

Corporate Equality Objectives

Meeting the Public Sector Equality Duty Progress Report



Measuring Performance

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

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

Key

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

Progress Report – Quarter 1

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

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

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

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

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

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

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

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

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

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

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

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

Objective 5 - Support local businesses and residents in times of economic hardship

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

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

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

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

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

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

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

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

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

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