

Equality & Diversity Annual Report

2014-15



Foreword

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

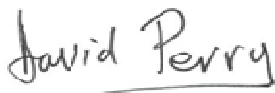
This report brings together a number of previously separate documents, to give a more complete overview of Harrow Council's progress in increasing social equality and how we can build on this in the future.

Equality is about describing a vision for the area that is built on recognising the needs of every local community, promoting inclusion and cohesion, fairness and justice. Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. As a community leader, we will continue to work in partnership with the public, voluntary and private sectors to ensure we achieve this vision for our borough.

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

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

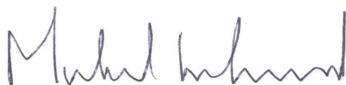
It has never been more important for us to harness the benefits of a diverse community and workforce & live by the Council's Vision, 'Working Together to Make a Difference for Harrow'. In partnership with the community, this is exactly what we intend to do.



Councillor David Perry
Leader of Harrow Council



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



Michael Lockwood
Chief Executive,
Harrow Council



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1. Executive Summary

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

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

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

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

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

2. What is the Equality and Diversity Annual Report?

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

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

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

3. Our Harrow, Our Communities

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that we believe helps make Harrow such a great place to live, work and visit.

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

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

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

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

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

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

¹ At 30th June 2013

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

³ ONS, 2011 Census, Table KS102EW

⁴ ONS, 2013 Mid-Year Estimates

⁵ In 2011/12, ONS, Annual Population Survey

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

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

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

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

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

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

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

Much more detailed information can be found in:

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

4. Harrow's Approach to Equality & Diversity

Concepts and Meanings Used in Harrow

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

Our Commitment

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

⁷ ONS, 2011 Census, Table QS203EW

⁸ ONS, 2011 Census, Table KS209EW

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

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

Our Corporate Equality Objectives

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

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

Equality Monitoring, Analysis and Equality Impact Assessments

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

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

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

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

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

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

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

Working with Voluntary and Community Sector Organisations

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

Our Equality of Opportunity Policy

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

Governance and Oversight

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

The Role of Overview and Scrutiny

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

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

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

Publishing Equality Related Data

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

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

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

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

5. Meeting Harrow’s Corporate Equalities Objectives

The New Corporate Equality Objectives

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

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

“Working Together to Make a Difference for Harrow”

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

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

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

Reviewing Progress & Setting Priorities

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

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

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

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

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

Equalities Objectives - Performance overview: 2014/15

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

Green

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

Green

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

Amber

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

Amber

Performance measures by RAG status

Green	5
Amber	0
Red	1

Green	5
Amber	1
Red	0

Green	14
Amber	1
Red	8

Green	2
Amber	2
Red	0

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

Amber

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

Green

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

Red

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

Green

Performance measures by RAG status

Green	6
Amber	1
Red	12

Green	7
Amber	0
Red	0

Green	2
Amber	0
Red	8

Green	3
Amber	0
Red	0

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

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

Introduction

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

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

Understand:

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

Plan:

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

Do:

- Deliver accessible and responsive services

Review:

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

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

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

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

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

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

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

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

What we have been doing to achieve this objective?

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

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

¹⁰ More information can be found in Appendix 7.

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

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

Key Achievements:

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

Key Priorities for 2015/16 and Beyond

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

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

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

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

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

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

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

Introduction

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

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

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

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

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

¹⁵ HSCB Annual Report 14-15

What we have been doing to achieve this objective

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



Other Achievements:

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

White Ribbon Day

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



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

Key Priorities for 2015/16 and Beyond

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

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

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

Objective 3: Minimise health inequalities and deprivation in the borough

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

Introduction

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

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

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

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

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

What we have been doing to achieve this objective

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

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

CASE STUDY: Outdoor Gym Activators:

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

CASE STUDY: Harrow Health Walks:

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

Here is some feedback from walkers:

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

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

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

CASE STUDY: Harrow Community Dance:

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

Key Achievements:

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

Key Priorities for 2015/16 and Beyond

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

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

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

Other Performance Challenges:

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

Objective 4: Encourage pride in the diversity of our borough

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

Introduction

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

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

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

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

What we have been doing to achieve this objective?

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

Harrow's Heroes – Harrow celebrates its volunteers



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



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

Key Priorities for 2015/16 and Beyond

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

Other Performance Challenges:

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

Objective 5: Improve opportunities for vulnerable young people

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

Introduction

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

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

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

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

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

What we have been doing to achieve this objective:

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

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

Other Key Achievements:

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

Key Priorities for 2015/16 and Beyond

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

¹⁹ HSCB Annual Report 2014-15

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

Other Performance Challenges:

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

For more information see:

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

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

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

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

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

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

Introduction

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

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

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

What we have been doing to achieve this objective

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

Key Achievements:

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

²⁰ Joint Strategic Needs Analysis

Case Study: Employment Support for Disabled People

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

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

Key Priorities for 2015/16 and Beyond

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

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

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

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

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

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

Introduction

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

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

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

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

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

What we have been doing to achieve this objective

Key Achievements:

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

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

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

Case Study: MULTI-FAITH ROOM (updated)

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

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

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

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

Key Priorities for 2015/16 and Beyond

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

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

Further Information:

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

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

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