

Corporate Equality Objectives

Using the Public Sector Equality Duty to Improve our Services

Annual Progress Report 2012/13

Introduction

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

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

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

Our Commitment

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

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

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

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

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

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

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

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

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

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

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

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

Public authorities covered by the specific duties are required to:

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

Our Corporate Equality Objectives

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

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

Corporate Equality Objectives

Our Corporate Equality Objectives are

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

Our Progress in 2012/13

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

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

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

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

Key Highlights:

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

Case Study: My Harrow Account

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

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

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

Case Study: Dad's Club

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

Recent feedback from those attending Dads Club:

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

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

Key Highlights:

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

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

Case Study - X16 Work experience and job readiness programme

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

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

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

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

Key Highlights:

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

Case Study: Green Gyms

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



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

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

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



Case Study: Allotments

This service provides a selection of allotment sites at 33 locations which are accessible to all communities of Harrow. The overall objective of this service is to increase the ability and opportunity for people to cultivate allotment plots in Harrow. The service seeks through its targets and initiatives to optimise the use of

allotment sites for existing and potential plot holders as well as to identify needs and meet demand. This includes raised beds for disabled users and schools plots to educate children.

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

Support local businesses and residents in times of economic hardship

Key Highlights:

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

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

Case Study: Supporting local business and residents in hard times

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

Case Study: Xcite Programme

Xcite is a council-run programme that helps unemployed Harrow residents find work. It has helped over 100 Harrow residents into work in 2012/13. The Xcite Work Club is open to all Harrow residents aged 18 – 65 who are looking for work and have the right to work in the UK. Activities include helping residents move into employment by coaching on interview techniques, job searches and



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

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

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

Key Highlights:

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



Case Study: Stop Hate UK

In March 2012 Harrow Council and Harrow Police launched a new 24 hour helpline for victims of hate crime. The service provided by Stop Hate UK is jointly funded by the Council and the Police for two years. It

will provide a reporting and sign-posting service, as well as offer

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

Case Study: Neighbourhood Champions

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



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

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

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

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



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

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

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

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

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

Key Highlights:

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

Case Study: Mainstreaming Equality Impact Assessments

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

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

Case Study: EqIA Quality Assurance Group

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

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

Key Highlights:

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



Case Study: Diamond Jubilee Queen's visit to Harrow

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

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

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

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

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

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

Key Highlights:

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

Case Study: Staff Benefits Fair



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

There were 22 exhibitors, internal and external, promoting different

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

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

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

Case Study: CREATE Awards

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



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

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

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

Our Performance against the Equality Framework for Local Government

The EFLG superseded the Equality Standard for Local Government (ESLG) and is a performance and improvement framework to enable local authorities to embed and mainstream equalities across the organisation. It builds on and develops the work councils have done on the old ESLG

The Council is currently at level 4 of the old ESLG. Level 4 of the old standard translates to the 'Achieving' level of the new framework. In adopting the SES, the Council made a commitment of working towards and achieving the 'Excellent' level of the new Framework.

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

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

Way Forward and Recommendations

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

Appendix 1 – Corporate Equality Objectives 2012/13

Key - RAG – Red Amber Green

Objective 1 - Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have				
We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG
100% of all new eligible service users will be given a personal budget each year	n/a	91.8%	All clients who were practicably possible were supported to receive a Personal Budget (PB). However 'Eligible clients' was defined locally before the start of the year to include a number of people, including those using certain types of equipment which could not be given a personal budget.	A
100% eligible new carers will be offered a carers personal budget, each year	n/a	100%	Data on carer PBs can now be captured through Framework-i. All new carers assessed in January to March as being eligible for costed services were put forward for personal budgets.	G
We have increased levels of user reported choice and control (from 45% in 2010/11 to 55% by March 2013 – ACCU survey) and quality of life (from 67% in 2010/11 to 73% by March 2013 – ACCU survey) and review targets at the end of each year	n/a	n/a	Note: The ACCU survey questions are changing so these measures and targets are no longer comparable with the old survey. The ACCU survey will be tailored to cover key questions from the national survey which populate outcome measures on the Adult Social Care Outcomes Framework as well as questions focusing on local priorities. Results from the DH client survey (February 2013) show that: <ul style="list-style-type: none"> the proportion of service users who have control over their daily life improved by 7% from 64% in 2012 to 71% in 2013. There are no differences in control reported between those with cash or managed personal budgets (or those without a PB). This places Harrow 16th in London based 	n/a

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

We have increased the percentage of clients who do not receive ongoing social care following a reablement service (target of 70% by March 2013)	74.6%	78%	78% of clients who contacted the service did not require any ongoing social care. These clients will receive a range of services including information and advice at the point of contact, and additional reablement services such as befriending and outreach work.	G
We have increased the percentage of adults in contact with secondary mental health services living independently with or without support (target of 88% by March 2013)	74.8%	79.4%	This is a significant improvement on 2011/12 performance. This increase would have moved us up from 21st in London to 15th, however further improvement is expected in 2013/14.	R
Maintain a high level of equality of service provision (between a score of 0.9 and 1.1 - which would indicate that there is no difference between white and non-white clients in terms of likelihood of service provision).	1.02	1.04	Performance remains positive on this indicator. This reflects that service provision is equitable between the white / non-white population in Harrow. A score of 1.00 would show no differences in the chance of being given a service between the two groups.	G
We have delivered 200 lettings through Help2let by March 2013	163	248	We are leading other boroughs through the Help2Let scheme and this is recognised externally. We are often asked to speak at conferences on good practice and share learning on homelessness and prevention	G
We have achieved the target of 10% wheelchair standard homes completed as a proportion of total social housing completed by March 2013.	6%	10%	This is taken from the London Plan, so each borough in London will have its own targets.	G
Objective 2 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support				
We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG
The percentage of families identified as requiring support, who are accessing support groups has increased by 10 % by March 2013	149	451	Progress and comparison to neighbouring authorities is difficult to measure as the early intervention service model is unique to Harrow consisting of four teams of multi-disciplinary practitioners working together in a Team Around the Family Approach. Early Intervention Services moved to electronic case recording in February 2012 which might be a contributing factor to the low	G

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

We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG
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	17.6%	20.7%	<p>The % of Year 6 obese children in Harrow's year 6 has increased but remains in-line with the national average and below a majority of it's neighbouring boroughs.</p> <p><u>NEIGHBOURING BOROUGH COMPARISON</u></p> <p>Harrow 20.7% Barnet 18.7% Ealing 21.9% Hillingdon 20.7% Brent 22.8%</p> <p><i>Please note that the previous description of this indicator inaccurately included both years 5 and 6 – when it should only be year 6.</i></p>	A
We have increased the number of people participating in physical activity to 19.5% by March 2013	19.5%	19.1%	<p>The actual target for 2012/13 should have been reported as 18.4% as 19.5% is the target for 2013/14.</p> <p>The Introduction to project initiatives has helped the increase of the Active People Survey increase. For instance Sportivate – targeting 14 – 25 yrs getting back into sport.</p> <p>The June 2013 interim survey shows further improvement as the following table demonstrates:</p> <p><u>NEIGHBOURING BOROUGH COMPARISON</u></p> <p>Harrow 19.3% Barnet 19.1% Ealing 18.4% Hillingdon 17.9% Brent 16.1%</p>	G

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	27	42	<p>There are 4 London Youth Games disability events that take place annually. In 2011, Harrow only entered the 1 Boccia Event. In 2012 we entered 3 events – Boccia, football, swimming. In 2013, we increased the number of Boccia and swimmer participants. 2014 will see Harrow enter all 4 events.</p> <p>Up to April 2012, six teachers from primary schools had attended training aimed at improving inclusion awareness and provision in PE lessons. A further eight teachers attended subsequent training by March 2013.</p>	G
The number of vulnerable children accessing sexual health services has increased by 5% by March 2013 <i>(We have improved access to mental health support for vulnerable children and young people through direct commissioning services)</i>	0 families	76 families	This is a new service which provides additional support to vulnerable children and families to address mental health needs where they don't meet the thresholds of local CAMHS services.	G
We have improved access to mental health support for vulnerable children and young people through direct commissioning services	0 families	76 families	This is a new service which provides additional support to vulnerable children and families to address mental health needs where they don't meet the thresholds of local CAMHS services.	G
We have achieved the target of 42% of family-sized social homes completed as a proportion of total social housing completed by March 2013	51%	35%	45% over 2011-2013 period. The target was set in the London Plan. We exceeded the original target, which is now revised to 36%.	A
Positive action has prevented homelessness in 1000 cases by March 2013	1133	1051	By taking positive action we are keeping homelessness approaches low. In comparison with other London boroughs we have one of the lowest numbers of homeless acceptances.	G
Objective 4- Support local businesses and residents in times of economic hardship				
We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG

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

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

			61.3%. This places Harrow in 13 th position in London based on 2012/13 data.	
We have increased the Tenant, Leaseholder & Resident satisfaction with the outcome of their anti-social behaviour case from 75% in 2011 to 80% by 2014		71%	We set a particularly challenging target for overall satisfaction in 2010. Overall satisfaction shows a general upward trend in spite of a difficult external climate (+5% increase on 2008 score) and upper middle quartile benchmarked against London 12/13 STAR results.	G
We have implemented the Harrow Hate Crime and Community Tension Monitoring Action Plan addressing the four strategic objectives by March 2015		✓	The Hate Crime area of work is being reviewed currently. Hate Crime reporting and case working arrangements are in place, delivered by Harrow Equalities Centre for the Council.	G
Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)				
We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG
Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)	n/a	n/a	Although this is the Council's policy, we could improve the monitoring of this to ensure 100% compliance	A
Ensure all projects within the Transformation Programme are subject to an EqIA		✓	The EqIA process has been mainstreamed into the Transformation programme and a progress report is provided to the Corporate Equalities Group at each meeting.	G
Directorate EqIA programmes have been developed and implemented each year	n/a	✓	Directorates are in the process of considering EqIA's against their service plans to identify proposals, policy and services which require an EqIA. However, this can be improved s	A
Objective 7 - Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together				
We will have succeeded if, by 2016:	April 2012	March 2013	Progress, comparison to neighbouring authorities	RAG
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)	73%	77%	This is an annual indicator. A Community Cohesion Charter has been developed for Harrow and endorsed by the HSP.	G

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

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

<p>'We have extended our workforce monitoring to all protected characteristics under the Equality Act 2010 and, once our records are updated, this will be reflected in the Annual Equalities in Employment Report for 2011/12.</p>		<p>✓</p>	<p>This has been completed, however Marital Status will not be reported in the Annual Equalities in Employment Report as there is no requirement to report this.</p>	<p>G</p>
<p>We have implemented a programme of Equality and Diversity training for staff by the end of March 2013</p>		<p>✓</p>	<p>A programme of Equality and Diversity training for staff has been in place annually for many years. Periodically this is refreshed. The last review took place in 2012/13 and a pilot event has been received well by managers and staff. This now features in the 2013/14 programme.</p>	<p>G</p>
<p>We have developed and implemented an Action Plan to address the findings in the Staff Survey and Equality in Employment Report (Target – March 2013)</p>		<p>Action Plan agreed in May 13</p>	<p>A large staff event and survey took place in March to engage staff on the findings from the Annual Equalities in Employment Report 2011/12 Staff Survey. Their ideas and initiatives have been built into an Action Plan and a staff group has been established to monitor progress and develop further initiatives to improve our performance</p>	<p>A</p>

Excellent – Knowing your communities

Key

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

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

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				How are changing needs identified, prioritised and met?	<p>Local Information System (LIS) Harrow Informed is the Boroughs Local Information System (LIS) which is a web based, centralised data hub of national and local demographic and service information.</p> <p>It is a tool to highlight Harrow's data story - how Harrow is changing in its population, crime, health, environment & economy.</p> <p>Harrow Vitality Profiles – The Harrow Vitality Profiles were first launched at the Harrow Strategic Partnership summit on the 19th May 2004. The profiles bring together a range of information about Harrow, its people and their needs in a standard, easy-to-use format.</p> <p>The report features 12 topic-based sections. Information is presented on a map, with key bullet points and explanatory text. Where appropriate, a ward bar chart and London and</p>	<p>The HUB of information has many benefits, it will:</p> <ul style="list-style-type: none"> ▪ Support managers across partnership organisations in formulating evidence based strategy & responding to key questions when reshaping services ▪ Enhance research & intelligence capability by supporting data analysts and researchers in local needs and requirements ▪ Improve two way community dialogue by supporting & signposting 	<ul style="list-style-type: none"> ▪ Identify and update key data collation systems to ensure data is collated for all Protected Characteristics ▪ Collection of data is not consistent across the Council. Coordinated collection, central storage (with adequate protection) and overall sharing of data would save money and provide significantly more data for each service. ▪ Complete the TOR, identify key systems

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

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

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

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

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

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

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					Evidence <ul style="list-style-type: none"> Mainstreaming Equality Monitoring Action Plan 		

Analysing and Using Information

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

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

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

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>Equality Scheme (SES) as well as the equalities information/data being published to satisfy the first requirement of the PSED.</p> <p>Our draft Equality Objectives were subject to a public consultation for six weeks from the 24th January to 4th March 2012.</p> <p>This included an online questionnaire for staff and elected members and a separate questionnaire for members of the public, service users, voluntary and community groups, partners and stakeholders and the questionnaire was also sent out to the Residents Panel. As part of the consultation workshops for staff and voluntary and community groups, partners and stakeholders also took place. A cross party briefing was also held for elected members.</p> <p>Internally, the consultation and staff workshop was publicised through The Grapevine, Members Information Bulletin, directorate newsletters, and the intranet and via Directorate Equality Task Groups. Externally, the publicity included a Press Release, emails to voluntary and community groups, via Harrow Equalities Centre, organisations on the Community</p>		

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

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

Sharing information between partners

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

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

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

Excellent – Leadership, Partnership and Organisational Commitment

Leadership and Vision

3.4 There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector. (Links to 3.2, 3.3)

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

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Organisational Commitment

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

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

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>reduce the impact of burglary; to reduce the fear of crime; and to increase the level of public confidence in the work that the Police and Council are doing to reduce crime. So far, over 30,000 households have been provided with the product but evaluation is still at an early Stage.</p> <p>Harrow Hate Crime Forum Good Practice in Hate Crime as cited by the Ministry of Justice and the Mayors office for Policing and Crime (please refer to Harrow Internet project) and Harrow Community Road shows to be continued in 2013/2014</p> <p>Specialised Weekend School In May 2009 a project was delivered jointly by Harrow Council and PAIWAND (An Afghan community association specialising in running Supplementary Schools) aiming to establish and successfully run a weekend school for 50-60 disadvantaged children from Harrow studying at Key Stage 1 and 2. The young people assisted all met the national 'narrowing the gap' definition of disadvantage. The project successfully surpassed its original target of 60 and currently supports about 100 children from the targeted groups, with a further</p>		

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

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
					<p>40 identified by schools on the waiting list. Initial results show that virtually all children have made progress including, moving up sets, and parents have commented that children are catching up or have caught up with their peers.</p> <p>Improving Health and Wellbeing With the exception of Black Caribbean and Irish populations, all other minority ethnic groups have lower rates of adherence to the Chief Medical Officer's recommendations. Due to Harrow's diverse population, it is important that our programmes cater for the different needs of our community to achieve increased physical activity rates. For example, women's badminton sessions are now held at the Harrow Leisure Centre to encourage participation of more women from an ethnic minority background. The programme has been very successful, and, as a result, plans are being put in place to sustain the programme for a longer period of time. Iwanaaji Somali Disabled Association was also awarded over £12,000 in December 2009 by the Harrow Partnership to increase Somali adults' participation in sport. The project was launched in February 2010 and to date three Somali Women have been trained as Community Walk Leaders in</p>		

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

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

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

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

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

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

Equality analysis

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

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Can the authority demonstrate how equality analysis has been used to identify needs or prioritise services?	<p>Commissioning Process 2011 The Council's planning and commissioning process for 2012-15 identified more than £17m of savings and for each proposal, an EqlA was undertaken including identifying potential cumulative impact on protected characteristic groups. Many of the proposals were still at a formative stage when the budget was approved but a commitment was given that there were sufficient funds in reserve to allow any savings proposal not to be implemented if</p>	<ul style="list-style-type: none"> This will ensure equality implications are key to our decision making process. It will also enable the Council to make informed decisions understanding how the proposals will affect our diverse communities 	<ul style="list-style-type: none"> Improve the monitoring of completed EqlA's to ensure the monitoring and mitigation action plan is being implemented

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

Equality Objectives

3.7 The authority can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities. (Links to 3.5, 3.7, 3.16, 3.17)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				<p>What evidence is there of improved outcomes?</p>	<p>Annual Progress Report produced to map our progress against the objectives and Our Harrow, Our Story,</p>		<ul style="list-style-type: none"> ▪ Consult on the Annual Progress Report widely so performance can be challenged and

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

Monitoring and Scrutiny

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

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

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

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

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

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

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

Commissioning and Procuring Services

3.10 The authority has a consistent corporate approach to commissioning and procurement and can demonstrate that commissioned / procured services are supporting its equality objectives. (Links to 3.5, 3.17)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				How is the corporate approach to commissioning and procurement captured and understood?	<p>Requirement to promote equality through the supply chain is expressed in Harrow Council Sustainable Procurement Policy (endorsed by cabinet Oct 2011)</p> <p>Advice on how to implement Policy is explained within Sustainable Procurement Toolkit, available to all officers on the Harrow Hub (intranet)</p> <p>PQQ questions around equality are</p>		<ul style="list-style-type: none"> ▪ Deliver workshops to all managers and commissioning officers to mainstream the Council's process and policy

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

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

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

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

3.12 Local people are positive about relations across diverse communities and have confidence that harassment and hate crimes are dealt with effectively.							
The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to foster good relations.							
1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?

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

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

Engagement structures

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

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

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

Effective Engagement

3.14 Key sections of the community are satisfied that the authority and its partners have listened to them and taken their views into account.

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

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

Excellent – Responsive Services and Customer Care

Integration of Equality Analysis into Service Review

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

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Are there specific examples	<ul style="list-style-type: none"> Cemetery Service Review 		<ul style="list-style-type: none"> Include effective

				of policy or service delivery arrangements being amended to address issues identified by equality analysis?	<ul style="list-style-type: none"> MoW Harrow Arts Centre Adults Consultation Children's Centre 		<p>equality monitoring in our complaints policy and process and analyse this in quarterly reports to establish potential patterns of concern</p>
				Do the corporate and financial plans and strategies of the authority take account of equality analysis?	<p>Transformation programme – EqIA's mainstreamed within the Transformation programme (explain)</p> <p>Directorate EqIA Programmes</p> <p>Adults Transformation – four key projects</p> <p>Commissioning Panels (Cumulative Impact)</p>		

Integration into service planning and delivery

3.16 Individual services across the authority can demonstrate that improvements and equality outcomes are being delivered. (Links to 3.5, 3.6)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Is it clear who the service users are?	<ul style="list-style-type: none"> Equality Monitoring across functions and services (TOR and also Our Harrow, Our Story) Equality Objectives Data from new protected characteristic user monitoring 		<ul style="list-style-type: none"> Disaggregate the data against the protected characteristics to identify any areas for improvement and set relevant targets to address the findings
				Have gaps been identified in terms of who may not be using the service and why?	A Test of Relevance is being undertaken to understand this and what steps/options are required to be taken.		

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

Service Level Procurement

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

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

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

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

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

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

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

Human Rights

3.19 People believe that they have been treated fairly and that their human rights have been respected.							
1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Is there any evidence of improvement over time?	Complaints data		
				Are there any examples of different customers' experiences being analysed	Complaints and complaints resolution data		

				and acted upon?			
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Excellent – Skilled and Committed workforce

Workforce Strategy

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

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

Local Labour Market

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

Workforce Monitoring

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

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

HR Policies and Procedures

3.23 A range of examples is readily available of positive outcomes from mitigation action and action to promote equality of opportunity. (Links to 3.20)

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Have positive and tangible outcomes been delivered as a result of the implementation of the workforce strategy?	Positive outcomes have been reported through surveys however tangible outcomes cannot be evidenced		

Staff Engagement

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

Working Environment

3.25 There are high satisfaction levels with the working environment across all staff groups.							
1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Do staff surveys and focus groups confirm satisfaction with the working environment?	Recent staff surveys have not sought view about the working environment.	Support staff	
				Are there effective occupational health facilities available to staff?	Yes – The Council has a contract with an external organisation to provide a number of services to staff including counselling, fitness assessments and health screenings		

Equal Pay

3.26 Action is underway to ensure equal pay is fully implemented.							
1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				Overall, is there evidence that men and women are receiving equal pay equal for work (subject to any major industrial, legal or other barriers)?	<p>The Single Status agreement was implemented in 2004 to harmonise the terms and conditions of all staff and ensure that pay and conditions are fair and equitable.</p> <p>Equal pay is ensured through conducting job evaluations for all Council roles.</p>		
				Is the situation being monitored / audited regularly?	<p>An Equal Pay Audit completed 2007 further ensured that there were no unjustified pay inequalities.</p> <p>An updated audit is due to be conducted later this year.</p>		

Harassment and Bullying

3.27 Harassment and bullying at work are dealt with effectively and more staff say that they are treated with dignity and respect. Staff are confident that there are robust procedures in place to address harassment and bullying at work.

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				What information is available to show there has been an improvement – monitoring data, perception surveys, and qualitative data?	<ul style="list-style-type: none"> ▪ Annual Equality in Employment monitoring report ▪ Staff survey results for fairness and equality remained broadly in line with the previous survey findings. ▪ Dignity at work policies 		

Appraisals

3.28 Managers and staff are delivering improvements based on objectives.

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

Learning and Development

3.29 Councillors understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well trained staff who are equipped to meet the diverse needs of local communities.

1	2	3	4	How was this done and what is the evidence?	Evidence / Information / Links	What difference will this make?	What improvements can be made?
				What changes have come	Members are aware of equality issues,		

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

Appendix 3 – Corporate Equality Objectives 2013/14

Objective 1 – Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have

Directorate	We will have succeeded if, by 2016:
Community Health and Wellbeing	70% of social care users will receive self-directed support (of all clients and carers with substantial services, by March 2014)
Community Health and Wellbeing	68% of people with learning difficulties are living in their own homes or with families, by March 2014
Community Health and Wellbeing	70% of clients do not receive ongoing social care following a reablement service, by March 2014
Community Health and Wellbeing	80% of adults in contact with secondary mental health services are living independently with or without support, by March 2014
Community Health and Wellbeing	We have maintained a high level of equality of service provision (between a score of 0.9 and 1.1 - which would indicate that there is no difference between white and non-white clients in terms of likelihood of service provision).
Community Health and Wellbeing	Total number of households we housed in the Private Rented Sector (350)
Community Health and Wellbeing	We have achieved the target of 8% wheelchair standard homes completed as a proportion of total social housing completed by March 2014.
Community Health and Wellbeing	We have delivered actions to increase participation of target groups in libraries (target of 90% every year)
Environment & Enterprise	We have made at least 90% of all our bus stops DDA compliant by March 2015

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

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

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

	<ul style="list-style-type: none"> a) Percentage of Children Looked After for 1 year plus achieving a good level of development at Early Years Foundation Stage (annual) b) Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual) c) Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)
Children and Families	We have reduced the proportion of NEET to no more than 20% for young people who have offended and to no more than 50% for children leaving care by March 2014
Children and Families	We have maintained the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2014

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

Directorate	We will have succeeded if, by 2016:
Children and Families	We have reduced the percentage of children who are obese in Year 6 to be below or in-line with the national rate of 19.2% by March 2014
Children and Families	More children, young people with disabilities are participating in sport through the provision of training and support to 100% of PE teachers by March 2014
Community Health and Wellbeing	Adult participation in sport and active recreation is 19.5% in 2013-14.
Community Health and Wellbeing	We have delivered actions to increase participation of target groups in leisure (target of 90% every year)
Community Health and Wellbeing	We have achieved the target of 42% of family-sized social homes completed as a proportion of total social housing completed by March 2014
Community Health and Wellbeing	Positive action has prevented homelessness in 1250 cases by March 2014
Community Health and Wellbeing	Supported at least 150 households in the target groups (older people, adults with a disability or carers of those with a disability) as part of the Harrow House warmers programme by March 2014
Community Health and Wellbeing	Maintained the proportion of women smoking in pregnancy to under 5%
Environment &	Food establishments in the area which are compliant with food hygiene (target 70% by March 2014)

Enterprise	
Environment & Enterprise	We have reduced the Council's Carbon Footprint (target of 4% by March 2013)

Objective 4 - Support local businesses and residents in times of economic hardship

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

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

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

Wellbeing	from 75% in 2011 to 80% by 2014
Environment & Enterprise	Achieved 8 active park user groups by March 2014

Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)

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

Objective 7 – Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together

Directorate	We will have succeeded if:
Community Health and Wellbeing	We have supported the voluntary and community sector in the delivery of our cultural calendar with the aim of delivering ten events each year
Community Health and Wellbeing	77% of residents agree that people from different backgrounds get on well together in their local area (as reported by the reputation tracker in 2013/14)

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

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

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