

# Performance and Finance Scrutiny Sub-Committee AGENDA

**DATE:** Wednesday 7 December 2016

**TIME:** 7.30 pm

**VENUE:** Committee Room 5,  
Harrow Civic Centre

## **MEMBERSHIP** (Quorum 3)

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**Chair:** Councillor Phillip O'Dell

### **Councillors:**

Primesh Patel  
Aneka Shah-Levy

Barry Macleod-Cullinane (VC)  
Bharat Thakker

### **Reserve Members:**

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1. Ghazanfar Ali
2. Jeff Anderson
3. Margaret Davine

1. Richard Almond
2. Amir Moshenson

**Contact:** Miriam Wearing, Senior Democratic Services Officer  
Tel: 020 8424 1542 E-mail: [miriam.wearing@harrow.gov.uk](mailto: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 13 July 2016 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 2 December 2016. Questions should be sent to [publicquestions@harrow.gov.uk](mailto: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 2016/17 - QUARTER 2 AS OF 30 SEPTEMBER 2016 (To Follow)**

Report of the Director of Finance.

**8. DRAFT REVENUE BUDGET 2017/18 AND MEDIUM TERM FINANCIAL STATEMENT 2017/18 - 2019/20 (To Follow)**

Report of the Director of Finance.

**9. CORPORATE EQUALITIES OBJECTIVES - ANNUAL PROGRESS REPORT 2015/16 (Pages 11 - 50)**

Report of the Divisional Director, Strategic Commissioning.

**10. ANY OTHER BUSINESS**

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

**AGENDA - PART II - NIL**

**\* 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

## 13 JULY 2016

**Chair:** \* Councillor Phillip O'Dell

**Councillors:** \* Barry Macleod-Cullinane \* Aneka Shah-Levy  
\* Primesh Patel \* Bharat Thakker

**In attendance:** Adam Swersky Minute 70  
**(Councillors)**

\* Denotes Member present

### 65. Attendance by Reserve Members

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

### 66. Appointment of Vice-Chair

**RESOLVED:** To appoint Councillor Barry Macleod-Cullinane as Vice-Chair of the Sub-Committee for the 2016/2017 Municipal Year.

### 67. Declarations of Interest

**RESOLVED:** To note that the following interest was declared:

#### Agenda Item 8 – Revenue and Capital Monitoring 2015/2017

Councillor Bharat Thakker declared a non-pecuniary interest in that he owned a couple of investment properties in Harrow. He would remain in the room whilst the matter was considered and voted upon.

## 68. Minutes

**RESOLVED:** That the minutes of the meeting held on 21 March 2016, be taken as read and signed as a correct record.

## 69. Public Question, Petitions and References

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

## RESOLVED ITEMS

## 70. Revenue and Capital Monitoring 2015/16

The Sub-Committee received a report of the Director of Finance on the revenue and capital outturn on 2015-16, which had been considered by Cabinet at its meeting on 16 June 2016.

Following an overview of the report by the Director of Finance, Members asked the following questions and received responses from the officer and Portfolio Holder :

- What does the carry forward column in table 1 relate to?  
A - When a directorate has been unable to spend grant or project funding for specific work it can be carried forward.
- The report states that the worsening position on bed and breakfast accommodation means that there is a real risk of a significant overspend in 2016-17. What overspend was anticipated for the current year, will the overspend of £4m in the previous year remain or be adjusted for mitigation? How will the budget be profiled and will the overspend be contained within housing services or managed across the Council?  
A - The impact of the ongoing welfare reform and rising rents in the Private Rental Sector in Harrow had resulted in an increase in the numbers presenting as homeless. The officers were investigating a range of measures to address this including demand management to avoid homelessness and the allocation of £30m for the purchase of properties by the Council. Although there was intense scrutiny and focus on directorate specific budgets, it was necessary to manage the budget on a Council-wide basis. The pressure from homelessness had been in the region of £2m the previous year, and was currently £3.8-4m. A refresh of the budget process would be undertaken to refine and consider new measures. The results of the refresh would be included in the budget report to Cabinet in December 2016.
- The risk register for homelessness, as submitted to Council, indicated that measures would 'at best slow down growth in demand' and would be unlikely to make a significant contribution until 2018. When is the

administration going to identify short term solutions? The pressures will be exacerbated by the decanting of properties at the Grange Farm Estate, some of which were being used as short term accommodation. How many homes had been purchased by the Council?

A - There were competing uses for available sites: regeneration which would raise revenue for the Council, affordable housing in the broadest sense, temporary accommodation, and other uses. Discussion was taking place on a site by site basis and the input of Members would be appreciated. However, these initiatives would not form an immediate solution. Excellent progress was being made on the Grange Farm Estate regeneration which would replace 229 homes with 540, 11 homes had been purchased, contracts exchanged on a block of 14 new apartments in Aylesbury due for completion in the next two months, and offers submitted for a further 25 properties. In addition, contracts had been let for approximately 6 properties to be built during the following year. The overriding priority was the provision of more homes at affordable rents. The aim was to provide in excess of 600 properties over the next 5-6 years. No further funding had been highlighted after the present infill programme. There were currently 300 families in bed and breakfast accommodation at an average cost of over £10,000 per family.

- It would be helpful to know what causes this homelessness in order to tackle causes and therefore prevent the requirement for accommodation for an additional 500 homeless families annually.

A - The officers were supporting people to enable them to remain in their current accommodation which included discretionary payments. People were moving out of private rented accommodation that they could no longer afford. Less than one in ten rental properties were affordable for those on housing benefit. Officers undertook to circulate a briefing on the causes of homelessness in Harrow.

- What is the target for creation of affordable homes and what realignment will take place due to the changes in rent policy of 1% on year?

A - The target is 40% affordable with perhaps 20% being genuinely affordable or targeted for those coming into temporary accommodation. Increases in build costs during the last couple of years had impacted on viability and, whilst officers aimed to maximise supply, it had to be determined via a viability assessment whether a particular development could support 40% affordable homes. The affect of Brexit was unknown.

With regard to rent policy changes, the February budget presented a holding position with restricted inflation and linked cost to the level of stock. The reduction had been taken out of the housing revenue account and a service review was being undertaken regarding balancing the account. Customer satisfaction remained good and

tenants had been consulted on options including the reduction of expenditure on repairs, commercialisation, and increased income.

- What are the numbers of homeless families in bed and breakfast in Harrow and those allocated accommodation outside Harrow?

A - Just over 300 families were in bed and breakfast, of which two thirds were in shared accommodation. Approximately 600 had moved into longer term accommodation, some of which was outside Harrow, the latter resulted in no cost to Harrow. The determination of how much temporary accommodation was required was influenced by government decisions on housing benefit.

- A report was submitted to the Overview and Scrutiny Committee on mitigation. Were sufficient revenue resources available?

A - This had been the subject of a challenge panel which had evaluated that the Council had been successful at prevention. A business case was being prepared for the appointment of additional staff dealing with prevention.

- What was the impact of brexit and why had it not been included on the previous risk register?

A - A wide ranging dialogue with regard to the implications of brexit had taken place including, from a financial perspective, with treasury managers and pension fund managers and it would be included on the risk register in quarter 2. It had been disappointing that the government had not made any plans in the event of a brexit result.

No impact had been evidenced for the Public Works Loan Board (PWLB). The pension fund was subject to its three year valuation. There had been a reduction in gilts which would be factored into the pension fund valuation. Monitoring of global equities had not identified any significant movement. Brexit was being monitored centrally.

- What were the revenue implications of slippage in extra cost to the revenue fund? What does the slippage in budget mean in lost savings or revenue? With regard to the directorate performance on capital, the resources directorate had spent £7.8m against a capital budget of £22m. What level of capital slippage could be achieved regarding capital slippage?

A - Capital spend had improved from 40% to 60%. A re-profiling exercise aimed to increase certainty on what was available for commitments. The officers had undertaken to start to address revenue implications in the first quarter of 2016/17, based on the top 10 schemes for inclusion in the report to September Cabinet. However, not all slippage had an impact on revenue.



A more rigorous approach in the current year which could include the reduction in or replacement of schemes could result in achieving 65% of capital expenditure.

- What is the financial impact on social services of the living wage provision?

A – Some mapping of the national minimum wage provision undertaken during the budget had indicated that there would be an impact, the major effect being on contract costs with providers. With regard to the ACS precept, this was allocated in the budget as follows: £1.5m to demographic pressures and £525k for national minimum wage pressures within Adult Services.

- What financial planning had taken place to mitigate the revised arrangements for distribution of business rates. A better understanding of timetable and lobbying would assist.

A - The first round of consultation on NNDR had been released, with a response required by 26 September. The current three year budget included forecasts for NDDR and forecasts were looking slightly better than forecast.

- What additional resources had been required to help resolve the issues with Keepmote and what was the additional cost?

A - SEP 2 slippage had not affected the delivery of school places although some were in temporary accommodation. Children's Services were challenging claims from the contractor to ensure reasonable and that represented value for money. Members raised that they understood additional resource had been brought in by the Children's Directorate to help with the challenge process and would be interested as to how this was funded. Officers agreed to send this information to Members of the Sub-Committee.

- What action was being taken in connection with climate change fuel poverty?

A - The scheme had been aimed at those in most fuel poverty but they had been unable to follow the initiatives. The officer undertook to circulate additional information.

- In relation to Treasury Management 2015/16, what is the cost of borrowing and interest earned on investments?

A - The Council had not borrowed for three to four years as cash balances were being used although it could be necessary to borrow at some point in the current financial year. The officers undertook to circulate further detail.

- In building large scale assets the Council was increasing its risk should investments go down. Were assets matched with borrowing, and what was the duration?

A – The investment was for the long term and fluctuations within the schemes would need to be managed.

The Chair thanked the officers for their attendance.

**RESOLVED:** That the report be noted.

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

(Signed) COUNCILLOR PHILLIP O'DELL  
Chair

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

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<b>Date of Meeting:</b>	7 December 2016
<b>Subject:</b>	Corporate Equalities Objectives – Annual Progress Report 2015/16
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director Strategic Commissioning
<b>Scrutiny Lead Member area:</b>	Cllr Phillip O’Dell, Corporate Resources Performance Lead Member Cllr Stephen Wright, Corporate Resources Policy Lead Member
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Corporate Equalities Objectives – Annual Progress Report 2015/16

## **Section 1 – Summary and Recommendations**

This report provides an update on our progress against the Council's Equality Objectives which were adopted by Cabinet in April 2012.

Recommendations:

The Performance and Finance Sub-Committee is asked to:

1. Note the progress made against our Corporate Equality Objectives for 2015/16
2. Note the new Corporate Equality Objectives for 2016 – 2020 and the Action Plan for 2016/17

## **Section 2 – Report**

Introduction

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

### **Equality Act 2010 and the Public Sector Equality Duty**

3. The Equality Act contains a range of rights, powers and obligations to help the drive towards equality. The Act aims to strengthen and simplify the equality law that was already in place, such as the Race Relations Act and the Disability Discrimination Act.
4. Section 149 of the Act introduced a new Public Sector Equality Duty (PSED) which requires public authorities, in the exercise of their functions, to have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
  - Advance equality of opportunity between people who share a protected characteristic and those who do not; and

- Foster good relations between people who share a protected characteristic and those who do not.
5. The new PSED replaces the previous three Public Sector Equality Duties – for race, disability and gender - and now covers Age, Disability, Gender Reassignment, Pregnancy and Maternity, Race (this includes ethnic or national origins, colour or nationality) Religion or Belief (includes lack of belief), Sex and Sexual Orientation.
  6. It also applies to Marriage and Civil Partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.
  7. The PSED is supported by specific duties which are intended to help public authorities to meet its requirements. Public authorities covered by the specific duties are required to:
    - Publish by the 31st January each year information to demonstrate their compliance with the general equality duty; and
    - Prepare and publish by 6 April 2012, and at least every four years thereafter one or more equality objectives.

#### Collate and Publish Equalities Information

8. In order to meet the first requirement of the PSED, a number of local authorities have published spread sheets containing equalities data about their service users and workforce, whilst others have agreed to continue to publish their annual equality in employment report relating to their workforce and Equality Impact Assessments (EqlAs) as required by the previous duties.
9. Although this approach meets the requirements, the Council decided to publish its equalities data in a more constructive way.
10. In order to ensure that the data published is easy to understand and to ensure transparency with regard to progress in addressing inequality and delivering services reflective of the needs of our community, the Council prepared and published equalities information/data in the form of a narrative document 'Our Harrow, Our Story'. This is a narrative of the services and projects delivered by the Council which not only support the Corporate Priorities but address inequality, advances equality of opportunity and fosters good relations. The document includes real life case studies of service users and is supported by a set of Appendices which hold the data.
11. In 2012 the Equality and Human Rights Commission undertook a review of how public services generally complied with the requirement to publish data and singled out Harrow Council as the best practice exemplar for the transparency and ease of access to the data that we provided. This year's compilation is available together with the data it supports at

### **Developing and Publishing Equality Objectives**

12. In order to meet the second requirement of the PSED, 'Equality Objectives' were developed based on the research and consultation undertaken and the equalities information/data published.
13. The draft Equality Objectives were the subject of public consultation including an online questionnaire for staff and elected members and a separate questionnaire for members of the public, service users, voluntary and community groups, partners and stakeholders and the questionnaire was also sent out to the Residents Panel. As part of the consultation workshops for staff and voluntary and community groups, partners and stakeholders also took place. A cross party briefing was also held for elected members. The consultation produced support for the proposed Objectives which were adopted by Cabinet in April 2012.
14. In light of the change in Administration, the objectives (Appendix 1) have been reviewed to ensure they support they are still relevant to and support the corporate plan.

### **Measuring our Performance against the Corporate Equality Objectives**

15. In line with the existing performance process, directorates produce quarterly progress reports against their directorate scorecards for the Improvement Boards. These form the basis of annual progress reports. This will not only mainstream equalities within existing processes and service plans but also adhere to the COUNT (collate once use numerous times) principle.

### **Financial Implications**

All costs are contained within existing budgets.

### **Performance Issues**

How we perform against the Corporate Equality Objectives is monitored via the Council's existing performance process via Improvement Boards and reported to Cabinet via the Strategic Performance Report.

### **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 'Equality Objectives' will address inequality, advance equality of opportunity and foster good relations and help the Council to comply with the

statutory requirements of the Public Sector Equality Duty introduced by the Equality Act 2010.

**Council Priorities**

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

**Section 3 - Statutory Officer Clearance**

**Not required.**

<b>Ward Councillors notified:</b>	<b>NO</b>
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**Section 4 - Contact Details and Background Papers**

**Contact:** Mohammed Ilyas, Policy Officer, Ext.2322

**Background Papers:**

'Our Harrow, Our Story'

[http://www.harrow.gov.uk/info/200041/equality\\_and\\_diversity/863/public\\_sector\\_equality\\_duty](http://www.harrow.gov.uk/info/200041/equality_and_diversity/863/public_sector_equality_duty)

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# Corporate Equality Objectives

## Annual Progress Report 2015/16

### Meeting the Public Sector Equality Duty



## Foreword

Welcome to our latest Annual Equalities Progress Report which outlines our performance against our Corporate Equality Objectives.

This report highlights our performance and work towards advancing equality of opportunity, eliminating unlawful discrimination and promoting good relations between the different communities that make up Harrow. It includes a number of case studies illustrating the wide range of work carried out by the Council which contributes to making a difference for the vulnerable; for communities; for families and for local businesses.

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.

We hope that you will find this report interesting and informative, and we suspect that you may be surprised by just how much is done across the Council to further equality and to celebrate the Borough's diversity. We feel that the Council can be proud of the achievements highlighted in this report which build on our firm commitment to promote fairness and diversity, as outlined in our Corporate Plan. We know that the borough's diversity is something to value and encourage and this document highlights our commitment to maintaining and building on our strengths by ensuring equality and diversity are integral to everything we do.

This report provides you with details of the progress we are making in achieving our equality objectives and our ambition towards this for the year ahead.



**Councillor Sachin Shah**  
Leader of Harrow Council



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



**Michael Lockwood**  
Chief Executive,  
Harrow Council

## Introduction

Harrow is one of the most ethnically and religiously diverse boroughs in London with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that we believe helps make Harrow such a great place to live, work and visit. We know that the borough's diversity is something to value and encourage and this Equality of Opportunity Policy highlights our commitment to maintaining and building on our strengths by ensuring equality and diversity is integral to everything we do.

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

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

## Our Commitment

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

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

improve on our record and explore further initiatives and opportunities to encourage applicants from all sections of the community to consider joining us.

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

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

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

The Equality Act 2010 introduced a new Public Sector Equality Duty (PSED) which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

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

The new PSED replaces the previous three Public Sector Equality Duties – for race, disability and gender and now covers the following protected characteristics:

- Age
- Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion or Belief – this includes lack of belief
- Sex
- Sexual Orientation

It also applies to Marriage and Civil partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Public authorities covered by the specific duties are required to:

- Publish by the 31<sup>st</sup> January 2012 information to demonstrate their compliance with the general equality duty; and
- Prepare and publish by 6 April 2012, and at least every four years thereafter one or more equality objectives.

### Our Corporate Equality Objectives

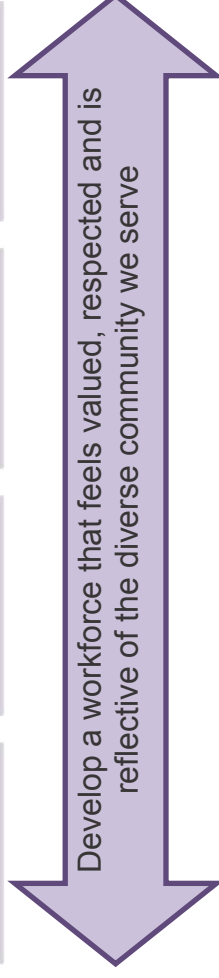
In early 2015, following a review that considered feedback from stakeholders, staff and Councillors, Harrow published an updated set of seven Equality Objectives in ‘Harrow Council Corporate Plan 2015-19, Working Together to Make a Difference for Harrow’ (available here).

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.

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

The following section of this report outlines Harrow Council’s progress in 2015/16 against the Corporate Equality Objectives. As well as reporting our overall performance (Appendix 1) it includes a number of case studies to demonstrate how we have used monitoring data to identify a need, engage with our communities and address the needs through initiatives and projects to improve our services.

One of the ways progress can be measured is whether we achieved the performance targets that we set ourselves. The following section provides 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 Green:** Target Met
- Amber:** Target missed by no more than 5%
- Low Red:** Target missed by 5-10%
- High Red:** Target missed by over 10%

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.

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

Green	3
Amber	
Red	2
Overall Status	
A	

**Key Highlights:**

- Achieved 18 Park User Groups
- The average number of days to repair street lights remains at 3 working days

We didn't meet the target to train 100 community champions or the quarterly target of 90% of Housing anti-social behaviour cases resolved per quarter.



**STUDY Park User Groups**

Harrow Park User Groups' (PUG's) network continues to grow and flourish, with the Harrow Park Forum being a mechanism to develop good practice and governance. We have 21 park user groups.



Thanks to all the volunteers who have a very diverse range of activity to help our parks and open spaces more attractive to visit and enjoy, examples of this are these newly established PUG's:

- Friends of Roxbourne Park holding a public meeting in November 2015 to try and attract people to start up a user group with 40 people attending on a cold dark night in the Pavilion in the middle of the park. They now have over 400 members and have held several events from dog's shows to Seniors Tea Parties.
- Friends of Queensbury Park held there start up meeting in June of this year and have since been involved with Queensbury Wetland project in partnership with Thames 21 and securing funding for park benches and bulbs.
- Friends of Chandos Recreation Ground have over 30 people participating in regular clean-up days.

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

The authority already has a strong partnership with the Deaf community and has recently worked with Harrow United Deaf Club to introduce British Sign Language videos on the council's website signposting where they can access services.

**Objective:** Improve opportunities for vulnerable young people

Green	2
Amber	
Red	2
Overall Status	
A	

**Key Highlights:**

- 185 young people supported into work, training or apprenticeships
- 98.3% of 16-18 year olds are in education, training or employment (target was 97%0

The Department for education (DfE) changed the KS2 and KS4 assessments and measures for 2015/16, therefore, all the results are baseline and have no targets or RAG rating.

**Objective:** Minimise health inequalities and deprivation in the Borough

Green	12
Amber	
Red	
Overall Status	
G	

**Key Highlights:**

- 100% of carers with Self Directed Support taking up Direct Payments
- 100% carers receive self directed support
- 84.3% of Mental Health clients live independently
- Council adaptations - the average time taken from assessment to completion of works

All targets for this objective were met or exceeded.



*Harrow was the second London borough to sign up to the British Sign Language Charter and make a commitment to ensuring Deaf people across Harrow are given better access to council services*

*The charter was signed by the leader of the council Councillor David Perry, Mayor of Harrow, Councillor Krishna Suresh, Chief Executive Michael Lockwood, President of Harrow United Deaf Club Asif Iqbal and Dr Terry Riley OBE, Chairman of British Deaf Association (BDA) on 15 October 2015 at the Civic Centre.*

Green	15
Amber	1
Red	
Overall Status	G

**Key Highlights:**

- Provided 23 new green gyms
- Increased the percentage of adults participating in sport and active recreation to 20.40% (target was 19.7%)
- Reduced the percentage of mothers who smoke at the time of delivery to 4.3% (target was 5%)

Although the majority of targets set for the year were met or exceeded, more needs to be done to reduce the health inequality in Harrow, This will be picked up in future equalities action plans.



**Childhood Obesity and Healthy Schools**

**STUDY** *Childhood obesity remains a problem in the borough. The Daily Mile is a new initiative being introduced in Harrow and our aspiration is that every child in Harrow will walk or run for a mile every day (roughly 15 minutes extra exercise each day). The idea stems from work done in Scotland that showed that not only was the programme effective in reducing the proportion of children who were overweight or obese within the school but also showed improvements in behaviour, attention and educational outcomes. The initiative is being piloted in two primary schools initially and, following a discussion with the PSHE leads, will be rolled out across Harrow in the New Year. This new initiative complements the work being done by schools to gain their healthy schools status. Currently 27 schools are at Bronze award level and 12 at Silver Award level. We are hoping for our first Gold Award School before the summer.*



**Outdoor Gyms**

**STUDY** *Outdoor gyms are a new way to look at health and fitness offering a lot of the same equipment you would find in an indoor gym, but in the great outdoors. Best of all, they're completely free! Twenty*



**three** parks in Harrow have outdoor gym equipment compared to **twelve** parks in the London Borough of Hillingdon and **six** in Brent.

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

Green	7
Amber	
Red	
Overall Status	G

**Key highlights:**

- 235 residents supported into employment (job brokerage and employment provision)
- 851 businesses supported by the Council
- 18.9% adults with learning disabilities in paid employment
- 6.8% of Mental Health clients in paid employment
- The Responsive Repairs Contractors employed 9 apprentices (target was 7)

All targets for this objective were either met or exceeded.



**Xcite Programme – case study of a service user**

I met my Employment Advisor from Xcite, through my Work Coach at Harrow JCP. At this time I was on Employment Support Allowance, due to an issue with my throat, my speech was affected quite badly, this had a huge effect on my self-confidence, I didn't want to talk out loud.

Thomas and I met and completed my enrolment. A week later we had a 1-1, where we spoke though employment and apprenticeships, as well as different sectors. Thomas also asked me about my health condition, and made me feel comfortable enough to be open and honest with him. This made me feel very comfortable and confident Thomas knew my abilities at that time.

After a few more 1-1's, where Thomas taught me how to job search effectively and how to increase my confidence for a job interview, I decided to choose the work experience option, where I was based in an small accountancy firm in Edgware, Runu & Co. Thomas called the manager and explained my health condition, which made my interview very comfortable as I was not nervous or embarrassed. The 1 day work experience was enough to give me that boost to push myself and achieve more.

After some time job-searching, I gained a permanent administrator job at an architect's company, I have been there for 6 months and loving it.

Thank you Xcite for leading me in the right direction.

**Objective: Encourage pride in the diversity of our Borough**

Green	1
Amber	
Red	
Overall Status	<b>G</b>

**Key Highlights:**

- supported 10 voluntary and community sector events

Although a range of diversity events were organised and delivered in partnership with the Staff Making a Difference Group, and partners, the aim going forward is to work in collaboration with partners and the voluntary and community sector to deliver joint events celebrating the diversity of Harrow.



**Harrow flies the flag**

*STUDY To celebrate LGBT History month in Feb 2016, the Council organised a number of events including flying the rainbow flag outside the Civic for the month of February.*



*The launch event was opened by the CEO and the Portfolio Holder for Equalities and attended by over 100 staff and members. Other events included a film screening of 'Prayers for Bobby' and an LGBT quiz.*



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

Green	2
Amber	1
Red	5
Overall Status	R

**Key Highlights:**

- We signed up to Stonewalls Diversity Champions programme and participated in their Workplace Equality Index
- Continued to support the Staff making a Difference Group (MADG) who continued to develop and organised a number of successful diversity events
- We increased the top 5% of earners who are women to 53.68% (target was 50%)

The challenges for this objective continue to be achieving the top 5% of earners who are from the Black Asian Minority Ethnic (BAME) community and those who have a disability.

The completion of the mandatory Equality Matters training also remains below target, but work is being done to address this.



**Coaching and Mentoring**

Harrow launched an internal Coaching Pool in 2015. The drop in session was a great success and number of staff applied to be trained as Coaches. Currently 19 staff are receiving 1to1 coaching and one member is being Mentored. Due to the success of the programme a second cohort of staff are about to start their training.

See feedback below from staff receiving Coaching:

*“To be very honest I can really recommend this service. This has so far helped me to regain my confidence and to allow myself to be the manager I have the ability to be. It is great to for someone to listen and give assistance with things you might never think of.*

*“Just would like to say that my coaching sessions have been invaluable to me. As a first-time manager, my coach has been my redemption. She listens patiently and advises in such a way, that makes me think of solutions for myself. She has instilled in me the value of taking a step back and dealing with difficult issues with very positive outcomes”.*

**Way Forward and Recommendations**

In order to build on the progress against our Equality Objectives, in line with the service planning process the targets for some measures have been reviewed. Some measures have also been removed, slightly amended and new ones agreed to ensure relevance. The revised PIs for 2014/15 to support our Corporate Equality Objectives are available in Appendix 2.

In September 2015, the Corporate Equalities Group (CEG) commissioned a review to further mainstream equalities across the

organisation with a view to identifying how we can streamline and improve policies and procedures taking into consideration the reduction in resources and capacity across the organisation, new organisation values and senior management restructure so we are clear what the focus and priorities for equalities should be in the Council and how we will deliver this agenda.

Following a number of workshops and in-depth consultation, a 'vision' and a set of revised Corporate Equality Objectives were developed and presented to the CEG and agreed. There were then agreed by Cabinet and Full Council.

**Vision:** A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

### **Corporate Equality Objectives**

- An inclusive workforce that feels valued, respected and reflects our community
- An improved understanding of our communities to ensure services are fair, equitable and accessible to all and reduce inequality
- Promote and celebrate the diversity of our Borough and foster community cohesion

An action plan to work towards to achieving the above objectives is available in Appendix 2. As the objectives have changed and we now only have three objectives, we have tried to incorporate the targets not met in 2015/16 to this action plan.

Appendix 1 – Corporate Equality & Diversity Performance Targets 2015/16

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
<b>Objective: Protect vulnerable people from the harmful impact of crime, anti-social behaviour, stigma and abuse</b>				
The number of trained community champions	1100	1058	<b>LR</b>	
Average number of days to repair street lights remains at 3 working days	3	3	<b>HG</b>	
The number of active park user groups	14	18	<b>HG</b>	
The total number of antisocial behaviour incidents per 1,000 residents (5 or less per quarter)	Annual = 20 (0.38 or less)	19.1 (0.38)	<b>LG</b>	
<b>90%</b> of Housing anti-social behaviour cases resolved per quarter.	90%	83%	<b>LR</b>	
<b>Objective: Ensure all services delivered by or on behalf of the Council, are accessible, responsive to the needs and aspirations of all communities</b>				
We have made at least 92% of all our bus stops DDA compliant by March 2016	92%	93%	<b>LG</b>	
Adults - % of social care users with Self Directed Support (SDS) taking up direct payments	46%	48.1%	<b>LG</b>	We are pleased to have exceeded last year's outturn demonstrating our commitment to cash Personal Budgets.
Adults - % of carers with SDS taking up direct payments	95%	100%	<b>HG</b>	Due to all provision of for carers in Harrow (including Mental Health) is in the form of a personal budget, the result is being maintained at 100%.
Adults - % of carers who receive self-directed support	95%	100%	<b>HG</b>	Due to all provision of for carers in Harrow (including Mental Health) is in the form of a personal budget, the result is being maintained at 100%.
Adults - % of Mental Health clients living	80%	84.3%	<b>HG</b>	Due to the fact that the data published by the HSCIC is

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
independently				more than two months out of date, we continue to monitor a local version of the indicator in order to provide up to date information about clients who we are able to support in terms of employment and accommodation. The published data will be lower as it includes some clients placed out of the Borough in secure accommodation who cannot work or live independently.
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	0.98	<b>G</b>	Equalities in provision continues to be met.
No of affordable homes delivered	138	186	<b>HG</b>	This exceeds the target of 138 but falls short of the 237 target which cascades down from the London Plan.
% of family-sized rented social homes completed as a proportion of total social housing	15%	16%	<b>LG</b>	16 family sized (3 bed plus) units completed out of 102 social rented units
Council adaptations: average time taken from assessment to completion of works (weeks ) per quarter	26	21	<b>HG</b>	
Disabled Facilities Grants: average time taken from assessment to grant approval (weeks) per quarter	24	10	<b>HG</b>	
The percentage of Children (age 0-5) living in the most deprived areas of Harrow who accessed Children's Centre services.	80%	85%	<b>HG</b>	
<b>Objective: Improve opportunities for vulnerable young people</b>				
Young people (under 25) supported into work,	100	185	<b>HG</b>	

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
training or apprenticeships (monitoring of the '500 pledge' will be the data source)				
<b>The Department for education (DfE) changed the KS2 and KS4 assessments and measures for 2015-16. Therefore, all of the results for the performance measures below are baseline and have no targets or RAG rating.</b>				
Early Year Foundation Stage The percentage inequality gap in achievement across all the Early Learning Goals at EYFS	N/A	29.3%*	N/A	* PROVISIONAL Results for Academic year 2015/16  Harrow's 2015-16 gap of 29.3% has improved from 30.4% in 2014-15. Harrow's gap is narrower than the national (31.4%) and statistical neighbour (33.1%) gaps.  The Department for education (DfE) changed the KS2 and KS4 assessments and measures for 2015-16. Therefore, all of the results are baseline and have no targets or RAG rating.
<b>Ethnic Groups</b>				These are PROVISIONAL Results for Academic year 2015/16.
<b>11 year olds – Harrow result 60%; national result 52%.</b>				
a) % Black African minority ethnic group (containing more than 30 pupils) achieving the national standard in reading, writing and mathematics at the end of key stage 2 (11yr olds)	N/A	a) 46.6%	N/A	Results by main ethnic groups are not published by the DfE for England or local authorities.
b) % Black Caribbean minority ethnic group (containing more than 30 pupils) achieving the national standard in reading, writing and		b) 37.0%		

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
<p>mathematics at the end of key stage 2 (11yr olds)</p> <p>c) % Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving the national standard in reading, writing and mathematics at the end of key stage 2 (11yr olds)</p> <p>d) % Any Other White Background minority ethnic group (containing more than 30 pupils) achieving the national standard in reading, writing and mathematics at the end of key stage 2 (11yr olds)</p> <p><b>15 year olds – Harrow result 52.7; National result 49.9.</b></p> <p>a) Average attainment of Black African minority ethnic group (containing more than 30 pupils) across 8 GCSE subjects at the end of Key Stage 4</p> <p>b) Average attainment of Black Caribbean minority ethnic group (containing more than 30 pupils) across 8 GCSE subjects at the end of Key Stage 4</p>		<p>c) Only 25 children in group.</p> <p>d) 46.5%</p> <p>a) 49.8</p> <p>b) 48.3</p>		

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
<p>c) Average attainment of Any Other Black minority ethnic group (containing more than 30 pupils) across 8 GCSE subjects at the end of Key Stage 4</p> <p>d) Average attainment of Any Other White minority ethnic group (containing more than 30 pupils) across 8 GCSE subjects at the end of Key Stage 4</p>		<p>c) 48.5</p> <p>d) 48.9</p>		
<p><b>Free School Meals</b></p> <p>a) Achievement gap between pupils eligible for free school meals and their peers, based on % of pupils achieving the national standard in reading, writing and mathematics at the end of key stage 2</p> <p>b) Achievement gap between pupils eligible for free school meals and their peers, based on average attainment across 8 GCSE subjects at the end of Key Stage 4</p>		<p>a) 21.8%</p> <p>b) 7.5</p>		<p>Provisional results for Academic Year 2015/16</p> <p>62.0% of children not eligible for FSM attained the national standard in Reading, Writing &amp; Maths compared to 40.2% of pupils eligible for FSM attaining the national standard.</p> <p>Pupils not eligible for FSM have the average attainment score of 54.9, compared to a score of 47.4 for pupils eligible for FSM</p>
<p><b>Special Education Needs</b></p> <p>a) Achievement gap between pupils with special educational needs and their peers, based on % of pupils achieving the national</p>		<p>a) 51.4%</p>		<p>PROVISIONAL Results for Academic year 2015/16</p> <p>16.5% of pupils with SEN Support (K), 11.6% of pupils with an Education Health Care Plan (EHCP) and 0% of statemented (S) pupils attained the national standard in</p>

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
standard in reading, writing and mathematics at the end of key stage 2				Reading, Writing & Maths at KS2.
b) The Special Educational Needs (SEN)/non-SEN gap based on average attainment across 8 GCSE subjects at the end of Key Stage 4		b) 21.0		The average attainment of Pupils with SEN Support (K) 39.9, with an EHCP 30.4 and a statement 16.6. Results have not yet been published by the DfE for England or other local authorities.
We have narrowed the educational attainment gap for Children Looked After (CLA)				Provisional Data 2015/16
c) Percentage of Children Looked After (CLA) for 1 year plus achieving a good level of development at Early Years Foundation Stage (annual)	N/A		N/A	Local indicator, no CLA (1 year+) in this cohort
d) Percentage of Children Looked After for 1 year plus achieving at least Level 4 at KS2 in Reading, writing and Maths (annual)	N/A		N/A	Only one child in this cohort who has an Education, Health and Care plan (EHCP) and was exempt from sitting exams National – 52% Statistical Neighbours – 56%
e) Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)	14%		N/A	Improvement – we had no CLA who achieved 5+ A*-C GCSEs including English and Maths GCSEs at KS4 last year. National – 13.8% Statistical Neighbours –26.1%



Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
We have maintained the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2016	97%	98.3%	<b>LG</b>	June to August 2016 England – 4.8% London – 3.6% Harrow – 1.4%
We have reduced the proportion of NEET (Not in education employment or training) to no more than 20% for young people who have offended and for children leaving care (LC) by March 2016	YOT 20% LC 20%	35.3% 30.3%	<b>HR</b> <b>HR</b>	The highest proportion of the NEET young people who have offended are in the 17-18 (non -statutory school age) group.  The care leavers indicator only take in to account EET activity 3 months before and 1 month after the young person's birthday, any changes outside the defined period is not captured in the indicator, according to the indicator 46 out of 152 care leavers were not in education, employment or training. There is no comparative data available.  The NEET figures include missing young people, those who are in prison and those we have lost contact with but are eligible for leaving care services. At 31st March 74.5 % of all care leavers aged 18 – 21 were EET and this is a significant improvement due to the involvement of careers advisor & close monitoring by social workers and their managers.  National – 39% Statistical Neighbours – 32%
<b>Objective: Minimise health inequalities and deprivation in the borough</b>				
Percentage of food establishments broadly compliant with food hygiene law	76%	76.1%	<b>LG</b>	
Greenhouse gasses (GHG): The percentage	4%	6.4%	<b>HG</b>	Our Energy Team have helped reduce Greenhouse gasses

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
reduction of CO <sup>2</sup> from local authority operations (includes corporate buildings, schools & academies)				from local authority operations by 6.4% (against a target of a 4% reduction), and have introduced a range of energy saving measures, helping to improve our environment as well as save money.
The number of active park user groups	14	18	<b>HG</b>	
Create 15 new green gyms by March 2016	15	23	<b>HG</b>	Provided 23 new <b>green gyms</b> in parks across the borough to support the Administration's commitment to provide a green gym in every park.
Number of cases where positive action is taken to prevent homelessness	1200	1030	<b>HR</b>	In spite of limited Private Rented Sector options, we're still being quite successful at preventing homelessness, but this has not kept pace with homelessness.
C&C: Harrow leisure centre members	24,000	25,499	<b>HG</b>	5.50% increase in members in Q4 2015-16 compared to Q4 in 2014-15
C&C: number of physical visits to Harrow Leisure Centre	1,200,000	1,288,969	<b>HG</b>	4.83% increase in visits in Q4 2015-16 compared to Q4 2014-15
C&C: Adult participation in sport and active recreation	19.7%	20.40%	<b>HG</b>	This is an increase of 1.5% from the Adults Participation Survey (APS) 1 undertaken by Sports England in 2005/6. This measures the number of people undertaking 30 minutes of activity 3 times a week.
C&C: Number of participants attending activity programmes.	184	355	<b>HG</b>	The indicator has been changed to be based on participation in London Youth Games and it has been confirmed that Harrow will be participating in 2015/16. Q4 includes the boys and girls cricket and bocchia.
Number of people setting a quit date with SC services who successfully quit at 4 weeks (2014/15 target 720)	454	458	<b>LG</b>	Over the full year the quits target has been exceeded.

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
Reduction in numbers of mothers that smoke at time of delivery	5%	4.3%	<b>HG</b>	
Proportion of children aged 4-5 classified as overweight	11.0%	10.0%	<b>HG</b>	Data is updated annually, in Q3 for each year for the previous school year. Targets are based on 2013/14 baseline. Data from the National Child Measurement Programme for 2014/15 shows that overweight prevalence in 4-5 year olds has decreased 1% from 11% to 10% and remains below the London and England prevalence's of 12.8% and 12% respectively.
Proportion of children aged 4-5 classified as obese	9.3%	9.2%	<b>LG</b>	Data is updated annually, in Q3 for each year for the previous school year. Targets are based on 2013/14 baseline. Data from the National Child Measurement Programme for 2014/13 shows that the obesity prevalence in 4-5 year olds has decreased by 0.1% from 9.3% to 9.2% and remains below the London and England prevalence's of 10.1% and 9.1% respectively.
Proportion of children aged 10-11 classified as overweight	15.9%	13.1%	<b>HG</b>	Data is updated annually, in Q3 for each year for the previous school year. Targets are based on 2013/14 baseline. Data from the National Child Measurement Programme for 2014/15 shows that overweight prevalence in 10-11 year olds has decreased by 2.1% from 15.9% to 13.1, in line with the decreases seen in London with a prevalence of 14.6% and England prevalence of 14.2%.
Proportion of children aged 10-11 classified as obese	20.8%	21.2%	<b>A</b>	Data is updated annually, in Q3 for each year for the previous school year. Targets are based on 2013/14 baseline. Data from the National Child Measurement Programme for 2014/15 shows that obesity prevalence in 10-11 year olds continued to increase by the same increment of 0.4% from 20.8% to 21.2% but remains lower than the London prevalence of 22.6% but higher than England at 19.1%.

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
Slope index of inequality in life expectancy at birth (Male)	6	6	<b>LG</b>	Data updated annually, Figures for 2011-13, recent data for England shows a reduction in life expectancy for the first time. Annual target of 85.9 has been set to maintain current life expectancy measures.
Slope index of inequality in life expectancy at birth (Female)	5	5	<b>LG</b>	Data updated annually, figures for 2011-13. Recent data for England shows a reduction in life expectancy for the first time. Annual target of 85.9 has been set to maintain current life expectancy measures.
<b>Objective: Improve the skills and employment opportunities for disadvantaged groups</b>				
Number of residents supported into employment, by the Council (job brokerage & employment provision)	100	235	<b>HG</b>	It is not easy to compare against neighbouring boroughs because They may not have employment projects. However, as of September 2016 JSA Harrow 1.2%, London 1.8%, UK 1.8%
Number of businesses supported by the Council (business survival and business growth support provided)	753	851	<b>HG</b>	It is not possible to measure against other boroughs – see above
Reduction in vacancy rates in Harrow Town Centre	Less than 9.25%	5.26%	<b>HG</b>	Great Britain All shops - 12.5% Shopping Centres - 13.2% Retail Parks - 6.0% Town Centres - 10.9% Source: Local Data company Press Release (14 April 2016) <a href="http://blog.localdatacompany.com/press-release85-percentage-increase-in-the-number-of-short-term-vacant-units-across-gb-towns-q1-2016">http://blog.localdatacompany.com/press-release85-percentage-increase-in-the-number-of-short-term-vacant-units-across-gb-towns-q1-2016</a>
Residents supported in sustained employment –	153	169	<b>HG</b>	Not able to find any data for London or London boroughs It is not easy to compare against neighbouring boroughs because

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
job outcomes sustained for 6 months or more.				There is not a like for like measures. However, if one looks at long term unemployment, the rate for Harrow is 4.2%, regional 7.8%, and England 7.1%. Although the unemployment rate is only slightly lower than England the rate of long term claimants of job seekers allowance is significantly lower.
The number of apprentices employed by the responsive repairs contractors	7	9	<b>HG</b>	We are working in a 3 way partnership with residents, contractors and the Council to deliver an ambitious social value programme that includes apprentices. In addition to offering apprentices, contractors have a good track record of offering permanent jobs to trainees once they have completed their apprenticeships.
Adults - % of adults with learning disabilities in paid employment	18%	18.9%	<b>LG</b>	The indicator shows continued progress at Q4, achieving the target. The level of employment (of any type) is very high compared to other London Boroughs, with only Hounslow reporting a better result in March 2015 (20.1%)
Adults - % of Mental Health clients in paid employment	6.5%	6.8%	<b>LG</b>	The mental health indicator is different than for clients with learning disabilities by measuring the average level of employment from monthly data. There have been some additional work opportunities created in recent months thus achieving the target.
<b>Objective: Encourage pride in the diversity of our Borough</b>				
Community events: No. of voluntary & community sector events supported in the delivery of Harrow's Cultural calendar	10	10	<b>LG</b>	A total number of ten events were delivered in partnership with the third sector. These included Eid, Vaisakhi, Diwali, Harrow Inter-Faith Week, Chanukah, Saint George's Day, Thai Pongal, Christmas, Holocaust Memorial Day and New Year's Day Parade.
Community cohesion - % of residents who agree	-	-		The last Reputation Tracker survey with this question in

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
that people get on well together in their local area (rep tracker)			N/A	was May 2016 and the result 79%. The Corporate Scorecard records a target of 70% for the year 2016/17; however, the May figure is not assessed against this, but rather the next survey due in March. There was not apparently a 2015/16 target.
<b>Objective: Develop a Workforce that feels valued, respected and is reflective of the diverse community we serve</b>				
Percentage of top 5% earners that are women (BV 11a)	50%	53.68%	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%	18.95%	LR	Performance improved again in Q4 and although below target is higher than Q4 in 2014/15.
The percentage of the top 5% of earners in the authority with a disability (excluding those in maintained schools) (BV 11c)	3.00%	1.05%	HR	Performance has improved in Q4 which reverses the recent trend; 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
Percentage of disabled employees (BV 16a)	3.00%	1.28%	HR	Performance has improved in Q4 which reverses the recent trend; 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.
Percentage of black and ethnic minority employees (BV 17a)	45%	44.05%	A	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

Measure	Target 2015/16	Actual 2015/16	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
% 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%	32%	<b>HR</b>	target. At Q4 there was an increase of 4% compared to the previous quarter. There were 47 new starters of which 14 completed their training (additionally 8 completed it outside the 8 week period). In 2016/17 we are looking into setting reminders to all staff to complete their 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%	36%	<b>HR</b>	There has been a marked improvement following CLG being provided reports and pro-active monitoring, but the performance remains below target.
Consider Signing up to Stonewalls Diversity Champions Programme and explore other such initiatives	NA	NA	<b>HG</b>	Signed up to Stonewalls Diversity Champions programme and submitted evidence for the Workplace Equality Index in August 2015

**CORPORATE EQUALITY OBJECTIVES ACTION PLAN 2016/17**

Objective: An inclusive workforce that feels valued, respected and reflects our community			
Priority (needs identified) Reasons	Anticipated Outcomes	Actions What specific actions that are needed to deliver each priority?	Accountability of this action plan will sit with the Corporate Equalities Group Strategic Lead (SL) Operational Lead (OL)
<p>40</p> <p>Improve on our position in Stonewalls Workplace Index, targeting a place in the top 200</p> <p><b>Reason</b> – 80.34% of staff did not answer the question around sexual orientation when this was introduced in the staff diversity monitoring in 2012. The latest (2014/15) report highlights this still stands at 77.23%.</p> <p><b>Staff Survey</b> - 20% of gay men and 38% of lesbians strongly disagreed/disagreed with the statement that <u><a href="#">Harrow</a></u></p>	<p>Achieve a place in the top 200 of the Workplace Equality Index</p> <p>A more inclusive workplace for LGBT staff and members</p> <p>Staff feel valued, respected and comfortable to be themselves at work</p>	<p>See Stonewall Workplace Equality Index Action Plan</p>	<p>Regular progress reports to CEG</p> <p>Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p> <p><b>KPI - Achieving a top 200 place in the workplace index in 2016</b></p>



<p><u>demonstrates through its actions that it is committed to being an equal opportunities employer.</u></p> <p>38% of lesbian staff also strongly disagreed/disagreed with the statement <u>I am treated with fairness and respect at Harrow</u></p> <p>45 % lesbian and 40% gay men strongly disagreed/disagreed with the statement <u>Systems for reward and recognition in Harrow are fair and transparent</u></p>			<p>monitoring and ensuring implementation of actions within their Directorates</p>	
<p>Achieve a more comprehensive profile of the workforce by improving the reporting</p> <p>41   recording of protected characteristics, particularly disability.</p> <p><b>Reason</b> – a significant % of staff have not provided any social identity information, especially on disability and sexual orientation.</p>	<p>A comprehensive profile of the workforce with an increase % of staff providing social identity information (especially against sexual orientation, and religion and belief)</p>	<p>Encourage staff to update social identity data profiles as part of campaign to promote changes in SAP ESS data recording.</p>	<p>HRD / Comms to undertake the campaign (SL)</p> <p>DETs to support the campaign and encourage staff to update social identity information (OL)</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p><b>KPI - % of staff providing social identity information</b></p>

		<p>Utilise values and culture change programme to make clear statements around how diversity is integrated into the values, e.g. Do it together is about respect, valuing each other etc.</p>	<p>HRD / Comms to undertake the campaign (SL)</p> <p>DETGs (OL) to proactively promote this message within their Directorates</p>	
<p>Improve the proportion of BAME and disabled staff at senior pay bands</p> <p><b>42</b> - <b>15</b> - Across the Council, the proportion of BAME employees is greatest in the lower pay bands and reduces at higher pay bands. When the snapshot of the workforce was taken on 31 March 2015, there were no employees who had declared their ethnicity as BAME at pay band 6 (Director level and above).</p> <p>The representation of employees who have declared a disability remains low at all levels of the organisation.</p>	<p>An increased percentage of BAME and disabled staff at senior pay bands</p>	<p>Embed the delivery of diversity outcomes at senior level with clarity about who is responsible for driving this agenda.</p> <p>Build a critical mass of senior role models from under-represented groups</p> <p>Continue to promote leadership development to improve opportunities for BAME and other under-represented staff groups.</p> <p>Consider targeted development to increase the 'talent pipeline' from under-represented groups.</p> <p>Monitor application of the performance appraisal scheme to ensure there is</p>	<p>HR &amp; OD (SL &amp; OL)</p> <p>Supported by DETGs</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p><b>KPI - Proportion of Black, Asian &amp; Minority Ethnic (BAME) employees</b></p> <p><b>KPI - Proportion of disabled employees</b></p> <p><b>KPI - % of top 5% of earners who are BAME</b></p> <p><b>KPI - % top 5% of earners who are disabled</b></p>

<p>Improve the recruitment, support and retention of young people</p> <p><b>Reason</b> - The proportion of Harrow Council employees aged less than 25 years remains low at 3.83%, and employees leaving the Council aged under 25 years, is higher than their representation in the workforce.</p>	<p>To increase the employment opportunities which are attractive to young people including apprenticeships, paid internships and other routes into employment.</p>	<p>no indication of bias.</p> <ul style="list-style-type: none"> <li>Review of R&amp;S Policy to include advertising and promotion of vacancies to encourage young applicants and eliminating potential barriers to their recruitment.</li> <li>Deliver X16 Employment project to improve the employability of young people (NEET). Work with one stop shop and schools to promote apprenticeships (including local authority), market apprenticeships to Corporate Directors, Divisional Directors, heads of Service and Service managers.</li> </ul>	<p>HRD</p> <p>Economic Development &amp; HRD (SL &amp; OL)</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p><b>KPI - Proportion of Harrow Council employees aged less than 25</b></p>
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<p>All staff to complete the mandatory Equality Matters training every two years to ensure they are up to date with the latest legislation, Council's policies and best practice.</p>	<p>All staff are up to date with the mandatory Equality Matters training</p>	<ul style="list-style-type: none"> <li>All staff to complete the mandatory Equality Matters training every two years</li> </ul>	<p>HRD to produce monthly reports for DETGs DETGs to encourage staff to complete the training</p>	<p><b>KPI - % 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</b></p> <p><b>KPI - % of existing staff (as at April '16) who are up to date with Equality Matters refresher training (either face to face or E-Learning Module)</b></p>
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<p><b>Objective: An improved understanding of our communities to ensure services are fair, equitable and accessible to all and reduce quality</b></p>					
<p>44</p>	<p>Priority (needs identified)</p>	<p>Reasons</p>	<p>Anticipated Outcomes</p>	<p>Actions</p>	<p>How will this be measured</p>
<p>Review and strengthen monitoring systems across the council to ensure a consistent approach to collating and analysing diversity data to inform policy and service development</p> <p><b>Reason – The equalities data published</b></p>	<ul style="list-style-type: none"> <li>Services are collating data on all nine Protected Characteristics</li> <li>Complaints are monitored and analysed</li> </ul>	<p>What specific actions that are needed to deliver each priority?</p>	<p>Review and update all our data collation systems to collate data on all nine Protected Characteristics</p>	<p>DETGs (SL &amp; OL) – Identify and update all systems</p>	<p>Quality Assurance of EqIAs highlights that services are collecting data against all protected characteristics and analysing it in appropriate</p>

<p>in our Annual Equalities Progress Report for 2014/15 highlighted that data against some of the protected characteristics is not collated. There are also cases where the data available is not fully analysed.</p> <p>There has been feedback from frontline staff that they sometimes feel uncomfortable in requesting such information from service users.</p>	<p>against the nine Protected Characteristics to identify any trends</p> <ul style="list-style-type: none"> <li>We have a comprehensive set of diversity data from My Harrow Account users</li> <li>Frontline staff are confident in asking for and recording diversity monitoring data from service users</li> <li>Transparent, up-to date diversity data on community profiles and service users is easily accessible to the council for decision making and service development</li> </ul>	<p>Update all complaints reporting procedures to capture diversity monitoring information on all nine Protected Characteristics</p> <p>Incorporate diversity monitoring into My Harrow Account</p> <p>Deliver 'What's it got to do with you' workshops to all frontline staff</p> <p>Standardise data collection requirements for outsourced services in all new/ renewed contracts, SLAs and specifications.</p>	<p>Corporate Complaints (OL)</p> <p>Resources DETG to monitor this.</p> <p>Ben Jones (OL)</p> <p>Resources DETG to monitor this.</p> <p>Policy Officer to deliver workshops (OL)</p> <p>DETGs to identify frontline staff</p> <p>Procurement (OL)</p> <p>DETGs to monitor this within Directorates</p>	<p>ways.</p> <p>Regular updates to the CEG</p> <p>Procurement Gateway</p>
<p>Continue to pursue the aspirations contained in the BSL Charter</p> <p><b>Reason</b> – The BSL charter was adopted by the Council and endorsed by the CEG with a view to improve access to our services.</p>	<p>The Charter pledges are:</p> <ul style="list-style-type: none"> <li>Improve access for Deaf people to local services and information;</li> <li>Promote learning and high quality teaching of</li> </ul>	<p>This will always remain a work in progress as there will always be new opportunities to develop service offers to make the Council more accessible.</p> <p>DETGs to identify at least one opportunity to advance</p>	<p>Six monthly audits of progress made against the pledges across the Council and the outcome of these audits will be reported to CEG</p> <p>DETGs (OL)</p> <p>Incorporate progress</p>	

<p>The feedback around access to services was also a major outcome from the workshops undertaken to review the equality objectives and priorities.</p>	<p>British Sign Language; (Give all deaf children the option of a bilingual education (BSL/English))</p> <ul style="list-style-type: none"> <li>• Give all deaf children the option of a bilingual education (BSL/English);</li> <li>• Ensure key staff working with Deaf people meet minimum standards of BSL skills; and</li> <li>• Consult with our local Deaf community on a regular basis</li> </ul>	<p>the aspirations against each of the five pledges this year</p>	<p>against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p>
<p>DisabledGo – increase the number of people who use the Access Guide</p> <p><b>Reason</b> – feedback from the workshops was more can be done to publicise the Access Guide to increase the usage. Our hit rate over the last 2-3 years has increased but it can be improved.</p>	<ul style="list-style-type: none"> <li>• Increase the number of hits on the site</li> </ul>	<p>Undertake a publicity campaign to promote the Access Guide (Publicise the Access Guide in Harrow People and service newsletters, Window Stickers)</p>	<p>Comms team to undertake the campaign DETGs to support the campaign and include articles in service newsletters</p> <p>A quarterly update on the number of hits to the CEG <b>KPI - Number of hits on the DisabledGo site</b></p>
<p>Attainment – Closing the gap <b>Narrowing the Gap for underachieving</b></p>	<p>The gap in attainment by ethnicity groups has been</p>	<p>Individual schools where the achievement gap is wide continue to be a</p>	<p>Communities Directorate</p> <p><b>KPIs – Attainment KPI's (See People Scorecard)</b></p>

<p>pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing</p>	<p>reduced</p>	<p>focus. Work to support schools will be commissioned by the Local Authority and will be delivered by the Harrow School Improvement Partnership (HSIP).</p>	
<p>Adult Learning Development, delivery and evaluation of community learning programmes to support recovery from mental health problems</p>	<p>The Active Minds project delivered with Mind in Harrow has been a national pilot with 260 participants with mild to moderate mental health scores. Outcomes have included an improvement in a sense of wellbeing, progression to volunteering and starting of self-help groups</p>	<p>An extension of funding to develop research on impact of adult learning on mild to moderate mental health issues is being sought</p>	<p>Peoples Directorate  KPI - % of adults in contact with secondary mental health services in paid employment</p>
<p>Adult Social Care - , Given the changes taking place, ensure these do not adversely impact on Adult Social Care Services</p>	<p>Maintain the quality of service provision for Adult Social Care</p>	<p>Ensure EqIAs are undertaken to assess impact on service provision</p>	<p>People Directorate  KPI – equality of service provision (Adult Social Care)</p>

Objective: Promote and Celebrate the Diversity of our Borough and Foster Community Cohesion			
Priority (needs identified) Reasons	Anticipated Outcomes	Actions What specific actions that are needed to deliver each priority?	Strategic Lead (SL) Operational Lead (OL) How will this be measured

			Accountability (A)	
<p>Undertake a feasibility study to establish a borough wide Diversity Network</p>	<ul style="list-style-type: none"> <li>• Arrange a workshop with all key partners, stakeholders and the VCS to identify the need of such a network</li> <li>• Produce and present a report to the CEG with key findings and recommendations</li> </ul>	<p>A Borough wide Diversity Network consisting of key organisations who can share best practice, skills and experience to pro-actively promote diversity and community cohesion within the borough.</p>	<p>Policy Officer - Equality &amp; Diversity (SL &amp; OL)</p> <p>Supported by MADG &amp; Harrow Equalities Centre</p>	<p>A report to the CEG with recommendations by September 2016.</p>
<p>4. Organise, deliver and celebrate key diversity events within the borough</p> <p><b>Reason</b> – as well as being one of the top priorities identified at the workshops, we would like to improve on the % of residents who agree that people from different backgrounds get on well together in their area.</p>	<ul style="list-style-type: none"> <li>• Agree an annual diversity calendar of events</li> <li>• Work in partnership with partners, stakeholders and the VCS to organise, deliver and celebrate the events</li> </ul>	<p>A number of key diversity events delivered in partnership with partners and the VCS, which are well attended with great feedback.</p>	<p>MADG (OL) supported by the Policy Officer – Equality &amp; Diversity and Harrow Equalities Centre</p> <p>DETGs to support the events by attending and encouraging staff to attend</p>	<p>Regular progress updates to the CEG</p> <p><b>KPI - % of residents who agree that people from different backgrounds get on well together in their area.</b></p>



<p><b>Engagement</b> – Deliver the engagement element of the Prevent action plan</p>	<p>See Prevent Action Plan</p>	<p>See Prevent Action Plan</p>	<p>Community Cohesion Officer</p>	<p><b>KPI</b> - % of residents who agree that people from different backgrounds get on well together in their area.</p>
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