (12), mostly from low income groups have benefited from the activity. More than 200 people participated. In addition, over 100 people took part in a Vaisakhi event celebrating community dance and public health practicing outdoor dance activities in Byron Park.

Key Achievements:

- We have exceeded our target to provide 7 new green gyms by creating 13
- Housing prevented homelessness in 1313 cases, brought 67 private sector properties back into use & created 66 new lettings for single homeless households.
- There were 1,217,796 visits to Harrow Leisure Centre in 2014/15
- 4.8% Mothers smoke at time of delivery, below the 5% 2014/15 target.

Key Priorities for 2015/16 and Beyond

The Harrow Health and Wellbeing Strategy 2016-2020 (forthcoming) recognises that only 20% of our health in Harrow is determined by health ‘services’, whilst factors including housing, education, employment, financial security and the built environment make the most difference. As such, work towards all Equality Objectives is likely to contribute to this one.

The Strategy advocates taking actions which will benefit everyone but with a greater emphasis and intensity on those who are more disadvantaged. Reflecting resource constraints, the Strategy is not a long list of new actions but is about new way of working together across organisations and departments and with residents.

Priority	Why
Continue targeted work with disabled, long-term ill and older people to make their homes warmer and thereby improve their health whilst addressing fuel poverty.	These groups are disproportionately impacted by fuel poverty and cold homes.
Targeted programme to reduce incidence of latent TB in people from certain countries through screening at GPs.	TB levels are relatively high in Harrow and people from countries with a high prevalence of TB are more likely to become ill from TB.

Other Performance Challenges:

- 70 affordable homes were delivered, against a target of 140 for 2014/15.
- 4718 people received health checks, against a target of 6450 for 2014/15.
- 580 people who set a date to quit smoking had quit at 4 weeks, against a target of 720.

Objective 4: Encourage pride in the diversity of our borough

Overall Performance Status: Amber (2 of 4 measures were met or exceeded)

Introduction

We will know we are making progress against this objective if we are:

- a) **Celebrating the diversity** of our borough, with an approach that helps all groups who share a protected characteristic to feel welcome and included.
- b) **Identifying and working to address tensions** between or animosity towards any group(s) who share a protected characteristic.

This section reviews the progress Harrow has made and what should be the future priorities.

The council recognises the importance of working with partners to build community cohesion and celebrate the Borough's diversity.

What we have been doing to achieve this objective?

- **Volunteering:** Volunteering can be a great way of bringing different groups of people into contact with one another to build relationships, mutual understanding and cohesive communities. Harrow Council supports Harrow Heroes (see case study) and provided grant funding that enabled an estimated 178,000 hours of volunteer time in 2015/15.
- **Community Tension Monitoring:** weekly meetings with the Police, with wider multi-agency solutions put in place where there are risks of increased tension.
- **Events:** In 2014/15, Harrow supported and funded the community to run events for Eid, Vaisakhi, Diwali, Black History Month, Harrow Inter-Faith Week, Chanukah, Saint George's Day, Thai Pongal, Christmas, Holocaust Memorial Day, New Year's Day Parade and Under One Sky.
- There were 2,555,811 participations in our cultural services (leisure centre, museum, arts centre and library visits), exceeded the 2014/15 target.

Harrow's Heroes – Harrow celebrates its volunteers



Harrow's Heroes is an annual volunteer award scheme that celebrates the hard work, dedication and commitment of local volunteers and recognises the thousands of unsung heroes who are doing so much within their communities every day.



The annual awards ceremony on 14 October 2014 saw the overall prize go to 95 year-old Phyllis Lancaster from Hatch End, who has worked tirelessly for charities locally and nationally, worked as an overseas service officer, knitted blankets for people living in disaster stricken areas and is described as reliable, sincere and a great role model.

Key Priorities for 2015/16 and Beyond

Priority	Why?
<p>Identify ways to increase the proportion of people who think that people in their local area got on well together.</p>	<p>The percentage of residents who agreed that people got on well together in their local area was 78%, slightly under target (79%) for 2014/15.</p> <p>Preventing hostility toward any groups who share a protected characteristic from developing and/or being acted upon in a disproportionate way and supporting the Council and its partners' delivery of the Prevent agenda.</p>

Other Performance Challenges:

- The diversity and geographical spread of Arts Centre attendees was just under target.

Objective 5: Improve opportunities for vulnerable young people

Overall Performance Status: Amber (6 of 19 measures were met or exceeded)

Introduction

We will know that we are making progress against this objective if we are:

- a) **Effectively identifying** groups of children and young people who share a protected characteristic who have fewer opportunities than their peers and are therefore are vulnerable to having less happy and/or successful lives.
- b) **Taking effective and proportionate action** to reduce the disparity in opportunities, by improving the opportunities of the vulnerable children and young people.

This section reviews the progress Harrow has made and what should be the future priorities.

In Harrow, the opportunities for most young people to have happy, successful lives are good. 21% of children live in poverty, just above the England average, but lower than the London average, 28%. Schools in Harrow are amongst the best performing in the country. In 2014/15, just 105 young people found guilty of a crime, down 23% from the previous year. And rates of teenage pregnancy (under 19) are consistently lower than for London and England, at 2% of pregnancies.¹⁹

However, within this picture there are some variations between groups with protected characteristics.

What we have been doing to achieve this objective:

Youth Offending: Resources have been targeted at over represented groups and the proportion of Black young offenders has reduced slightly from 38.8% to 32.4%.

Unaccompanied Asylum Seeking Children with diverse cultural and/or religious needs and identities form a fifth of Children Looked After. Quality assurance audits have confirmed that needs are being well met, enabling good educational engagement and general wellbeing.

Other Key Achievements:

- No children were on a Child Protection Plan for 2 years or more, meeting out target.
- Harrow's 'not in employment education or training' rate remains one of the lowest in the country and the 2014/15 target was met.

Key Priorities for 2015/16 and Beyond

Priority	Why?
Begin collecting protected characteristic data for Young Carers.	Due to the small numbers known, demographic data for young carers has not been systematically collected in the past. Strategies to engage more Young Carers should include collecting equality monitoring data collection.

¹⁹ HSCB Annual Report 2014-15

Priority	Why?
Narrowing the gap for underachieving pupil groups remains a Local Authority and schools priority.	<p>The performance of Black African students at KS4 is comparable to that of Black African students nationally. However, there is a gap with other pupils in Harrow, who perform better than nationally.</p> <p>Pupils with Special Educational Needs (statemented/ EHCs) progress at KS2 in particular has been slightly below average; however, this is based on the Raise on Line prior attainment measure, and individual schools may well be able to show that, in relation to the complexity of their need and barriers to learning, these pupils are making good progress.</p> <p>For more information see Appendix 15.</p>
Youth Offending: Targeted resources will continue to be offered to over represented groups to ensure numbers continue to decrease	<p>The Black/African/Caribbean/Black British ethnic group are substantially over-represented among offenders. In 2014/15, they formed 32.4% of the youth offending population, but only 12.9% of Harrow's population aged 10-17.</p> <p>82.9% of those convicted of offences were male, broadly in line with London & England stats.</p>
Develop excellent services and processes for struggling families with No Recourse to Public Funds.	NRPF destitution cases are increasing, affecting people of many different nationalities. The process of determining a stable and sustainable outcome for these families can be slow and whilst we do not have complete control over this, we should ensure we are doing all we can to speed this up

Other Performance Challenges:

- Young Offenders and Children Looked After not in education, employment and training: targets were missed by some distance.

For more information see:

- Harrow Youth Offending Team Annual Report 2014/15
- HSCB Annual Report 2014-15
- Early Intervention Services Needs Analysis

Objective 6: Improve the skills and employment opportunities for disadvantaged groups

We will know that we are making progress against this objective if we are:

- a) **Effectively identifying** groups of people who share a protected characteristic who have lower skill levels and/or employment opportunities than others.
- b) **Taking effective and proportionate action** to reduce the disparities between groups who share a protected characteristic, by improving the skill levels and employment opportunities of those with lower skills/ opportunities.

This section reviews the progress Harrow has made and what should be the future priorities.

Overall Performance Status: Green (7 of 7 measures were met or exceeded)

Introduction

Between March 2014 and March 2015, the proportion of people claiming Job Seekers Allowance (JSA) reduced from 1.8% to 1.4% and the proportion of 16-18 year olds not in education, employment and training (NEET) in Harrow, is one of the lowest in the country (1.7% in 2014/15).

Moreover, Harrow has a higher proportion of people with learning disabilities who are in paid employment, particularly women, compared to our statistical neighbours.²⁰

Of course, there are people who struggle to find long-term employment, or are in low skill and low paid jobs. The Council run 'Xcite' programme that helps unemployed Harrow residents find work, or improve their skill levels.

What we have been doing to achieve this objective

The **Community Learning Strategy** has been developed to focus funding on those who are disadvantaged and least likely to participate. The Service received Matrix accreditation in October 2014. The report said: *"In planning the service ACFL managers pay close attention to Harrow's demographics to ensure that priority groups are able to benefit from learning."*

Key Achievements:

- Provided business survival, and business growth support to 753 Harrow entrepreneurs and businesses with a target of 550
- Reduced the vacancy rate in the town centre to 8.45%
- 18.8% of adults with learning disabilities in paid employment (target 18%).
- 235 residents supported into employment (target 100) – 153 of which sustained employment for at least 6 months.

²⁰ Joint Strategic Needs Analysis

Case Study: Employment Support for Disabled People

In 2014/15 we identified a need to strengthen employment support to people with disabilities and implemented the following actions:

1. Employment advisers attended training on Autism and autism spectrum conditions
2. Agreed closer working with Wiseworks (mental health organisations) this has resulted in establishing voluntary placements to help confidence building for clients.
3. Arranged for Remploy advisers to work from Harrow Civic Centre every month.
4. Created work experience opportunities for young people with learning disabilities.
5. An Award in Work Preparation for adults with learning disabilities was delivered through the Royal Mencap Society

Key Priorities for 2015/16 and Beyond

Priority	Why?
Establish closer working with CNWL Mental Health Trust.	People with Mental Health issues are among those who find it most difficult to find and sustain employment
Continued delivery of Council Pledge to support 500 Young People into apprenticeships and employment	Young adults are disproportionately more likely to be unemployed than older people.
Working with Mind in Harrow to deliver a Community Learning Mental Health national pilot	Mild to moderate mental health problems (such as depression, anxiety and sleep disorders) affect more than 8 million people in England and can create barriers to accessing job opportunities and services.
Begin collecting data on all protected characteristics in Adult Community and Family Learning enrolment forms.	Collecting this data is necessary to effectively identify disparities in needs, access and outcomes for these services.

Objective 7: Develop a workforce that feels valued, respected and is reflective of the diverse community we serve

We will know that we are making progress against this objective if we are:

- a) **Effectively identifying** groups of people who share a protected characteristic who are under-represented (compared to Harrow's population) in the workforce, under-represented among management, or who feel undervalued, unfairly treated or excluded within the work environment, compared to the workforce as a whole.
- b) **Taking effective and proportionate action** to reduce under-representation by supporting and encouraging relevant groups, internally and externally, to apply for and attain roles in Harrow Council.
- c) **Taking effective and proportionate action** to address disparities in how valued and respected employees feel, by improving how groups who share a protected characteristic feel.

This section reviews the progress Harrow has made and what should be the future priorities.

Overall Performance Status: Red (2 of 10 measures were met or exceeded)

Introduction

Harrow Council wants a workforce that is as diverse as the community we serve because:

- We want to be an equal opportunities employer, without any discrimination, direct or indirect, during recruitment or employment.
- We want to be an agent of social change, supporting those from 'non-traditional backgrounds' to gain the skills to progress and succeed.
- A workforce that reflects Harrow residents will help us understand and meet their needs
- A diverse workforce will generate a wider variety of ideas to improve services, or solve problems.
- A workforce that reflects all parts of the community will help the Council be seen as part of the community, rather than a distant or intimidating authority.

The Council provides various benefits that help meet this Equality Objective including flexible working arrangements, maternity/paternity/adoption leave and pay, a child care vouchers scheme, occupational health service, employee assistance programme, free vision screening tests, CREATE Awards to recognise achievements of staff and car loans for staff with disabilities, among other things.

Each year the Council produces an "Equality in Employment Monitoring Report" (2014/15 report is at Appendix 5) containing detailed information about the Council's workforce. The statistics covers school employees, in addition to the Council workforce.

An analysis of the report's findings, identified priorities and an action plan were agreed at the Employee Consultative Forum and are available here: <https://goo.gl/TIBB41>

What we have been doing to achieve this objective

Key Achievements:

- Over 50% of the top 5% of earners were women
- 43% of employees are black or ethnic minority, meeting the target of 42%

Key areas of activity to achieve this objective in 2014/15 are set out below.

- **Making A Difference Group:** following feedback, the Council now supports one self-organised employee forum called Making a Difference Group. This is a support group to address equalities issues and monitor the Council's progress on workforce issues.
- **New online recruitment system:** to enable consistency & quality assurance.
- **Equitable & Fair Recruitment & Selection training** introduced with positive feedback
- **Leadership Development Courses:** employees from underrepresented groups were encouraged to apply and BAME employees were over-represented on all programmes.
- **New Appraisal Scheme:** with accompanying training that emphasised inclusive leadership and awareness of cultural difference.
- **Conduct & Dignity at Work:** review of 2012/13 cases conducted

Case Study: MULTI-FAITH ROOM (updated)

Following staff feedback, a multi-faith room was set up in June 2014, open to all staff, of any faith or none, to pray, meditate, or spend some time in quiet reflection. Led by the Making a Difference group, extensive research, encouragement to use the 'comments box' and changes as a result of feedback have helped to ensure the room is inclusive. Comments included:

"I always wanted somewhere clean, quiet and private to pray."

"I just wanted to say that I am so pleased that this is finally being provided. There are times when work is so hectic that having a quiet space to meditate will be fantastic."

Tick-sheet records show 1456 visits between August 2014 and July 2015.

Key Priorities for 2015/16 and Beyond

Priority	Why
Increasing the proportion of BAME and/or disabled people in the workforce to reflect the local community, and the proportion of BAME and/or disabled people appointed to reflect applications.	<p>Although the 2014/15 target was achieved, the proportion of BAME staff (43%) remains well below the proportion of BAME residents (58%).</p> <p>Disabled people officially form only 1.5% of the workforce and this has reduced over time (although the figure was 6.5% in the 2014 staff survey suggesting the official figure may be too low).</p>

Priority	Why
Increasing the proportion of employees aged under 25 years in the workforce and low level of recruitment of young people.	The Council has an ageing workforce and under 25s form just 3.49% of the workforce, form a disproportionately high number of people leaving the workforce and 5.2% of new recruits (despite forming 8.4% applicants).
Addressing the under representation of people who are BAME or disabled employees at higher levels in the workforce.	<p>Only 18.4% of top earners were BME, against a 2014/15 target of 20%. By comparison, 58% of residents are BAME.</p> <p>Only 0.9% of the Council's top earners were disabled, against a 2014/15 target of 3%.</p>
Addressing the over representation of BAME staff in Discipline and Grievance procedures.	<p>BAME staff were over-represented in Conduct and Dignity at Work procedures in 2013/14 and are more likely to be dismissed.</p> <p>It is important to note that the number of cases is very small given the size of the workforce, and in 2013/14, the over representation of BAME staff in Conduct procedures is not as evident as in the previous year.</p>
Improving the accuracy and completeness of workforce data.	4 in 5 people have not given their religion, sexual orientation or transgender identity. This is not helpful for understanding the workforce, but it may also be a sign that people feel uncomfortable disclosing their social identity to Harrow as an employer.
Identifying and addressing the drivers of staff concern that Harrow is not a fair and equal employer.	<p>The June 2014 staff survey found that below target numbers of staff thought that Harrow was an equal opportunities employer (52%), they were treated with fairness and respect (55%), and reward and recognition systems were fair and transparent (17%). In some cases, performance was worse than in the 2011 survey.</p> <p>Perceptions of equal treatment regardless of protected characteristics were in line with 2011 but below a national average benchmark.</p>

Further Information:

- 'Harrow Council Employee Survey 2014', prepared by Facta Consult, July 2014

6. Summary of Equality & Diversity Priorities for 2015/16

- Ensure that data relating to all protected characteristics is collected for all services, fully analysed and used in decision making. This could include collecting more demographic data through MyHarrow accounts.
- Complaints: ensure that data relating to all protected characteristics is collected, fully analysed and used in decision making.
- Increasing understanding of equality and diversity, and compliance with relevant processes, by staff at all levels.
- Implementation of recommendations regarding understanding who uses libraries and how, and using this data to improve the use of services by all communities
- Further improve accessibility of services for deaf people. This may include investigating the BSL charter and putting BSL videos on our website.
- Domestic and Sexual Violence: increase reporting and capacity for earlier intervention to support victims.
- Female Genital Mutilation, forced marriage and honour based violence: change accepted or tolerated norms to influencing behaviour.
- Increase our understanding of safeguarding children issues in newer communities.
- Be more proactive in understanding the impact of cultural change on families new to this country was evident, particularly where a distrust of authorities might be brought with them from their homeland experiences.
- Increase Hate Crime reporting levels
- Continue targeted work with disabled, long-term ill and older people to make their homes warmer and thereby improve their health whilst addressing fuel poverty.
- Targeted programme to reduce incidence of latent TB in people from certain countries through screening at GP
- Identify ways to increase the proportion of people who think that people in their local area got on well together.
- Begin collecting protected characteristic data for Young Carers.
- Narrowing the gap for underachieving pupil groups remains a Local Authority and schools priority.
- Youth Offending: Targeted resources will continue to be offered to over represented groups to ensure numbers continue to decrease
- Develop excellent services and processes for struggling families with No Recourse to Public Funds.
- Establish closer working with CNWL Mental Health Trust
- Continued delivery of Council Pledge to support 500 Young People into apprenticeships and employment
- Working with Mind in Harrow to deliver a Community Learning Mental Health national pilot
- Begin collecting data on all protected characteristics in Adult Community and Family Learning enrolment forms.
- Increasing the proportion of BAME and/or disabled people in the workforce to reflect the local community, and the proportion of BAME and/or disabled people appointed to reflect applications.
- Increasing the proportion of employees aged under 25 years in the workforce and low level of recruitment of young people.
- Addressing the under representation of people who are BAME or disabled employees at higher levels in the workforce.
- Addressing the over representation of BAME staff in Discipline and Grievance procedures.
- Improving the accuracy and completeness of workforce data.
- Identifying and addressing the drivers of staff concern that Harrow is not a fair and equal employer.

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
Develop a Workforce that feel valued, respected and is reflective of the diverse communities we service				
Proportion of staff who feel 'Harrow demonstrates through its actions that it is committed to being an equal opportunities employer' Reduced differences between staff with protected characteristics.	69% by March 2016	52%	R	Lower than 2011(59%) (Differentials not provided)
Proportion of staff who feel they are 'treated with fairness and respect at Harrow'. Reduced differences between staff with protected characteristics	72% by March 2016	55%	R	62% in 2011 (Differentials not provided)
Proportion of staff who feel that 'Systems for reward and recognition in Harrow are fair and transparent' Reduced differences between staff with protected characteristics	40%	17%	R	30% in 2011 (Differentials not provided)
Percentage of top 5% earners that are women (BV 11a)	50%	53.77%	HG	Performance remains above target. The target is 50% as this reflects the proportion of women in the local community.
Percentage of top 5% earners from BME communities (BV 11b)	20%	18.35%	LR	Performance improved again in Q4 and we continue to make progress towards achieving the target. However, the relatively small numbers mean the indicator is highly volatile and performance may be impacted by future organisation changes (see also 17a below).
The percentage of the top 5% of earners in the authority with a disability (excluding those in maintained schools) (BV 11c)	3.00%	0.94%	HR	Performance marginally improved in Q4 and overall has improved from 2013/14. However, it remains significantly below target and of concern. The relatively small numbers mean the indicator is highly volatile and performance may be impacted by future organisation changes (see also 16a below).
Percentage of disabled employees (BV 16a)	3.00%	1.48%	HR	Performance fell again in Q4 and the continuing downward trend remains

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
				below target and of concern. The CEG continues to monitor and consider ways to improve performance. However, the relatively small numbers mean the indicator is highly volatile and performance may be impacted by the transformation programme.
Percentage of black and ethnic minority employees (BV 17a)	42%	42.68%	LG	Performance improved again in Q3 and the target has been achieved. The CEG continues to monitor and consider ways to improve and will be consulted on a new target.
% of new starters who completed the mandatory Equality Matters training (either face to face or E-Learning Module) within the first 8 weeks of their employment	100%	62%	HR	During Quarter 4 there was an increase to 33% in the number of starters who completed their training during the required time. There were 24 new starters of whom 8 completed in time. HR are currently working on the launch of new Learning Management System (LMS) which will help Managers monitor their teams' completion of this mandatory training.
% of existing staff (as at April '14) who have completed the mandatory Equality Matters refresher training (either face to face or E-Learning Module) by year end.	100%	29%	HR	At the end of Quarter 4, 28.91% of staff had completed this training, a slight increase from the previous quarter, but the target of 50% has not been met. A communication was sent out to staff. Also see above the note on the introduction of the new LMS.

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

We will recruit, train and retain 1100 Neighbourhood Champions by March 2015	1100	1018	A	No comment
99% of street lights functioning (March 2015)	99%	99.3%	Green	
Average number of days to repair street lights remains at 3 working days	3	3	Green	
The number of active park user groups	10	10	Green	No comment
The total number of antisocial behaviour incidents per 1,000 residents (5 or less per quarter)	5	0.31 – 0.34	Green	All quarters met target
90% of Housing anti-social behaviour cases resolved per quarter.	90%	95.5%	HG	44 ASB cases were closed in the qty of which 42 were resolved

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have				
We have made at least 90% of all our bus stops DDA compliant by March 2015	90%	90%	LG	No comment
Total number of households we housed in the Private Rented Sector	350	381	HG	Above target, but we would have needed 20-30% more to have reduced use of B&B.
Adults - % of social care users with SDS taking up direct payments	60%	46.2%	HR	There was a surprise change in definition late in the year (but this was 3 rd highest in London).
Adults - % of carers with SDS taking up direct payments	95%	100%	HG	This indicator shows that of carers receiving support directly (rather than it being provided to the cared-for person, such as respite) all provision is now through a cash personal budget (direct payment).
Adults - Equality of Service Provision (target score indicates that there is no difference between white and non-white clients in terms of likelihood of service provision).	A value between 0.9-1.1	0.99	G	There is no significant difference in the chance of being provided with a long term social care service following assessment for white/non-white groups in Harrow. This is the best result obtainable.
The percentage of Children (age 0-5) living in the most deprived areas of Harrow who accessed Children's Centre services.	80%	87%	HG	
Improve opportunities for vulnerable young people through our corporate parenting role and individual support				
The percentage inequality gap in achievement across all the Early Learning Goals at EYFS.	30%	34.9% (2013/14 academic year)	HR	The EYFS was changed by the DfE commencing September 2012. Therefore the 2012/13 (academic year) result is the baseline data for this indicator. Harrow's gap has narrowed, from 37.9% in 2012-13 to 34.9% in 2013-14.

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
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	39%	52% (2013-14 academic year)	HR	41.9% of pupils with SEN provision School Action, School Action Plus or Statement attained level 4 or above in Reading & Writing and mathematics at KS2 compared to 94% of their peers with no SEN. This year's SEN attainment is in line with last year (41.4%), however the gap has increased as the pupils with no SEN result increased from 90%
The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths GCSEs	37% (2013-14)	48.7% (2013-14)	HR	25.4% of pupils with the SEN provision School Action, School Action plus or Statement attained 5+ A*-C GCSEs incl English & Maths, compared to 74.1% of their peers who had no SEN provision. Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
% Black African minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	74%	72%	A	72% of Black African pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.8% of their peers. Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority and will be delivered by the Harrow School Improvement Partnership (HSIP). The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	79%	74.8%	LR	74.8% of Black Caribbean pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.4% of their peers.
% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	75%	79.2%	HG	79.2% of Black other pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.0% of their peers.

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	70%	78.2%	HG	78.2% of White other pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.5% of their peers.
% Black African minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	62%	48%	HR	48% of Black African pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 62% of their peers. Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	73%	51%	HR	51% of Black Caribbean pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 62% of their peers.
% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	40%	59%	HG	59% of Black other pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 61% of their peers.
% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	65%	48%	HR	48% of White other pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 62% of their peers.
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	15%	14% (2013/14 school year)	HG	72% of pupils with FSM attained level 4 or above in Reading & Writing and mathematics at KS2 compared to 86% of their peers who were not eligible for FSM. This year's FSM outcome is higher than that of last year - 71%.
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	19%	26% (13/14)	HR	40.3% of pupils with FSM attained 5 or more A* to C grade GCSEs including English and mathematics GCSEs compared to 66.4% of their peers who were not eligible for FSM. This year's FSM result is lower than last year's 45.8%, this

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
English and Mathematics GCSEs				may be due to the change in methodology.
We will narrow the educational attainment gap for Children Looked After				
a) Percentage of Children Looked After for 1 year plus achieving a good level of development at Early Years Foundation Stage (annual)	?	0%	HR	
b) Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual)	?	50%	?	
c) Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)		0%	HR	
We will reduce the proportion of NEET to no more than 20% for young people who have offended.	20%	35.3%	HR	The highest proportion of the NEET young people in YOT are in the 17-18 (non statutory school age) group with 43.3%. For 10-16 (Statutory School Age) this is 29.7%
We will reduce the proportion of NEET to no more than 20% for children leaving care by March 2015	25%	30.4%	HR	The % of Care Leavers who are NEET has dropped below the 25% target in Q4 to 30.4%, with 38 out of 125 care leavers being not in education, employment or training. Although performance is now High Red the overall score remains lower than the statistical neighbour and England average. From 01/05/2015, DfE are expanding this cohort to include 18 years olds and those children who left care before their 18th birthday & were eligible for Leaving Care services.
We will maintain the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2015	97%	98.3%	HG	Harrow's NEET outcome remains one of the lowest in the country.
% of children with Child Protection Plan (CPP) for 2 years or more (snapshot)	3	0	HG	

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
Minimise health inequalities and deprivation in the borough through partnership working				
Percentage of food establishments broadly compliant with food hygiene law	76%	73.2%	Red	Much better performance than Q3 and the corresponding quarter last quarter. This is likely to increase further as end of year inspections are added.
Greenhouse gases (GHG): The percentage reduction of CO ² from local authority operations (includes corporate buildings, schools & academies)	4%	4.8%	Green	
Create 7 new green gyms by March 2015	7	13	Green	Provided 13 new green gyms in parks across the borough to support the Administration's commitment to provide a green gym in every park.
The percentage of children travelling to school by car	30%	29%	Green	No comment
Number of affordable homes delivered (gross)	140	70	HR	45 units completed in Q4 out of the 132 previously forecast. The deficit is due to late completion of 87 units at Strongbridge Close due to statutory service suppliers (gas) delays in completing works beyond the control of the contractor and RP. Completion is now scheduled for April / May 2015 and these completions will be counted in the 2015/16 completion targets.
No of affordable family sized rented homes completed.	18	17	A	Strongbridge delays meant we lost 1 x 3b 5p family home which has slipped into 2015.
Number of cases where positive action is taken to prevent homelessness	1300	1313	LG	Still being very effective at homeless prevention, but unfortunately not keeping up with the overall homeless demand.
100 most vulnerable tenants have bespoke action plans in place with named housing officer to co-ordinate in each case by March 2016. (Yr 1 - 45, Yr 2 - 55)	45	41	LR	Out turn just short of year end target largely due to the increased complexity of cases coming forward
Increase options for single homeless households through creating 50 new lettings by March 2015	50	66	HG	We have developed a range of self help options for single homeless, and have got funding for a part time single homeless worker placement (from St Mungo Broadway) in 15-16. More than 50 single homeless helped with accommodation in 14-15.
Assist a minimum of 15 tenants affected by welfare	15	28	HG	Target exceeded largely as a result of Mutual Exchange event successes

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
reform move to more affordable accommodation by March 2015				
Through Advice, Assistance, and financial incentives, improve 50 private sector rented properties by March 2015.	50	67	HG	Have exceeded target. Improvement achieved through advice and support, not enforcement.
No of private sector properties brought back into use, using Council, West London and HCA grant funds	45	67	HG	Target exceeded, plus 4 sustain tenancy cases. 35 of the 67 properties had been empty over 6 months. The figure includes 17 x 3b and 4 x 4b properties brought back into use
C&C: Hours of use of public library computers	88,000	92,884	HG	9.72% decrease in hours of use of the public computers in Q4 2014-15 compared to Q4 2013-14. All libraries were closed for a morning in February for a staff engagement event which meant that the computers were not available to the public. Significant increase in usage since public computers were upgraded in April 2013.
C&C: number of physical visits to Harrow Leisure Centre	1,100,000	1,217,796	HG	11.75% increase in visits compared to Q4 in 2013-14. Significant improvements to Harrow Leisure Centre were completed at the beginning of January 2014. 13.43% increase in visits in 2014-15 compared to 2013-14.
C&C: Adult participation in sport and active recreation	19.5%	19.5	HG	Active People Survey (APS) 7/8 result for the period Oct 2012 to Oct 2014 was 19.5%. The result for the last full period APS 6/7, Oct 2011 to Oct 2013 was 19.3%.
C&C: Number of participants attending activity programmes.	260	435	HG	London Youth Games (LYG) held in Q4 included indoor cricket for boys and girls and boccia. Less participants in girls cricket than had been expected. Significantly exceeded target for 2014-15 with Harrow entering 3 additional sports.
Number of people setting a quit date with SC services who successfully quit at 4 weeks (2014/15 target 720)	720	580	HR	<ul style="list-style-type: none"> The stop smoking service missed the annual target by 140 quitters. The number of referrals into the service as a result of the new year campaign and the national No Smoking Day campaign did not reach the levels of previous years despite attending a number of outreach events. Requests have been made to PHE to share the details of the people signing up for online support so they can be followed up.

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
				<ul style="list-style-type: none"> The reduction in referrals has been seen across the country. One of the reasons for this is thought to be the increasing use of e-cigarettes, and the informal advice is now to offer the psychological support to people using e-cigarettes to quit smoking. This is a recent development and has not yet resulted in an increase in referrals. An update course for existing advisors was held in March and training for new advisors took place in February. This is hoped to improve outcomes of the pharmacy providers. Two new pharmacies have signed up to provide the service in areas where there was a lack of services. Referrals from GP practices to pharmacists have decreased to almost zero. A previous plan to produce new referral cards and posters for waiting rooms has been suspended due to budget cuts. We are now looking into the use of an automatically generated letter from the GP for all smokers. In March, Northwick Park Hospital re-launched their Trust smoking policy and we established a clinic for staff within the hospital. Referral cards have been printed and circulated across the trust sites. We have reviewed the maternity service referral pathway as the number of women smoking during pregnancy appeared to have increased in previous quarters. This has now improved and practices with higher rates of mothers who smoke are being targeted by an obstetric registrar. We continue telephone follow up of people who did not attend their final appointment and contacting those smokers who failed to quit in previous attempts to get them to return to the service.
Number of schools registered for the Healthy Schools London Awards (2014/15 target 14 Primary (100%) 6 secondary (66%))	14 6	9 5	HR HR ?	<p>Harrow has fallen short of the target for this year, more notably for primary schools. This can be explained by a 3 month delay in the start of the programme which promotes registration with the Healthy Schools London Awards Programme, and then supports schools in their award applications. It was December/January before the work formally began which meant there was very little impact in the first half of 2014/15. In total 43 schools in Harrow have signed up but only 14 of those were during the current reporting year. It is expected that numbers will increase in 2015/16 but the focus of the programme will then shift to enabling schools already registered with the</p>

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
Number of eligible people receiving health checks	6450	4718	HR	scheme to gain awards.
Number of mothers that smoke at time of delivery (2014/15 target >= 5%)	5%	4.76%	LG	
Proportion of children aged 4-5 classified as overweight or obese (2014/15 target 21.2%)	21.2%	20.4%	G	Annualised data is published in Q2. Data from the National Child Measurement Programme for 2013/14 shows that overweight and obesity prevalence in 4 to 5 year olds has decreased since 2012/13 by 0.8% to 20.4% which means Harrow remains within the target of <21.2%. Current levels of excess weight in 4 to 5 year olds are lower than the both London and England average; 23.1% and 22.5% respectively.
Proportion of children aged 10-11 classified as overweight or obese (2014/15 target 34.2%)	34.2%	36.7%	LR	Annualised data is published in Q2. Data from the National Child Measurement Programme for 2013/14 shows that overweight and obesity prevalence in 10 to 11 year olds has increased since 2012/13 by 2.5% from 34.2% to 36.7%. As prevalence for the previous reporting year has been exceeded, the annual target has not been met. Despite higher levels of excess weight in 10 to 11 year olds compared with the previous year, prevalence remains lower than the London average; 37.6%.

Support local businesses and residents in times of economic hardship

Number of residents supported into employment, by the Council (job brokerage & employment provision)	100	235	Green	No comment
Number of businesses supported by the Council (business survival and business growth support provided)	550	753	Green	No comment
Reduction in vacancy rates in Harrow Town Centre	Less than 9.41%	8.45%	Green	Vacancy rates in the town centre (based on frontage) have dropped to to 8.45%, which is almost one percentage point lower than the same period last year, and an improvement on the previous quarter. This equates to 22 vacant units.
Residents supported in sustained employment –job	50	153	Green	No comment

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
outcomes sustained for 6 months or more.				
To support the local economy Responsive Repairs contractors to employ 5 apprentices by March 2015	5	6	HG	Target exceeded through effective partnership working with contractors
Adults - % of adults with learning disabilities in paid employment	18%	18.8%	LG	This target was exceeded with a strong performance in Q4 helping more people with a learning disability into paid employment opportunities. The slight changes in definition for 2014-15 mean it is difficult to make precise comparisons with last year's results. The 2014-15 result was second best in London.
Adults - % of MH clients in paid employment (the target for 14/15 is 8.5%)	7.5%	7.6%	LG	Mental Health employment target for Q4 was exceeded. This is the second year under a new definition and the result shows improvement. The result was 8 th best in London.
Minimise the impact of budget cuts on equality groups (protected characteristics)				
Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)	100%	100%	G	All recommendations that require an EqIA were supported by one
Ensure all projects within the Transformation Programme are subject to an EqIA	100%	100%	G	
Directorate EqIA programmes have been developed and implemented each year	Yes	Yes	G	
Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well.				
Harrow Arts Centre -Diversity/ geographical spread of audience, No. of households bookings tickets) post code areas: HA3 6 Harrow Weald, HA3 5 Wealdstone, HA2 6 Headstone, HA2 7 Rayners Lane, HA1 4 West Harrow, HA2 0 Whitmore.	1,115	1061	A	These figures will always fluctuate dependent on product available to attract audiences from the geographical areas. The small parameters set between green and amber appear greater than the result of the target not being met by 4% or not being achieved by attendances of 54 people.

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
Community events: No. of voluntary & community sector events supported in the delivery of Harrow's Cultural calendar	11	11	G	Eid, Vaisakhi, Diwali, Black History Month, Harrow Inter-Faith Week, Chanukah, Saint George's Day, Thai Pongal, Christmas, Holocaust Memorial Day, New Year's Day Parade and Under One Sky.
Community cohesion - % of residents who agree that people get on well together in their local area (rep tracker)	79%	78%	A	Lambeth will be carrying out a full base-lining survey after they've developed their comms plan after June. They will be asked to measure this survey. At the moment dates have not been set for when the survey will be carried out, but will be at least once a year going forward and for contract management purposes will certainly be at the end of each year.
C&C: participation in cultural services (leisure centre visits, museum visits, art centre visits, library visits)	2,422,000	2,555,811	HG	No comments

2014/15 Equalities Data Appendices Overview

OHOS 2015 Appendix	Information source	Age	Disability	Gender Reassign	Marriage Civil Pship	Pregnancy Maternity	Race	Religion Belief	Sex	Sexual Orientatn	Caring Resps	Comments
4 – Elected members	Mohammed Ilyas	✓	✓	✓	✓	✓	✓	✓	✓	✓		Same as OHOS 2015
5 - Annual Equalities in Employment Report	HRD	✓	✓	✓	✓	✓	✓	✓	✓	✓		Due November 2015
6 – Community Champions	Janet Parsons	✓	✓	✓	✓	✓	✓	✓	✓	✓		
7 – Access Harrow visitors	Kireen Rooney	✓	✓				✓	✓	✓	✓		
8 – Adults Social Care Complaints Equality Data	Peter Singh		✓				✓	✓	✓			
9 – Children's Social Care Complaints Equality Data	Peter Singh						✓		✓			
10 - Long Term supported Adult Social Care Users: demographics data	Jonathan Kilworth	✓	*		✓		✓	✓	✓		✓	Covers appendices 7, 9 & 11 from OHOS 2015. The appendices are now in the agreed national format for reporting data and in Excel. Not all of the protected characteristics are requested by the government (as in previous years) and Harrow does not record some of the information locally, either.
11 – Safeguarding Adults Demographics	Jonathan Kilworth	✓	*				✓		✓		✓	
12 – Housing Tenants	Helen Spillane	✓	✓		✓		✓	✓	✓	✓		
13 – Adult Community & Family Learning	Geoff Trodd	✓	✓				✓		✓			Other data being collected from 15/16.
14 - Children in Need Children with	Dipika Patel		✓				✓	✓	✓			

OHOS 2015 Appendix	Information source	Age	Disability	Gender Reassign	Marriage Civil Pship	Pregnancy Maternity	Race	Religion Belief	Sex	Sexual Orientatn	Caring Resps	Comments
Child Protection Plans and Children Looked After												
15 – School Census Contextual Data	Kujjit Bisal						✓		✓			First Language data included
16 – Harrow Early Years Foundation Stage	Kujjit Bisal (Gayatri)						✓		✓			
17 – Harrow NEET	Kujjit Bisal	✓					✓		✓			<i>Outstanding at time of publication</i>
18 – Harrow Children's Centres	Kujjit Bisal											<i>Outstanding at time of publication</i>
19 – Xcite Project	Victoria Isaacs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Separate data for those with positive outcomes as well as whole cohort.
20 - Harrow Youth Parliament	Samuel Botchey	✓	✓				✓		✓	✓		
21 – Libraries Users	Tim Bryan	✓					✓	✓	✓	✓		
22 – Supported Carers	Jonathan Kilworth	✓									✓	

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

Date of Meeting:	9 December 2015
Subject:	Community Grants Scheme 2014/15
Responsible Officer:	Alex Dewsnap Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Policy Lead Member – Councillors Chris Mote Performance Lead Member - Margaret Davine
Exempt:	No – except for appendices 1 and 2. which are exempt from publication under Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) as they contain information relating to any individual.
Wards affected:	All
Enclosures:	Appendix 1: Extracts from Outcome Based Grants (OBG) monitoring forms Appendix 2: Extracts from Small Grants monitoring forms

Section 1 – Summary and Recommendations

This report sets out information on the monitoring of projects awarded grant funding in 2014-15 and presents a summation of service delivery provided by those organisations as part of the end of year monitoring process. It also tries to demonstrate the outcomes delivered to and for the community of Harrow to determine the value that the grants programme has brought to the borough.

Recommendations:

The Performance and Finance Scrutiny sub-committee is requested to note the contents of the report.

Section 2 – Report

2.1 Introductory paragraph

2.1.1 Harrow council offers discretionary funding to Voluntary and Community Sector (VCS) organisations through an open, competitive application process. The funding enables delivery of a range of services to people living, working or schooling in Harrow. The application process is administered in line with the principles set out in the Third Sector Investment Plan (2012-15), the aim of which is to ensure that funding is awarded to projects and services that support the delivery of the Council's corporate priorities and core outcomes. This report provides a summary of the monitoring feedback received from organisations in receipt of grant funding during 2014-15 through both the Outcomes based and Small Grants programmes.

2.2 Background

2.2.1 In March 2014, Harrow Council approved the award of grant funding to 40 projects and services as follows:

- The renewal for a second year, (as part of their three year Service Level Agreements 15 SLAs for projects/services funded through the Outcomes Based Grants (OBG) programme
- The renewal of the SLA for the delivery of Third Sector Support services
- The award of 25 annual Small Grants

2.2.2 Organisations in receipt of funding are expected to participate in a process of annual monitoring as part of the SLA requirements. The monitoring of projects takes place at mid-year (six months into the grant funding year) and at the end of the year. All grant funded organisations are expected to complete an on-line self-assessment

monitoring form, providing an update on their performance and a report on the expenditure of grant funds. The closing date for submission of their end of year reports was 15th May 2015 and this was extended to the end of May at the request of the voluntary sector.

2.2.3 Information is checked and queries raised with organisations, and in year monitoring visits were carried out during 2014. Where issues arose as a result of these monitoring visits the Council fed back to those organisations with regards its expectations and that these should be met by the full year monitoring process. This year, the follow up process at year end was not able to happen due to capacity constraints from sickness absence and also the resources of the Council being reduced from 1.5 FTE to 0.5FTE since the start of the 2015 year. This capacity constraint was further exacerbated on the basis of the delay in the Small Grants process for 2014/15 as the administering of these grants came at the time of the year where the annual monitoring process would normally take place for the outcome based grants.

2.2.4 Appendices 1 and 2 provide extracts from the monitoring forms received from organisations with a conclusion as to the success of the project or services being funded by the grants budget based on the outcomes agreed through the award of the outcomes based grant and small grants budget. On the basis of the delays created by capacity constraints highlighted in paragraph 2.2.3, there are a number of areas which officers are still seeking clarification on and these are highlighted.

2.2.5 One such area is with regards the numbers of beneficiaries that are indicated in the report. The target number of beneficiaries is agreed with organisations after SLAs have been agreed, on the basis that the wider outcomes put forward by organisations during the bidding process were what were used to come to the decision to award the grant, rather than the number of beneficiaries. These are still valid though as organisations annually set out how many beneficiaries they intend to support in the borough, and these are therefore highlighted on the monitoring forms. The total number of beneficiaries highlighted in this report are based on returns received from organisations as part of the annual monitoring process. There are however, a number of discrepancies between what organisations are saying in their monitoring report and what they are setting out in their detailed returns, where numbers of both target and actual beneficiaries do not fully add up. Officers are following these up, and will also consider changes to the 2015/16 monitoring arrangements so that this can be more clearly identified.

2.2.6 The monitoring of the Third Sector Support Service is subject to a separate process. Monitoring meetings are held quarterly with the provider of this service, Harrow Community Action (HCA). A summary of the services provided during the monitoring period is presented in section 2.5.

2.3 Current situation

2.3.1 Grant funding awarded during 2014-15 has supported the delivery of a range of activities to a diverse cross-section of people from across the borough. The number of beneficiaries expected to benefit from grant funded services during the monitoring period of October 2014 to March 2015 was **60,780**. Based on the monitoring information received, the actual number of beneficiaries that have benefitted is **69,989**.

2.4 Financial Implications

2.4.1 In 2014-15, out of a total available budget of £600,000, the amount of funding awarded to projects and services was £597,362, with small grant payments made in one lump sum and OBG payments made quarterly.

Grant Award Total	Total Amount Awarded
Outcomes Based Grant	£433,707
Small Grants	£88,655
Third Sector Support Service (Harrow Community Action)	£75,000

2.4.2 The following tables for both Outcome Based Grants (OBG) and Small Grants set out what each organisation received, what was spent, the targeted beneficiaries and the actual beneficiaries.

Outcomes Based Grants:

Organisation	Grant Awarded	Grant Spent	Target B'ficiaries	Actual B'ficiaries
Age UK Harrow	£20,178.00	£15,576.05	1000	1590
Harrow Citizens Advice Bureau	£45,000.00	£45,000.00	3500	3126
St Luke's Hospice Harrow and Brent	£45,000.00	£45,000.00	153	146
South Harrow Christian Fellowship	£8,001.00	£8,001.00	33	70
Relate London North West	£15,657.00	£15,657.00	900	1005
Roxeth Youth Zone	£26,025.76	£26,025.76	826	1454
Harrow Shopmobility	£16,564.20	£16,564.20	3000	3686
Centre for ADHD & Autism Support	£11,774.40	£11,774.40	100	101
The WISH Centre	£30,615.60	£30,615.60	2000	2869
EACH Counselling and Support Harrow	£45,000.00	£45,000.00	0	0
Mind in Harrow	£34,986.24	£34,986.24	3821	9949
Ignite Trust	£39,098.20	£39,098.20	375	529
Harrow Association of Disabled people	£24,960.00	£24,960.00	570	570
Harrow Law Centre	£28,100.00	£28,100.00	1000	1165

NB: Harrow Churches Housing Association were awarded £42,736.60 for the 2014/15 year, but failed to recruit a key member of project staff during that year. As such a decision was taken to withdraw the funding for the fourth Quarter and recover the money for the third quarter of the financial year. This amounts to £25,243 which the Council recouped in year.

Small Grants:

Organisation	Grant Awarded	Grant Spent	Target B'ficiaries	Actual B'ficiaries
African Women Welfare	£3,200.00	£3,200.00	25	15
Asperger's Syndrome Access to Provision	£4,243.20	£4,243.20	30	30
Harrow Anti-Racist Alliance	£3,197.82	£3,197.82	300	302
Harrow Athletic Club	£3,107.20	£3,107.20	100	133
Harrow Bengalee Association	£3,200.00	£1,890.00	280	272
Harrow Community Radio	£4,116.58	£4,113.00	2250	3000
Harrow Environmental Forum	£3,110.40	£2,429.00	2500	1500
Harrow Heritage Trust	£4,250.00	£4,250.00	24,000	24,000
Harrow Kuwaiti Community Association	£4,250.00	£4,050.00	30	36
Harrow Over-50 Club	£3,200.00	£3,191.00	128	236
Harrow Shopmobility	£3,200.00	£3,200.00	3688	3688
Harrow Tamil Association	£4,207.50	£3,037.00	30	32
Harrow Town Cricket Club - Ladies Section	£3,697.50	£3,200.00	60	45
Harrow United Deaf Club	£4,250.00	£4,250.00	100	615
Herts Inclusive Theatre	£2,550.00	£2,550.00	125	200
Indian Association of Harrow	£4,250.00	£4,250.00	250	200
London Kalibari	£3,200.00	£3,200.00	450	400
Navnat Yuva Vadil Mandal	£3,200.00	£3,200.00	1060	765
Radio Northwick Park	£3,019.29	£3,016.29	7500	7700
Russian Immigrants Association	£3,156.48	£3,156.48	214	222
Somali Cultural and Educational Association	£3,168.00	£3,168.00	30	30
South Harrow Christian Fellowship	£4,231.30	£4,231.30	85	90
Tamil Association of Brent	£3,200.00	£3,200.00	130	77
Voluntary Action Harrow Co-operative	£4,249.66	£3,687.96	137	141

2.5 Performance Issues

2.5.1 As stated above in paragraph 2.3.1, the number of beneficiaries exceeded the targeted amount. This therefore represents value for money on the basis that the funding committed by the Council of £597,362 was based upon a set of outcomes which have broadly been delivered, plus an additional positive impact on 69,989 people against an initial target of 60,780.

- 2.5.2 The appendices cover in detail the expected impact for each organisation and/or project which was funded by the grants budget in 2014/15. This is followed by a conclusion from Officers on whether the service or project funded was successful. It is difficult to draw out trends in performance, other than at the top level for beneficiaries and volunteer hours delivered (please see paragraph 2.2.5 for the accuracy of beneficiaries reporting). Due to the diverse nature of the projects and work being funded, some of the outcomes being funded are more difficult to measure. Where this is the case, Officers will follow up to ensure that there is clarity for both parties on expectations of the outcomes and how these can be shown to be successfully measured for 2015/16.
- 2.5.3 In some instances, especially with those organisations in receipt of small grants, where officers feel that the organisation has either not fully delivered, or has not provided the full monitoring details, referrals can be made to Harrow Community Action, who have been specifically set up to build capacity in the sector. Where Officers have formed this view, this is indicated in the conclusions section for each organisation.

Harrow Community Action (Third Sector Support Services)

- 2.5.4 The Council commissioned a new third sector support service in February 2013, which was awarded to Harrow Community Action (HCA), a consortium of voluntary and community sector organisations. The full year cost of HCA is £75,000. The objectives for the service were:
- a) Fundraising and capacity building within the voluntary and community sector in Harrow;
 - b) The provision and promotion of independent representation of the sector; and
 - c) Develop and deliver a volunteer recruitment and placement service.
- 2.5.5 The following sets out the deliverables that HCA achieved during 2014/15 against the headings of capacity building, fundraising volunteering and representation.

Capacity Building:

- 10 consortium projects
- 6 sets of policies and procedures
- 1 health and safety plan
- 11 partnerships with business
- 7 partnerships with public sector agencies
- Helping one organisation to start working towards a quality Mark
- Developing individual strategies for 7 organisations
- Leading on the development of a new consortium based charity
- Focused on charities working with young people

- Helping to establish 4 new social enterprises.

Fundraising:

- Created and circulated 11 funding newsletters
- Assisted 26 VCS organisations - leading to 28 fundraising bid/plans/ applications of which:
 - 13 were successful(raising £90k)
 - 5 are awaiting decisions (for a total of £748,959)
 - 7 applications and crowd funding bids are in the process of being completed
 - 3 were unsuccessful.

Volunteering:

- HCA runs Harrow Volunteer Centre, which helps to match organisations and volunteers. HCA has:
 - Provided a clean of the Do-It system (national online volunteering portal)
 - Overseen the transition to a new Do-It website
 - Developed a multi-agency plan for a new project to assist Northwick Park Hospital with reducing unnecessary take up of A&E services
 - Successfully brokered 588 volunteers, leading to current status of 240 volunteering opportunities listed and 160 volunteers registered
 - Coordinated 2 surveys specifically for the volunteering service
 - Organised 2 volunteer days
 - Developed a high impact volunteering strategy
 - Supported Harrow Council with the launch of Harrow Heroes.

Representation:

- In coordinating the independent VCS Forum and providing the sectors' communications, HCA have achieved:
 - An increase of the database from 244 to 473 unique email addresses, increasing thumbed of organisations from 138 to 287
 - Distribution of monthly newsletters, sent out at the beginning of every month
 - Offering VCS organisations the opportunity to advertise news and events through the monthly newsletter.

2.6. Environmental Impact

- 2.6.1 Some of the organisations such as Harrow Heritage Trust deliver projects that have a positive impact on the environment.

2.7 Risk Management Implications

2.7.1 The main risk in running the grants programme is that organisations enter into financial difficulty and do not use the grant awarded for the terms of the award. Although SLAs are in place, if an organisation has become insolvent there is a risk that the Council would not receive its monies back. This is mitigated by applicants having to supply audited accounts which would demonstrate they were solvent at the point of receipt of the monies. The Council also undertakes monitoring of the organisations that it has given grants to on Outcome Based Grants on a half yearly basis.

2.8 Equalities implications

2.8.1 A number of the organisations that the Council funds through Community Grants provide positive impact on those with protected characteristics. An analysis has not been carried out specifically on these impacts, but the nature of a lot of the client groups of those organisations in receipt of grants and the fact that the number of beneficiaries within 2014/15 exceeded the initial expectations of the Council would indicate a positive impact.

2.9 Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

Given the diverse nature of the Grants programme, all of the Councils' priorities are positively impacted by it, namely:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Section 3 - Statutory Officer Clearance

Given the nature of this report, which is setting out the impact of Community Grants spend in 2014/15, statutory officer clearance has not been deemed necessary.

Ward Councillors notified:	NO
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Section 4 - Contact Details and Background Papers

Contact: Michelle Moran, Commissioning & Funding Officer, Resources & Commissioning, 020 8736 6291

Background Papers:

Cabinet report: Small Grant and Outcome Based Grant recommendations 2014-15 March 2014

<http://modern.gov:8080/documents/g61437/Public%20reports%20pack%20Thursday%2013-Mar-2014%2018.30%20Cabinet.pdf?T=10>

Performance & Finance Scrutiny Sub-committee report: Mid-Year VCS (Voluntary and Community Sector) grant monitoring report

<http://www.harrow.gov.uk/www2/documents/s117677/Mid%20Year%20monitoring%20report%20to%20PF%20Scrutiny%20sub%20committeev5.pdf>

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