

Harrow Council Single Equalities Scheme

Executive Summary

Alternative formats



If you require this document in another format e.g. in large print, Braille, audio or in a language other than English, please contact the Equalities Officer on:

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Introduction

We are pleased to present our second Single Equality Scheme (SES) 2011-2013 for Harrow Council.

The Council is currently consulting on a new vision and set of corporate priorities.

The draft vision is:

Working Together: Our Harrow Our Community

This is underpinned by a draft set of Corporate Priorities:

- Keeping neighbourhoods clean, green and safe
- United and involved communities: A Council that listens and leads
- Supporting and protecting people who are most in need
- A Town Centre to be proud of: changing Harrow for the better

This vision and priorities position the Council as being a place where diverse and vibrant communities can flourish and live together, bound by a strong sense of belonging and community involvement. The vision is to build a community in which everyone can take part and take pride, and where people can have their say on issues that matter to them most.

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. We know that the borough's diversity is something to value and encourage and this SES 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 ones age, disability, gender reassignment, marriage or civil partnership, pregnancy or

maternity, race, religion or belief, sex and sexual orientation.

What is equality?

Equality is about making sure people are treated fairly and given fair chances. Equality is not about treating everyone in the same way, but by recognising that their different needs are met in different ways.

What is diversity?

Diversity is about valuing individual difference. Diversity is a commitment to recognising and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement.

Examples of these characteristics are:

- ❖ Age
- ❖ Disability
- ❖ Race/ethnicity
- ❖ Gender identity
- ❖ Religion or belief
- ❖ Sexual orientation
- ❖ Economic background

Why is Equality and Diversity important?

As a Local Authority, it is important that we acknowledge that our community and service users come from different backgrounds and that we work towards creating a culture and practices that recognise, respect, value and harness difference for the benefit of our organisation, service users and Borough. By understanding differences and encouraging others to do the same, we can make Harrow a better place for our service users and communities to live, visit and work.

Our commitment to Equality and Diversity

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. We first issued a policy statement on equal opportunities in 1980 and have since introduced numerous programmes to promote equality of opportunity for our employees and our services users.

Our Principles and Values

Our Equal Opportunities Policy is underpinned by a number of **principles and values**, which are to:

- ❖ Implement Harrow's equality policies to ensure its employment policies and service delivery policies address the needs of Harrow's diverse communities.
- ❖ Ensure services are responsive and truly accessible to customer needs;
- ❖ Plan, develop and maintain effective communication and information solutions in the way we work that will enable the Council, in partnership with the Trade Unions and workforce, to deliver cost effective and accessible services in the context of an appropriate work life balance;
- ❖ Ensure the workforce has the skills and competencies required to deliver a high quality service through effective recruitment, selection and development of staff;
- ❖ Encourage partnership and participation in the development and application of the Council's services, policy and practices;
- ❖ Work actively to eliminate all forms of unlawful discrimination, both direct and indirect.

Responsibilities as an employer

We are committed to promoting equality and diversity in employment and are

committed to a policy of equal opportunity for all staff. Assessment for recruitment, selection and appraisal, training and career progression are based entirely on the individual's ability and suitability for the work.

Responsibilities as a service provider

As a service provider, we have different responsibilities under each of the Public Equality Duties. These include:

- ❖ Undertaking Equality Impact Assessments (EqIA's);
- ❖ Equality Monitoring and how we use the information gathered;
- ❖ Procurement;
- ❖ Equality Framework for Local Government

Working in Partnership

We work in partnership with other organisations to achieve best practice and ensure the best use of resources in Harrow. Key partnerships include:

- ❖ Harrow Strategic Partnership;
- ❖ London Equalities Network;
- ❖ London Councils Consultation and Research Group.

How we developed our Single Equality Scheme (SES)

In writing this Scheme, we have tried to be inclusive, open and transparent. Consultation was carried out in two stages. The first stage included an online questionnaire for our residents, service users, partners and stakeholders, and focus groups organised through Harrow Association of Disabled People for disability groups and Harrow Association of Voluntary Services for all other voluntary and community groups in the borough. We also attended meetings of various groups including the Older Peoples Reference Group and Harrow LGBT Forum to consult on the Scheme.

Two workshops were organised to consult members of staff, as well as an online

questionnaire which was circulated through the Departmental Equalities Task Groups and the communications team. Elected members were also sent a link to the questionnaire. We also attended meetings of the staff support groups (For example, Harrow Council Black Workers Group, Staff LGBT Forum) to consult them on the scheme.

The second stage included consultation on the draft Scheme and the proposed action plan. This included publishing the Scheme on our website and publicising it widely to staff, elected members, partners, stakeholders, residents and service users.

Our Employees said:

- Equality and diversity are important and need to be mainstreamed across the council;
- Equalities should be central to our recruitment process;
- Further equality and diversity training is needed for all (especially frontline) employees, especially on LGBT and cultural awareness;
- We have good accessible services but there is room for improvement;
- The workforce and members are largely representative but need to improve representation across all levels;
- There should be more consultation and engagement with employees on the development of policies and services;
- Improved mapping of communities will improve understanding of the needs of people living here;
- There should be improved communication and raised awareness of equalities and diversity across the council;
- There needs to be full commitment from all senior managers, employees and members;
- I think this is excellent and about time that this happened with in the Local Authority;

- Equality monitoring should be extended to all diversity strands.

Our communities said:

- Employment of Disability Advisor from HAD and an Equalities Officer is positive;
- The Council should be honest and transparent and show full commitment to equalities and diversity;
- There needs to be a focus on outcomes and reducing inequality;
- We should work towards a representative workforce at all levels;
- Ensure equality and diversity training is compulsory for all employees and elected members;
- Frontline employees should receive specific training to understand needs of service users e.g. Disability and Cultural Awareness;
- We need to raise awareness of the council's commitment to equalities and diversity and the SES to all employees and elected members;
- Work with the voluntary sector to deliver equality and diversity training for employees;
- Celebrate diversity with more community events e.g. International Day of Disabled People, LGBT History Month;
- Harrow Strategic Partnership needs to be more representative and have equalities at the heart of all its work;
- We should improve communication and engagement with communities;
- Extend Hate Crime reporting to all areas of the borough and raise awareness amongst employees, elected members and communities;
- We should develop a community engagement strategy and move away from paper exercises.

Our Partners / stakeholders said:

- We should work in partnership to reduce inequalities across the borough;

- We should develop a central point for data sharing on our communities to set joint equality objectives;
- We should work together to avoid duplication;
- We need to raise awareness around equality monitoring and data collation;
- We need clear and concise equality and diversity objectives and policies to be published;
- More research is required around LGBT needs and requirements within the borough;
- More research around asylum seekers/refugees is needed to understand their needs;

Some positive feedback

- Employment of Disability Advisor from HAD and Equalities Officer is positive;
- Under One sky is a brilliant way of celebrating our borough's diversity;
- A workforce that is generally representative of the borough;
- The council is pro-active in promoting equality and diversity and celebrating cultural events;
- Support to employee forums e.g. Black Workers Group is good;
- Corporate Equalities Group is open and transparent;
- Community cohesion is strong;
- The Council is good at monitoring and reporting on statistics relating to its employees;
- The council is committed to equality and diversity and willing to consult and implement new ideas;
- Good to have responsible names available (against EqIA's), one of the things which stops equalities from being effective is how hard it is to get recognition of responsible people;
- I think the SES is really well written, and I am delighted with the focus on action planning and responsibilities;

- The appointment of the Equalities Officer is very positive and a way forward;
- I believe the document outlines in great detail the Council's objectives, having this in one document is a really good idea and shows the value Harrow put's in its equality policies.

Equality Objectives

The cross cutting objectives to be delivered by this Scheme are to:

- ❖ Develop a modern and diverse workforce to reflect the community we serve;
- ❖ Improve the data the council has on its residents and service users so all decisions can be taken and services developed in light of strong intelligence;
- ❖ Ensure of residents, service users and staff can influence decisions through effective communication and community engagement;
- ❖ Deliver responsive services and customer care and increase customer satisfaction;
- ❖ Reduce inequalities through corporate commitment and partnership working;
- ❖ Promote diversity and community cohesion both within the council and the borough.

Delivering our Scheme

We will deliver our objectives through implementing the action plan in order to continue to mainstream equalities throughout the organisation and the borough.

This will be led by the Corporate Equalities Group (CEG) which consists of a representative from each directorate's senior management team; staff support groups, external community groups and the unions. The CEG is supported by Directorate Equalities Task Groups (DETGs) which are made up of representatives of senior managers and

staff across the Directorate.

The corporate Policy Officer for Equalities and Diversity supports and assists these groups in achieving our corporate aims and objectives.

Reporting on the Progress of the Scheme

This Scheme sets out our approach to equality and diversity and key priorities for the next three years with a corporate Action Plan.

We will report each year on the progress of our outcomes and priorities set out within our Scheme. Directorate will produce six monthly progress reports for the CEG highlighting progress made as well as any challenges, and the Policy Officer for Equalities and Diversity will produce an annual overview of our progress for the CEG, CSB, the Overview and Scrutiny Committee and Cabinet.

Single Equalities Scheme Action Plan January 2010 – December 2013

Develop a Modern and Diverse workforce to reflect the community we serve										
Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race		Religion or Belief	Sexual Orientation
Produce the Annual Equalities in Employment Report (retrospective), which will also report the previous year's actions, for the Employee Consultative Forum and publish on the Council website. The report will be used to identify any positive patterns or trends of concern;	HRD	December 2010 and thereafter annually by same month	Annual report produced and presented to Employee Consultative Forum (ECF)	X	X	X	X	X	X	
Monitor social identity of agency workers to include in the Annual Equalities in Employment report	HRD	Jan 2011	Monitoring undertaken and included in report	X	X	X	X	X	X	
Ensure all middle managers have undertaken the online EqIA training	Equalities Officer ETG Chairs	March 2011	All middle managers completed training	X	X	X	X	X	X	X
Deliver EqIA training to Cabinet members to develop their understanding on equality implications in decision making	Equalities Officer Members development	March 2011	Cabinet Members trained on EqIAs	X	X	X	X	X	X	X
To improve representation of minority staff (in particular, BAME staff) in senior positions, develop and implement a programme to support minority staff into	HRD	March 2011	Programme implemented				X			

senior positions											
Review partnerships with differing equalities organisations and adopt a holistic approach to ensure these promote and provide support for the different social identities of the workforce	Equalities Officer HRD	March 2011	Holistic approach to partnerships adopted for 2011/12	X	X	X	X	X	X	X	X
Review current equalities and diversity training and e-learning and develop a holistic approach in meeting directorate and customer needs	Equalities Officer HRD	March 2011	Coherent training offering in place for 2011/12	X	X	X	X	X	X	X	X
In order to increase awareness of our Equality and Diversity policies, Public Equality Duties, equalities legislation and their implications on the council, produce a 'Diversity at Work' handbook and disseminate to all employees and elected members,	Equalities Officer	April 2011	Handbook produced and disseminated	X	X	X	X	X	X	X	X
Ensure Equality & Diversity training is provided for all Income Management employees	Housing Strategy	June 2011	Training delivered	X	X	X	X	X	X	X	X
To ensure workforce reflects community we serve and build a truly diverse workforce, extend Equality Monitoring to include religion or belief and sexual orientation into recruitment processes	HRD	December 2011 (subject to funding availability)	Workforce review completed	X	X	X	X	X	X		
Update the social identity of workforce to include religion or belief and sexual orientation	HRD	December 2011 (subject to funding availability)	Workforce review completed					X	X		
To increase knowledge and awareness, develop and implement a suite of Equality and Diversity e-learning training for elected members as part of Learning Pool	HRD Equalities Officer	Dec 2011	Equality and Diversity suite developed and incorporated into Learning Pool	X	X	X	X	X	X	X	X
Ensure all elected members are aware of and are able to access the online EqIA training' by Dec 2011.	HRD Equalities Officer	Dec 2011	All members registered for the EqIA E-learning	X	X	X	X	X	X	X	X

Undertake a remote working pilot designed to trial more flexible and modern working practices.	Legal & Governance Services	Dec 2011	Pilot undertaken and monitored for take up	X	X	X		X		X
To improve diversity of workforce across the council, implement the Action Plan within the 'Strategy for People' for 2010-2012	HRD	Dec 2012	Strategy for People implemented and targets reviewed	X	X	X	X	X	X	
Deliver safeguarding Multi Agency training	Adults	Dec 2013	Increase in numbers of staff who know how to report safeguarding incidents	X	X	X	X	X	X	X
Develop and commence implementation of Council wide Flexible and Mobile working strategy	Head of Business Management, Place Shaping	Dec 2013	Strategy developed and implemented	X	X	X	X	X	X	X

Improve the data the council has on its residents and service users so all decisions can be taken and services developed in light of strong intelligence

Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Monitor concessionary travel pilot	Corporate Finance	Jan 2011	Monitoring completed	X	X	X	X	X	X	
Develop a corporate policy and guidance document on Equality Monitoring for employees and service users.	Equalities Officer – Policy & Partnerships	March 2011	Document produced, published and disseminated	X	X	X	X	X	X	
Publicise and share Harrow Vitality Reports amongst directorates and partners to assist in service development	Research and Information	June 2011	Reported publicised and shared within the council and amongst	X	X	X	X	X	X	X

and agreeing equality objectives			partners								
Refresh the Joint Strategic Needs Assessment (JSNA) and produce report to inform service development and planning.	Adults	June 2011	JSA refreshed and reports produced and disseminated	X	X	X	X	X	X	X	X
Establish a central point on the council's website to share ward profiles and demographic data with partners to utilise when developing policies, services and agreeing objectives, through the development of a local intelligence database	Corporate Performance	Dec 2011	Central data sharing point established and publicised	X	X	X	X	X	X	X	X
Develop a profile of housing tenants to develop and improve services around their needs	Housing Strategy	March 2011	Profile established on all six diversity strands	X	X	X	X	X	X	X	X
Review and update Harrow Vitality Report	Research and Information	March 2012	Vitality Report reviewed, published and disseminated	X	X	X	X	X	X	X	X

Ensure that residents, service users and employees can influence decisions through effective communication and engagement

Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Establish an overarching Equalities body for the borough	Community and Environment	Jan 2011	Equalities body established	X	X	X	X	X	X	
Introduce quarterly newsletter 'Equality	Equalities Officer	Jan 2011	Implementation of	X	X	X	X	X	X	X

Matters' for employees and elected members to communicate and engage on equality matters	Chief Executives		newsletter									
Further enhance the influence of young people by involving them in key decision making groups, meeting with the Director of Children's Services and our politicians and supporting the established Youth Parliament so that it has a central influencing role	Children's Services (Children's Trust)	Jan 2011	Youth parliament continues to be an active voice within the community	X								
Establish sub group of Adults Services Consultation Steering Group to develop EqlAs for all projects included in the consultation.	Adults	Jan 2011	Production of robust EqlAs	X	X	X	X	X	X	X	X	X
Use the Tellus survey to inform the children and young people's plan	Children's services (Children's Trust)	March 2011	Priorities link to views of young people.	X								
Support our young people's Anti bullying coalition to raise awareness about anti-bullying.	Children's Services (Children's Trust)	March 2011	Campaign evaluations	X								
To ensure representation of all employee groups and community organisations, review membership of the CEG	CEG	March 2011	Compositions of CEG reflects all diversity strands	X	X	X	X	X	X	X		
Undertake annual users and carers survey to establish feedback with a view to improving services	Transformation manager	March 2011 and then annually	Annual survey undertaken	X	X	X	X	X	X	X	X	X
Review membership of the Residents Panel to ensure it reflects the diverse population of Harrow	Policy and Partnerships- Chief Executives	March 2011	Compositions of the Panel reflects all diversity strands	X	X	X	X	X	X	X		
Revise the consultation toolkit to improvement engagement with BAME, Disability, Faith and LGBT groups	Policy and Partnerships- Chief Executives	March 2011	Toolkit reviewed and updated	X	X	X	X	X	X	X	X	X
Review Corporate Style Guide to ensure it incorporates accessibility requirements and clear print guidelines as best practice	Communications	March 2011	Style Guide reviewed and updated	X	X		X					X
Analyse data from consultations to	Adults and Housing	March 2011 and all	Analysis undertaken	X	X	X	X	X	X	X	X	X

understand the needs of local people and review and adapt service provision to meet needs more effectively.		consultations thereafter	and reported disseminated to inform service development								
Set up a multi agency steering group representative of all service users to assist in the development and delivery of the Universal Information and Advice Strategy	ADULTS	June 2011	Multi Agency Steering Group established	X	X	X	X	X	X	X	X
Review the Tenants and Leaseholders Consultative Forum (TLCF) and Harrow Federation of Tenants and Residents Associations (HFTRA) to ensure it represents the service users	Housing Strategy	July 2011	TLCF reviewed and members represent all diversity strands	X	X	X	X	X	X	X	X
Support and develop the Disability Forum	Equalities Officer Disability Advisor	July 2011	Disability Forum meeting on a regular basis and influential in decision making		X						
Undertake an exercise to understand how we can increase satisfaction amongst employees and service users on how they feel they can influence service and policy development	HRD	Dec 2011	Exercise completed and action plan developed	X	X	X	X	X	X		
Issue satisfaction survey relating to Payroll & Contracts, Pensions services.	Corporate Finance	Jan 2012	Survey undertaken	X	X	X	X	X	X	X	X
Engage with Elected Members & employees to provide feedback to LGPS consultation documents	Corporate Finance	Jan 2012	Consultation undertaken	X	X	X	X	X	X	X	X
Continue to produce and publish the Chief Execs newsletter 'The Grapevine' to all employees	Communications	Monthly	Newsletter produced and published	X	X	X	X	X	X	X	X
Continue to develop and publish employee newsletters to keep them informed of strategy developments and items of interest.	Adults and Housing	Bi-monthly	Newsletter produced and published	X	X	X	X	X	X	X	X
Continue to produce and publish Harrow	Communications	Quarterly	Magazine produced	X	X	X	X	X	X	X	X

People magazine for residents and service users			and delivered							
Continue to produce and publish 'Talking Communities' newsletter on a quarterly basis	Community and Environment	Quarterly	Newsletter produced and published	X	X	X	X	X	X	X
Continue to produce and publish Neighbourhood Champions newsletter	Community and Environment	Quarterly	Newsletter produced and published	X	X	X	X	X	X	X
Continue to produce and disseminate Homing In magazine for tenants	Housing	Quarterly	Newsletter produced and published	X	X	X	X	X	X	X
Maintain the successful harrow youth website involving young people.	Children's Services/ (Children's Trust)	Dec 2011	Hit count	X	X	X	X	X	X	X
Review Equality and Diversity web pages to ensure updated information on council policies and projects is available	Equalities Officer Chief Executives	Dec 2011	Web pages updates	X	X	X	X	X	X	X
Review Equality and Diversity pages on the Intranet (HUB) to ensure updated information on council policies and projects is available	Equalities Officer Chief Executives	Dec 2011	Intranet pages updated	X	X	X	X	X	X	X

Deliver responsive services, improve customer care and increase customer satisfaction										
Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Ensure all managers use the Children's needs assessment as a basis for business cases and plans for children	Children's Services	Ongoing	Business cases reflect the Children's Needs Assessment	X	X	X	X	X	X	X
Build and open an Extra Care Sheltered	Adults and Housing	Jan 2011	Development opened	X	X	X	X	X	X	X

Housing block to provide an alternative to residential care. ensuring it incorporates the needs of residents with disabilities and those from different cultures, religions and backgrounds.			catering to the needs of service users								
Following customer feedback and monitoring of complaints, develop Service Standards for the Directorate to deliver responsive services and improve customer satisfaction	Adults and Housing	Jan 2011	Service Standards developed and publicised for implementation	X	X	X	X	X	X	X	X
Work with parents and children with disabilities, especially those with complex needs, to transform short break opportunities; and to support such families through transitions (e.g. primary to secondary school), in particular when they move to Adult services	Children's Services	Jan 2011	Short Breaks programme fully in place and more children remaining at home with their families NI 54	X	X						
Continue to review debt management process to ensure consideration of customer	Corporate Finance	Feb 2011	Review undertaken	X	X		X				X
That at least 30% of eligible service users/carers have a personal budget	Adults	March 2011	Target achieved	X	X	X	X	X	X	X	X
Review and re-launch the Enablement Service to improve personalisation and allow individuals to remain within their communities	Adults	April 2011	Service re-launched	X	X	X	X	X	X	X	X
Make equality objectives specific in the CYPP 2011-2014	Children's Services	April 2011	Objectives explicit in the plan	X	X		X	X			X
CYPP priorities should be outcome focused and reflect narrowing the gap priorities	Children's Services	April 2011	Priorities in the CYPP explicitly describe narrowing the gap.	X	X		X	X			X
Ensure new quality assurance programme reflects the outcomes set in the priorities in relation to equity	Children's Services	April 2011	QA reports reflect priorities as above	X	X	X	X	X	X	X	X
Undertake a mapping exercise of all	Children's Services	April 2011	Mapping exercise	X	X	X	X	X	X	X	X

projects / initiatives being delivered for narrowing the gap to inform future service plans			undertaken and action plan developed								
Continue to provide support to vulnerable people by improving access to community resources, such as community premises and grant aid, to the voluntary and community sector.	Community and Environment	May 2011	Operational data around take up of opportunities and demographic profile of groups	X	X	X	X	X	X	X	X
Continue to provide support to housebound residents through the Housebound library service.	Community and Environment	May 2011	Local indicators on registered Housebound users.	X	X						X
Achieve Louder than Words accreditation	Policy and Partnerships- Chief Executives	June 2011	Accreditation achieved		X						
Undertake a review of cemeteries to make them more accessible, for example extending Saturday burials to other cemeteries in Harrow.	Legal and Governance Services	June 2011	Review undertaken and where possible action taken to improve accessibility		X		X	X			X
Enable more children and young people with disabilities to gain access to high quality universal, targeted and specialist play and leisure activities.	Children's Services	July 2011	Aim Higher project for disabled children including access to play and leisure	X	X						
Undertake a review of all polling stations to ensure they are accessible and DDA compliant	Legal and Governance Services	Dec 2011.	All polling stations that can be are DDA compliant		X						
Increase the percentage of council buildings that meet the DDA requirements	Place Shaping	Dec 2011	Proportion of Council buildings open to the public that meet an agreed accessibility standard		X						
Review existing provisions and undertake an access to information (interpretation and translation, British Sign Language) services review to identify gaps in	Corporate Procurement	March 2012	Review undertaken and corporate policy and procedures in place and publicised	X	X	X	X	X	X	X	X

provision and take necessary action to develop a corporate policy and guidance.											
Set up a network (recruit 2000) of Neighbourhood Champions across the borough	Community and Environment	March 2012	2000 Neighbourhood Champions recruited and trained	X	X	X	X	X	X	X	X
Increase the number of people who say they receive fair treatment from local services	Chairs of ETGs	March 2012	Previously measured through Place Survey, exploring alternative measures.								
Implement corporate programme of EqlA's	Lead Officers (Note: DETGs have an important role to play in making sure impact assessments are carried out across their department)	Dec 2013	Programme of EqlA's completed, signed off and published	X	X	X	X	X	X	X	X

Reduce inequalities through corporate commitment and partnership working											
Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:							
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic	
Review Service Level Agreements (SLA's) to ensure services are delivered in line with corporate priorities and services delivered help to reduce inequalities within the borough	Adults	Jan 2011	Review undertaken and SLA's demonstrate action to reduce inequalities	X	X	X	X	X	X	X	X
Work with the Police to acquire and distribute smartwater property marking solution to 40% of the boroughs	Community and Environment	March 2011	At least 40% of households receive smartwater property	X	X	X	X	X	X	X	X

households to prevent burglary and other acquisitive crime			markers									
Ensure young people leaving care get the best possible start to help them achieve independence.	Children's Services Young People's Service	April 2011	Reduced proportion of children leaving care who are NEET (NI 147, 148)	X								
Ensure Children and young people's plan reflects the views of young people and evidence from rigorous needs assessment.	Children's Services Children's Trust	April 2011	CYPP identifies demographics on children likely to under achieve.	X	X	X	X	X	X	X	X	X
Ensure that there is affordable, high quality and accessible childcare available across Harrow through the implementation of the Childcare Sufficiency Assessment.	Children's Services Integrated Early Years and Community Services	April 2011	Child care exceeds targets and supports most vulnerable (NI 118)	X								
Review our procurement policy and practice to ensure they comply with the latest Equality and Human Rights Commission (EHRC) guidance	Corporate Finance	June 2011	Assessment of policy and practices against EHRC 2012 Charter.	X	X	X	X	X	X	X	X	X
Extend Hate Crime reporting to all diversity strands	Community and Environment	June 2011	Policy reviewed and published	X	X	X	X	X	X	X		
Concentrate on narrowing the gap at the end of the Foundation stage, for Black Caribbean pupils and for White British pupils eligible for free school meals	Children's Services Achievement and Inclusion	July 2011	Performance Gap is narrowed (NI 72, 92, 102, 107, 108)	X			X					
Target those at risk of offending and exclusion, in particularly the disproportionate number of at risk black young people represented in the youth justice system, by providing them with opportunities engage in constructive activities things and be productive	Children's services Young People's Services	July 2011	Summer University programme successfully targets key groups at risk (NI 111, 114)	X			X					
Work in partnership with the Police and Harrow Hate Crime Forum to tackle Hate Crime and harassment experienced by	Community and Environment	Ongoing	Analyse and produce an annual report for necessary action	X	X	X	X	X	X	X		

people in Harrow											
Continue to work with our User Lead Organisation (ULO) (Harrow Association of Disabled People - HAD) to assist in the development and delivery of our Universal Information Advice Strategy	Adults	Ongoing	Universal Information Advice Strategy developed	X	X	X	X	X	X	X	X
Work in partnership with the Domestic Violence Forum and the Strategic Board to reduce domestic violence experienced by people in Harrow	Policy and Partnerships	Ongoing	Number of repeat cases seen by Multi Agency Referral and Assess Conference (MARAC) remain below 25% NI32		X						

Promote diversity and community cohesion both within the council and the borough

Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Supporting the Mayor's theme of office for 2010/11 which is celebrating cultural diversity . This involves positive engagement with a broad range of community, faith, and other interest groups when organising the Mayor's schedule of engagements.	Legal and Governance Services	April 2010 to April 2011.	Programme of events delivered to support the Mayoral Theme of Office	X	X	X	X	X	X	X
Review Corporate Events Calendar to ensure the events reflect all diversity	Community and Environment	March 2011	Calendar reviewed and reflects all	X	X	X	X	X	X	

strands			diversity strands							
Continue to actively gather community & partner perceptions around Tension Monitoring. Through this process the Council links closely with Police partners to plan and deploy services to support the community when tensions rise.	Community and Environment	May 2011	Community Tension Indicators				X	X		X
Delivery of work programme around building communities' resilience to Violent Extremism	Community and Environment	May 2011	Local indicators are in development to replace likely changes to the NIs				X	X		X
Continue to support carers through organising and delivering an event to mark Carers Week	Adults	June 2011 and then annually	Events delivered	X	X	X	X	X	X	X
Implement the Community Cohesion Action Plan	Community and Environment	March 2012	Action Plan implemented	X	X	X	X	X	X	X
Increase the number of residents who feel that people of different backgrounds get along together in their area	Community and Environment	March 2012	Previously measured through Place Survey, exploring alternative measures.	X	X	X	X	X	X	X