

# Corporate Equality Objectives

Annual Progress Report  
2013/14

Meeting the Public Sector Equality Duty



## Foreword

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

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

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

In the course of the last twelve months, there have been several challenges around race equality which culminated in an accusation that the Council was Institutionally Racist. The Council commissioned an independent review of this accusation undertaken by Dalwardin Babu, OBE, the former Police Borough Commander for Harrow and, although we have yet to consider the full report and respond to its detailed recommendations, the report is unequivocal that "there is no evidence that I have seen that supports the allegation that Harrow Council is Institutionally Racist".

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

Councillor Anne Whitehead  
Portfolio Holder Public Health, Equality and Wellbeing

## Introduction

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

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

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

## Our Commitment

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

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

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

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

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

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

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

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

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

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

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

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

Public authorities covered by the specific duties are required to:

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

## Our Corporate Equality Objectives

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

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

Our Corporate Equality Objectives are

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

## Our Progress in 2013/14

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

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

**Key Highlights:**

- Increased the percentage of social care users who receive self-directed support (of all clients and carers with substantial services to 85.1%, placing us 7<sup>th</sup> in London, out of 32 Boroughs with available data.
- Increased the percentage of people with learning difficulties living in their own homes or with families to 69%
- Increased the percentage of adults in contact with secondary mental health services living independently with or without support to 83.9% (target was 80%)
- We have achieved the target of 8% wheelchair standard homes completed as a proportion of total social housing completed by March 2014, achieving 10%.



**Personalisation**

**CASE STUDY** R is an individual who currently accesses Byron Park Day service. Through the ‘planning live’ sessions it was identified R would like to have a wider range of opportunities. R lives in Shared Lives, (Harrow’s Shared Lives Scheme recruits carers who provide support to vulnerable adults or for those who struggle on their own. One of the aims of the scheme is to enable adult independence and help them to achieve their full potential), and so it was decided that he would drop one day at the day service and his shared lives carer would take him horse riding. R really enjoys this experience every Friday. In addition he is spending more time with his brother going out and about and socialising. He was invited to his nephews wedding and having the flexibility around his support has now made this really possible.

R is starting to become a little confused and so the day services are ensuring the activities are taking this into account and are stimulating R. R is also accessing the memory clinic and has various appointments which are supported by his shared lives carer giving him real continuity in his support. The shared lives carer links up with Byron Park and so all ensure continuity in R’s support.



**DisabledGo**

**CASE STUDY** The Council continues its partnership with DisabledGo and annually reviews Harrow’s Access Guide to ensure our residents, services users and visitors to the Borough are able to utilise Harrow’s Access Guide to help them enjoy their time in the Borough. The Access Guide is developed in partnership with DisabledGo and features more than 1,000 venues including hotels, cinemas, restaurants, solicitors offices, pubs and train stations to name a few.



DisabledGo access guides to goods and services have been specially designed to answer the everyday questions of disabled people, their assistants, carers, family and friends. The aim is to use access information to empower people to break down the barriers to full inclusion within the community.

**Helping tenants to move into more suitable accommodation**

**CASE STUDY** At the end of September 2013, the Council launched a new financial help scheme to help tenants move into more suitable accommodation. Research showed there was interest from tenants, but that there was also a lot of worry about the costs and upheaval of moving.



The scheme, through a support package of advice and financial assistance, is tailored to meet the needs of the tenant. It includes:

- Advice about how the move may affect the tenant
- Information about help from other agencies
- Advice on budgeting

The council will also carry out additional checks to make sure the new home the tenant is moving to is suitable for their households' needs and is affordable.

There are three ways tenants can be supported to move from their council home. One option is to move to smaller council or housing association property. The second option is to move into a private rented accommodation and the third option give tenants the ability to buy a property.

Since the launch of the scheme two families have moved nearer to relatives in other parts of the UK.

## **Objective:** Improve opportunities for vulnerable young people through our corporate parenting role and through individual support

### **Key Highlights:**

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



## **Woodland Adventure, Forest School**

Harrow has been established at All Saint's Church, Harrow Weald in partnership with Enhancing Achievement, Education Strategy, Harrow Council. The large woodland on site makes an ideal venue and the project links with the aspiration of the vicar to develop the church as a community venue. Forest School has been generously funded by John Lyon's Charity.

Forest School provides students with the opportunity of learning in an exciting outdoor environment. There are no destinations to their learning although a scheme of work is in place. Evaluation by the students at the end of each session (what went well and what needs to be revisited) informs the planning for consecutive weeks. Many of the students have low attainment levels and Forest School provides them with a sense of self-worth and a sense of belonging.

This provision was developed for vulnerable children who have difficulty settling in mainstream. We have many schools who send groups of vulnerable children, some of whom have profound difficulties. Courses have also been provided for mature students embarking on careers in childcare, family learning groups and taster days for adults interested in developing similar provisions.

Teachers' feedback has been very positive and focuses particularly on increase in attendance, achievement and social interaction with peers following the Forest School programme. Pupils tend to have fewer behavioural incidences and show more willingness to participate in school activities as a result of taking part in Forest School

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

**Key Highlights:**

- Positive action has prevented homelessness in 1549 (target was 1250) cases by March 2014
- Maintained the proportion of women smoking in pregnancy to under 5% (actual figure was 4.6%)
- Supported 189 (target was at least 150) households in the target groups (older people, adults with a disability or carers of those with a disability) as part of the Harrow House warmers programme by March 2014

**Case Study** **Fruitables**  
In December 2013, a new scheme started in Harrow schools. Parents have come together to set up fruit and veg stalls in the playgrounds of four schools in Harrow. Their aim is simple, to reduce excess weight and get more people eating healthy foods. To achieve this they have committed to learning how to cook Jamie Oliver inspired, healthy meals using fruit and vegetables, taking accredited courses in food hygiene and health and safety and some are also committing to set up their own food based businesses to spread the word further. In addition, participants get vouchers that they can exchange for fruit and vegetables themselves.



The Fruitables project has been initiated and is funded by Harrow Council's Public Health department and is being delivered by Third Sector Potential, CIC in conjunction with the parent volunteers, their children and the schools. Running initially for the winter term, the plan is for stalls to continue in their own right as sustainable enterprises. With training, school support, continued enthusiasm and participation from parents the Fruitables is sure to become a success.



**Harrow Health Walks**



The Health Walks are led by qualified volunteer walk leaders and everyone is welcome regardless of age and fitness level.

- Beginner & intermediate walks in Pinner Memorial Park every Thursday
- No barriers- free to attend, no special equipment and no booking
- Patients can begin exercising slowly with support from Walk Leaders
- Social Benefits- meeting like-minded people



## Tizard Research Programme- Tackling Obesity and Diabetes

Following the success of a dance, musical-theatre and singing master class for users of Harrow Neighbourhood Resource Centres, the department have organised a series of classes. The Tizard Centre (University of Kent) funded by the Kings Fund have expressed interest in developing a research programme around the outcomes of the classes run by Harrow. The academic work would investigate the benefits for people with learning disabilities and specifically the positive impacts on obesity and diabetes.

### Objective: Support local businesses and residents in times of economic hardship

#### Key Highlights:

- We delivered job brokerage and employment provision to support at 203 (target was at least 80) residents into work by March 2014
- We provided business survival, and business growth support to 632 (target was at least 500) Harrow entrepreneurs and businesses by March 2014
- 19.6% (target was 18.5%) of adults with learning disabilities were in paid employment by March 2014. This placed us 2<sup>nd</sup> in London, out of 31 Boroughs with available data.



## Harrow Business Improvement District

Harrow Council has been working with key businesses in Harrow Town Centre for the last two years to develop a Business Improvement District. This work ended with a successful ballot – the result of which was announced on 13<sup>th</sup> December 2013.

The Harrow Town Centre BID will formally start at the beginning of April 2013. The BID will be funded by a levy on businesses located within the BID area and the money collected will be used to:

- Deliver a safer, cleaner and more accessible district
- Promote Harrow and its individual businesses
- Assist in reducing operational costs
- Help drive forward enhancements to the quality of the street environment
- Provide a representative voice for businesses in Harrow



## Xcite Project

In November 2013 Harrow's Housing Department referred Mrs G to Xcite. The shake up in the whole Welfare system meant Mrs G would be £500 per month worse off because of Benefit Caps if she couldn't quickly find work. Now aged 52, with 4 children, Mrs G had never worked outside the home and although she had been living in England for the last 8 years could speak only a few words of English and was heavily dependant on her children to translate.

*"I came to discuss my employment status and to get help getting a job to improve my financial situation. My employment adviser suggested I attend the Work Club and helped me to look at vacancies for Kitchen Assistants/Cleaning Jobs. After this I went to a few restaurants but they all wanted someone with experience".*

*My adviser also suggested local retail, so I went to a couple of the local shops and was offered a cleaning job. One shop owner offered me a job but had second thoughts in case I was not eligible to work in this country, and he would be liable for a fine. I provided him with proof and all the relevant documents but he was still in doubt. I contacted my adviser again and she personally contacted him and sent a letter on headed council note paper to reassure him all documentation had been checked and found to be genuine*



*Some phone calls later he was convinced and I have now started work. I am so glad that I came to seek help from "Xcite. It had made me confident and really happy. No more visits to the Job Centre".*

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

### Key Highlights:

- 99.5 % of street lights were functioning
- Achieved 9 (target was 8) active park user groups by March 2014

## **CASE STUDY** The Harrow Shield project

This project, funded by MOPAC, is about reducing and preventing violence against women and girls in Harrow. The key outcome is to prevent girls and young women from becoming victims, and boys and young men from becoming the perpetrators of domestic and sexual violence and abuse. The project targets 13-19 year old boys and girls and is delivered by The WISH Centre with a specific focus on rape and sexual violence.

The project works in schools and community settings – assemblies for all students; targeted workshops for girls identified as at risk of violence and boys and young men who are at risk of becoming perpetrators; Personal, Social, and Health Education lessons, Youth Offending Team and community groups teaching respect, rights, consent, legal issues, assertiveness, and safety. These workshops encourage teenagers to re-think their views of the acceptability of violence, abuse or controlling behaviour in relationships and direct them to places for help and advice. A website also gives teenagers

the chance to discuss these issues with their peers and get access to third party support and advice. Support material and information is provided for teenagers.

After an event at Nower Hill School in January 2014, a survey of year 10 pupils found that:

- 83% said their understanding of the meaning of consent has increased.
- 90% said their understanding of sexual exploitation has increased.
- 99% said they are more aware of the issues around meeting someone from the internet.
- 75% said their understating of ways to stay safe online/digitally has increased.
- 87% said they know where to get help if they needed it.



## Case Study: Autumn Nights Campaign

In 2012/13, Residential burglary was the highest volume crime in Harrow. As a proportion of all crime, residential burglary represented 14% of all crime in Harrow, which was the highest proportion of all the London Metropolitan Police boroughs. However, across London as a whole, our residential burglary

figure was below average and Harrow ranked 17th in London for residential burglary. Nonetheless, burglary has a high profile locally and needed to be addressed.

Analysis of reported residential burglaries showed that there was a sharp increase in October to January each year. There were two main factors that contributed to this trend. First, with it getting dark earlier, there were more properties that were obviously unoccupied during the early evening giving burglars a good indication that they were unlikely to be disturbed and, secondly, the tradition associated with Diwali, the Festival of Lights, for Hindus to wear their best outfits including jewellery that might otherwise be kept in a bank or safe. This provided burglars with opportunity and incentive.

To combat this, the Council and the Police obtained funding from the Mayor's Office for Policing and Crime for a campaign to alert householders to the risk of their property appearing to be unoccupied and to provide time switches where appropriate to give the impression that someone was home and also to safeguard valuable property at this time of year. A range of community safety information was produced and distributed including specific information relating to Diwali.

This initiative contributed to 13.8% reduction in residential burglary in the 12 months to September 2014.

### **Objective:** Minimise the impact of budget cuts on equality groups (protected characteristics)

#### **Key Highlights:**

- Reviewed our Equality Impact Assessment (EqIA) Toolkit in light of the new Equalities legislation to ensure it was relevant
- Delivered EqIA training/workshops for members, managers and staff across the Council

- Included equality implication considerations within the Council's commissioning process to ensure equality implications are considered for each proposal



### Partnership driven Equality Impact Assessments

*Bernie Beckett, the project lead on the Localised Council Tax Support Scheme, tells us about her experience of working in partnership to develop the EqIA for the project.*

“Due to reduced funding, we were faced with some very difficult decisions in developing our Localised Council Tax Support Scheme. We therefore used a multi-agency partnership approach to develop the EqIA to assess the potential impact our proposals could have on the residents of Harrow.

It does take time to ensure the correct people are involved, as well as commitment from stakeholders; however, there are also many benefits to this approach. This joint working helped us to understand the effects of proposed changes on our residents in Harrow and for the staff delivering these services. It was a huge commitment from our partners and stakeholders, and their help has proved invaluable in ensuring we talked to the right groups of people and asked the right questions in consultations to make sure we got an in-depth understanding of the impacts of our proposals from the service users themselves. By involving partners in this process, it also helped us to ensure that we thought about all the different ways the changes could be taken forward and gave partners and users an understanding of why the changes needed to be made.

Working on this project made us realise that, although we may have delivered the service for a long time, it doesn't mean that we understand how proposed changes will affect our customers. We can only really understand that by talking to the people affected by the changes, staff delivering those services and other organisations that

are working with these groups of people. Partnership driven EqlAs are also an effective way of ensuring that customers and stakeholders can work with us to co-design services”.

## External Scrutiny and Challenge

**CASE STUDY** Although all completed EqlAs will be quality assured and signed off by the Directorate Equality Task Groups, a sample is also subject to external review. In order to improve the quality of our EqlA's and ensure they are able to stand up to public scrutiny and challenge, a randomly selected sample of completed EqlA's are 'quality assured' by Harrow Equalities Centre (HEC).

A representative from the HEC provides verbal and written feedback on the EqlAs reviewed at the Corporate Equalities Group which is then forwarded to the lead officers of the relevant EqlAs for learning and further improvement of EqlAs.

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

### Key Highlights:

- 79% people believe people from different backgrounds get on well together (Involvement Tracker)
- Supported the voluntary and community sector in the delivery of our cultural calendar and delivered ten events



## Deaf Awareness Day

**CASE STUDY** In May 2014 Harrow Asian Deaf Club, (Now Harrow United Deaf Club) organised a deaf awareness day, bringing local services together under one roof to promote deaf awareness and deaf people's

access to services. The theme of the day was called 'Look At Me' and aimed to improve the understanding of the needs of deaf people and to promote positive social inclusion and raise awareness of the huge range of local organisations that support deaf people and their family and friends. The event was hosted by the council.




## Under One Sky

**CASE STUDY** Harrow's largest outdoor festival was held in Byron Park in June 2013. The festival is a showcase for world music, visual arts, sport and activities for people of all ages and cultures. The festival also offered a wealth of information and advice from experts in topics such as health and well being, housing and employment. This community event brought together approximately 9000 people from across the borough where they can share the diversity of the local community in a day of celebrations.



*Ash Oberoi, Artistic Director for Sapnay Dance said "We have performed at Under One Sky before and it's a great festival. It's an excellent way of showcasing ourselves and letting people know what*

*we do. It's also great for opening doors within the community. Everybody has a lot of fun and it really allows you to get to know one another - it creates "communal harmony."*


 **Black History Month Youth Opportunities**  
Young people across the borough had a chance to get creative and win prizes by taking part in various opportunities for Black History Month.  
Organised by Harrow Black History Month, the event took place during September to December 2013 and young people aged 13-17 were invited to take part in three competitions around the theme of African British civil rights since the 1960's.

The competition themes were an essay writing competition; a collaborative spoken word or rap performance or a poem recital with prizes being presented to the winners by the Mayor of Harrow.

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


**Key Highlights:**

- Established and support a Staff Making a Difference Group (MADG)
- Supported the MADG to establish a Multi-Faith Quiet Room for all staff
- We increased the top 5% of earners who are women to 52.99% (target was 50%)

 **Making a Difference Project**  
The Making a Difference project was set up in response to the findings from the staff survey and the Annual Equalities in Employment Report.

The purpose of the project is to engage with all staff across the organisation to identify initiatives and ideas to develop an action plan which will address the findings from the staff survey and the Annual Equalities in Employment Report and make a real difference. This will also contribute towards achieving our objective to **'Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve'**.

A Making a Difference group has been established which will monitor the progress against the action plan and feedback to the Corporate Equalities Group.

 **Case Study: Leadership Programme**  
The Council's Leadership and Management Development Programme was launched in August 2014 and is designed to ensure that our leaders of the future (of whatever grade) are equipped for this new era of public service where 'achieving more with less' becomes the standard requirement of our leaders.

This programme will equip our leadership population with the knowledge, skills, attitudes and behaviors required to be successful in an ever-changing, immensely challenging and often uncertain environment.

The programme is open to staff, at all levels. In accordance with Council's Equalities Action Plan, staff from under-represented groups (BAME, Disabled and Female) are encouraged to apply for the Managers and Future Leaders Strands in particular.



## Case Study: Quiet Room

**CASE STUDY** Following a number of requests from staff, in June 2014 the Council established a Multi-Faith Quiet Room. The facility was developed following extensive consultation with staff and management and is open to all staff, of any faith or none, to pray, meditate, or spend some time in quiet reflection.

The venue is well used and there has been some very positive feedback from users.

*“Fantastic! Well done Harrow”*

*“Beautiful – private and quiet. No longer need to hide in toilet to pray”*

### Way Forward and Recommendations

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

Appendix 1 – Corporate Equality Objectives 2013/14

Key - RAG – Red Amber Green

<b>Objective 1 – Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have</b>				
Directorate	Measure	End of Year Figure	Comparisons against National Average and Neighbouring Borough(s)	Comments
CHW	70% 85% of social care users will receive self-directed support (of all clients and carers with substantial services, by March 2014	85.1% <b>G</b>	67.5% provisional London average	This placed us 7 <sup>th</sup> in London, out of 32 Boroughs with available data. Final figures will be released in September.
CHW	68% of people with learning difficulties are living in their own homes or with families, by March 2014	69.0% <b>G</b>	68.5% provisional London average	This placed us 16 <sup>th</sup> in London, out of 33 Boroughs with available data. Final figures will be released in September.
CHW	70% of clients do not receive ongoing social care following a reablement service, by March 2014	84.0% <b>G</b>	This is a local figure and cannot be compared	This data will be replaced with nationally comparable data from April 2014
CHW	80% of adults in contact with secondary mental health services are living independently with or without support, by March 2014	83.9% <b>G</b>	78.7% provisional London average	This placed us 19 <sup>th</sup> in London, out of 32 Boroughs with available data. Final figures will be released in September.
CHW	We have maintained a high level of equality of service provision (between a score of 0.9 and 1.1 - which would indicate that there is no difference between white and non-white clients in terms of likelihood of service provision).	0.99% <b>G</b>	This is a local figure and cannot be compared	This demonstrates that there is no significant difference in the provision of services following assessment between white/non-white ethnic groups
CHW	Total number of households we housed in the Private Rented Sector (350)	307 <b>R</b>		We set ourselves a challenging target of 350 which we haven't met because of the difficulties of

				procurement early in the financial year. Our procurement has improved considerably and we obtained 189 properties in the last 2 quarters exceeding the quarterly targets. Our overall performance was over 20% higher than 12-13.
CHW	We have achieved the target of 8% wheelchair standard homes completed as a proportion of total social housing completed by March 2014.	10% <b>G</b>	n/a	Target achieved
CHW	We have delivered actions to increase participation of target groups in libraries (target of 90% every year)	<b>G</b>		The library management contract only started in Sept 13 so we have only just completed a year and have not reviewed the data yet. The target is not 90% of target groups but 90% of actions outlined in the annual action plan. However, there has been a significant increase in public usage of the People's Network in libraries due to the implementation of new technology (including disabled access friendly) and this trend is continuing in 2014/15.
E&E	We have made at least 90% of all our bus stops DDA compliant by March 2015	87% <b>G</b>		On schedule to meet the target by March 2015
<b>Objective 2 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support</b>				
	<b>We have narrowed the educational attainment gap for children from specific minority ethnic groups</b>	Results for Academic year 2012/13		

	<p><b>11 year olds</b></p> <p>a) % Black African minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2</p> <p>b) % Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2</p> <p>c) % Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2</p> <p>d) % Any Other White Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2</p> <p><b>15 year olds</b></p> <p>a) % Black African minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4</p> <p>b) % Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4</p> <p>c) % Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4</p> <p>d) % Any Other White Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4</p>	<p>a) 71.7%</p> <p>b) 74.5%</p> <p>c) 73.3%</p> <p>d) 68.8%</p> <p>a) 56.1%</p> <p>b) 47.6%</p> <p>c) 31.3%</p> <p>d) 58.2%</p>	<p>Results by ethnic group are not published by the DfE for England or local authorities.</p> <p>Results by ethnic group are not published by the DfE for England or local authorities.</p>	<p>Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.</p>
C&F	<p><b>We have narrowed the educational attainment gap for children eligible for Free School Meals (FSM)</b></p> <p>1. Achievement gap between pupils eligible for free school meals and their peers, based on pupils</p>	<p>Results for Academic year 2012/13</p>	<p>National – 19%</p> <p>Statistical</p>	<p>66% of pupils with FSM attained level 4 or above in Reading &amp; Writing and mathematics at KS2 compared to 83% of their peers who were not eligible for FSM.</p>



	<p>achieving level 4 or above in Reading &amp; Writing and mathematics at Key Stage 2</p> <p>2. Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5 or more A* to C grade GCSEs including English and Mathematics GCSEs</p>	<p>17%</p> <p>19.9%</p>	<p>Neighbours – 17%</p> <p>National – 26.7%</p> <p>Statistical Neighbours – 22.6%</p>	<p>49.4% of pupils with FSM attained 5 or more A* to C grade GCSEs including English and mathematics GCSEs compared to 69.3% of their peers who were not eligible for FSM.</p>
C&F	<p><b>We have narrowed the educational attainment gap for Children Looked After</b></p> <p>a) Percentage of Children Looked After (CLA) for 1 year plus achieving a good level of development at Early Years Foundation Stage (annual)</p> <p>b) Percentage of Children Looked After for 1 year plus achieving at least Level 4 at KS2 in Grammar, Spelling &amp; Punctuation, Reading and Maths (annual)</p> <p>c) Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)</p>	<p><b>Provisional Data</b></p> <p>No CLA (1 year+) in this cohort</p> <p>0%</p> <p><b>HR</b></p> <p>0%</p> <p><b>HR</b></p>		<p><i>The indicator under 'b' has been changed by DfE as English has now been extended to Include Grammar, Spelling &amp; Punctuation, Reading</i></p>
C&F	<p>We have reduced the proportion of NEET to no more than 20% for young people who have offended and to no more than 50% for children leaving care by March 2014</p>	<p>YOT (24.4%)</p> <p><b>HR</b></p> <p>LC - 33.6%</p> <p><b>HG</b></p>		
C&F	<p>We have maintained the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2014</p>	<p>98.2%</p> <p><b>G</b></p>	<p>England – 94.7%</p> <p>SN's – 96.2%</p>	
<b>Objective 3 - Minimise the impact on health inequalities and deprivation in the Borough through partnership working</b>				
C&F	<p>We have reduced the percentage of children who are obese</p>	<p>20.4%</p>	<p>England: 18.9%</p>	<p>There is no statistically significant</p>

	in Year 6 to be below or in-line with the national rate of 19.2% by March 2014	(2012/13) an increase of 0.1% <b>G</b>	London: 22.4% Barnet: 19.1% Brent: 23.7% Ealing: 22.7% Hillingdon 19.8%	difference between the England rate and the Harrow Rate
C&F	More children, young people with disabilities are participating in sport through the provision of training and support to 100% of PE teachers by March 2014	Not available		
CHW	Adult participation in sport and active recreation is 19.5% in 2013-14.	19.3% <b>A</b>		Adult participation rate in Oct 13 was 19.3% so we did not meet target but did increase from 19.1% the previous year. In Q1 2014/15, there has been 31.08% increase in members at Harrow Leisure Centre compared to Q1 in 2013-14.
CHW	We have delivered actions to increase participation of target groups in leisure (target of 90% every year)	<b>G</b>		The leisure management contract only started in Sept 13 so we have only just completed a year and have not reviewed the data yet. The target is not 90% of target groups but 90% of actions outlined in the annual action plan. However, a new target gym was installed in January 2014 to meet the needs of particular groups in the community such as women or those with health conditions who need to prefer to exercise separately. In addition, £30,000 of equipment was purchased to support disabled children (too soon to monitor outcome yet). In

				addition, we have seen leisure centre membership increase significantly over the first three quarters of the contract (to Jun 2014) and are requesting an annual breakdown of members by the protected characteristics so we can track reach.
CHW	We have achieved the target of 42% of family-sized social homes completed as a proportion of total social housing completed by March 2014	41% <b>A</b>		Revised London Plan set target of 42% in 2011, cumulatively from 2011/12 until 2013/14 we achieved 41%
CHW	Positive action has prevented homelessness in 1250 cases by March 2014	1549 <b>G</b>		We are still being very successful in preventing homelessness - a 50% increase on 12-13
CHW	Supported at least 150 households in the target groups (older people, adults with a disability or carers of those with a disability) as part of the Harrow House warmers programme by March 2014	189 <b>G</b>	No comparable scheme	Letters went to 2200 people; 426 people at high risk were identified; 189 accepted offer of home visit and interventions a necessary
CHW	Maintained the proportion of women smoking in pregnancy to under 5%	4.6% <b>G</b>	England: 12.0% London: 5.1% Barnet: 4.4% Brent: 3.2% Ealing: 3.3% Hillingdon 8.0%	
E&E	Food establishments in the area which are compliant with food hygiene (target 70% 76% by March 2014)	69% <b>R</b>		We have had a change of management in this service area and are seeking qualified agency staff which should reverse this trend of diminishing compliance
E&E	We have reduced the Council's Carbon Footprint (target of	4%		Target achieved. Good

	4% by March 2013)	reduction achieved <b>G</b>		performance in achieving this target.
<b>Objective 4 - Support local businesses and residents in times of economic hardship</b>				
E&E	We have Increased the percentage difference between Harrow and rest of London in respect of Job Seekers Allowance (JSA) claimants <u>by March 2014</u> (Current baseline difference is 1.6%)	1.1 <b>R</b>	JSA Claims in London 2.9% in March 2014 JSA claims in Harrow 1.8%. The % difference equals 1.1%	It is disappointing that the percentage difference in JSA claimants between Harrow and the rest of London in claimants shrunk rather than grew. It should be acknowledged that Harrow had a smaller baseline to begin with, and that unemployment did fall by 21.8% in Harrow between April 2013 and March 2014, from 3,753 JSA claimants to 2,934, and the number of clients supported into employment by the council grew (see below).
E&E	We have delivered job brokerage and employment provision to support at least 80 residents into work by March 2014	203 <b>G</b>	203 (of which 45 from Housing, HELP & Families)	An increase in staffing within the service enabled targets to be exceeded.
E&E	We have provided business survival, and business growth support to at least 500 Harrow entrepreneurs and businesses by March 2014	632 <b>G</b>	632	The extensive promotion of two large business support events (Business Expo and the first Business Den in Harrow) enabled targets to be exceeded.
E&E	We have reduced the vacancy rate in Harrow Town Centre (Baseline June 2012 AMR 8.95%)	9.4% <b>R</b>		There has been an increase in vacancy rates of 0.42%. The current refurbishment of the Fat Controller will bring 0.36% back into use. The normal churn in the town centre, has included the relocation of Carphone Warehouse, New York City Style

				and Express Convenio supermarket to smaller premises and Costa to alternative premises within the town centre. The closure of Albemarle Bond Pawnbrokers, Bet90 .City Educators, Gift World, The Raw Mango Bar and the opening of Mr Sushi, Yellow Chilli Indian Tapas Bar, Moderna Art, Stacks, Dunkin' Donuts, Frankie & Benny's, North West International Supermarket, Wickes and Foxtons. The Harrow Business Improvement District commenced in April 2014 and it is expected that once embedded its promotional activities will further support reduction in vacancy rates.
CHW	18.5% of adults with learning disabilities are in paid employment by March 2014	19.6% <b>G</b>	9.2% provisional London average	This placed us 2 <sup>nd</sup> in London, out of 31 Boroughs with available data. Final figures will be released in September.
<b>Objective 5 – Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse</b>				
RES	Proportion of domestic violence cases reviewed at MARAC which have been reviewed in the previous 12 months is between 28-40%	12% <b>HR</b>	24.5%	This is a problematic indicator. It is designed to illustrate that less than the target range of cases represented to MARAC within 12 months could mean that MARAC is considering less than high risk, difficult cases whereas more than the target range is thought to suggest that MARAC solutions are not effective in too many cases. For Harrow, it suggests

				that the tagging and flagging systems are not working with complete accuracy so re-presentations are not necessarily identified. This is being addressed.
E&E	We have recruited, trained and retained 2000 Neighbourhood Champions by March 2014	1,006 <b>HR</b>		The Neighbourhood Champions Scheme is being remodelled into the Community Champions Scheme, which will have a broader focus. During the transition period training has been deferred, and fresh targets will be set for this scheme after the launch
E&E	99 % of street lights functioning (March 2014)	99.5% <b>G</b>		Target achieved. Good performance in achieving this target.
E&E	Average time taken to repair street lights remains at three working days	2.2 days <b>G</b>		Target achieved. Good performance in achieving this target.
CHW	We have increased the Tenant, Leaseholder & Resident satisfaction with the outcome of their anti-social behaviour case from 75% in 2011 to 80% by 2014	66% <b>R</b>		Average satisfaction levels as measured are below the target but is based on a small sample. Response rates to satisfaction surveys sent out are low with only 3 replies in the period. A drive to achieve higher response rates is required to obtain a more meaningful result
E&E	Achieved 8 active park user groups by March 2014	9 active park user groups <b>G</b>		Target achieved. Good performance in achieving this target.

<b>Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)</b>				
All	Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)	G		This has improved from previous years. Cabinet reports are only cleared when an EqIA is attached to them.
RES	Ensure all projects within the Transformation Programme are subject to an EqIA	G		All projects within the Transformation programme had EqIA's which were monitored at the Corporate Equalities Group
ALL	Directorate EqIA programmes have been developed and implemented each year	A		Directorates monitor EqIA's alongside their service plans to ensure all key decisions are supported by an EqIA
<b>Objective 7 – Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together</b>				
CHW	We have supported the voluntary and community sector in the delivery of our cultural calendar with the aim of delivering ten events each year	10 G		All ten festivals agreed by Members occurred. In total around 1,500 attended those festivals. In addition, over 4,500 people attended Under 1 Sky last year and participated in a range of activities and entertainment to promote community cohesion amongst different ages, faiths, race etc. The Arts Centre also ran its first British Sign Language (BSL) signed pantomime performance in December 2013, collaborating with Harrow Deaf Club along with a range of activities targeted at increasing participation in cultural events among children and young people
CHW	77% of residents agree that people from different backgrounds get on well together in their local area (as	78%		In May 2012 the baseline was set at 75%. In May 2013 the target

	reported by the reputation tracker in 2013/14)	<b>A</b>		was 77%, and the actual was 79%. However, the mid-year figure in November 2013 showed a decline as the figure agreeing that that people in their local area get on well together to 71%. In March 2014, 78% agreed with the community cohesion question in the Reputation Tracker, and 19% disagreed. Although we have seen an increase from November 2013 from 71% to 78% in March 2014, we are still just below the May 2014 target figure of 79%.
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**Objective 8 - Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve**

ALL	Increase the proportion of staff who feel 'Harrow demonstrates through its actions that it is committed to being an equal opportunities employer' by 10% by March 2016 (Staff Survey 2011 – 59%) and reduce the differences between staff with protected characteristics	52% (0.51) <b>HR</b>	(0.67) Facta Consult benchmark	Against a challenging backdrop including, allegations of institutional racism, overall, the results from the 2014 staff survey are down from previous surveys. The Corporate Equalities Group (CEG) have requested the Staff Making a Difference Group (MADG) to review the detailed findings and make recommendations for improvements.
ALL	Increase the proportion of staff who feel they are 'treated with fairness and respect at Harrow' by 10% by March 2016 (Staff Survey 2011 – 62%) and reduce the differences between staff with protected characteristics	55% (0.53) <b>HR</b>	(0.74) Facta Consult benchmark	See above
ALL	Increase the proportion of staff who feel that 'Systems for			See above. Also the



	reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (Staff Survey 2011 – 30%) and reduce the differences between staff with protected characteristics	17% (-0.25) <b>HR</b>	(-0.15) Facta consult benchmark	implementation of the collective agreement reducing pay is considered to have affected this: '6% of suggestions about the one thing' people would like to change at the Council relate to pay and pay systems – the second most frequently cited theme.'
ALL	We have increased the proportion of Black and Asian Minority Ethnic (BAME) employees (target of 42% – March 2014)	41.0% <b>R</b>	36.19% London Councils mean	Performance continues to rise and is higher than at any previous time. However, the target, which was increased last year as a result of the improving trend, has not been achieved. The CEG continues to monitor and consider ways to improve performance.
ALL	We have increased the proportion of disabled employees (target of 3%– March 2014)	1.67% <b>HR</b>	5.07% London Councils mean	Performance has fallen again and the continuing downward trend remains below target and of concern. The CEG continues to monitor and consider ways to improve performance.
ALL	We have increased the top 5% of earners who are Black and Asian Minority Ethnic (BAME) (target of 20%– March 2014)	15.38% <b>R</b>	14.86% London Councils mean	Performance has improved since the 2012/13 outturn position. However, the target has not been achieved. The CEG continues to monitor and consider ways to improve performance.
ALL	We have increased the top 5% of earners who are women (target of 50% – March 2014)	52.99 <b>G</b>	47.22% London Councils mean	Performance is above target. The target remains 50% as this reflects the proportion of women in the local community.
ALL	We have increased the top 5% of earners who are disabled to (target of 3% – March 2014)	0.85% <b>HR</b>		Performance has slightly improved since the 2012/13

			4.65% London Councils mean	outturn position but remains significantly below target and of concern. The CEG continues to monitor and consider ways to improve performance.
ALL	All new starters have completed the mandatory Equality and Diversity E-learning Module within the first 6 months of their employment	7% (8% outside of the six month period). <b>HR</b>		This is the first year reporting on this indicator. We recognise that we need to improve on raising awareness regarding completion of this course.

## Appendix 2 – Corporate Equality Objectives 2014/15

Objective 1 – Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have	
E&E	We have made at least 90% of all our bus stops DDA compliant by March 2015
CHW	350 households housed in the Private Rented Sector by March 2015
CHW	Adults - % of social care users with Self Directed Support (SDS) taking up a cash payment option (the target for 14/15 is 70% )
CHW	Adults - % of carers with Self Directed Support (SDS) taking up a cash payment option (the target for 14/15 is 95% )
CHW	Adults - Equality of Service Provision (the target is a score of between 0.9 and 1.1 which would indicate that there is no difference between white and non-white clients in terms of likelihood of service provision).
C&F	Children’s Centre services are accessed by 75% of estimated total under five year olds in target groups (specific to each community) by March 2015. Target groups include families from deprived areas, lone parents, children with disabilities, carers with disabilities and specific BME and other ethnic groups.
Objective 2 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support	
C&F	Reduce the achievement gap at the end of the Foundation Stage across all learning goals for children in target groups in relation to their peers. Target groups include families from deprived areas, children with disabilities and specific BME and other ethnic groups (Target for 2014/15 (Academic year) – to halve the gap between the target groups and their peers)
C&F	<p><b>We will narrow the educational attainment gap for children with Special Education Needs (SEN)</b></p> <p>a) Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading &amp; Writing and mathematics at Key Stage 2 (Target for 2014/15 – All SEN 58% (School Action 69%, School Action Plus 50%, Statement 42%), Peers 91%, Gap 33%)</p> <p>b) The Special Educational Needs (SEN) / non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths GCSEs (Target for 2014/15 – All SEN 43% (School Action 50%, School Action Plus 44%, Statement 17%), Peers 82%, Gap 39%)</p>
C&F	<p><b>While improving standards we will narrow the educational attainment gap for children from specific minority ethnic groups</b></p> <p><b>11 year olds</b></p> <p>a) % Black African minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2 (Target for 2014/15 – 77%)</p> <p>b) % Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2 (Target for 2014/15 – 80%)</p>

	<p>c) % Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2 (Target for 2014/15 – 78%)</p> <p>d) % Any Other White Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading &amp; Writing and mathematics at Key Stage 2 (Target for 2014/15 – 74%)</p> <p><b>15 year olds</b></p> <p>a) % Black African minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4 (Target for 2014/15 – 64%)</p> <p>b) % Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4 (Target for 2014/15 – 68%)</p> <p>c) % Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4 (Target for 2014/15 – 55%)</p> <p>d) % Any Other White Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English &amp; mathematics GCSEs at Key Stage 4 (Target for 2014/15 – 65%)</p>
C&F	<p><b>We will narrow the educational attainment gap for children eligible for pupil premium</b></p> <p>a) Achievement gap between pupils eligible for pupil premium (FSM6) and their peers, based on pupils achieving level 4 or above in Reading &amp; Writing and mathematics at Key Stage 2 (Target for 2014/15 – FSM6 75%, Peers 88%, Gap – 12%)</p> <p>b) Achievement gap between pupils eligible for pupil premium and their peers, based on pupils achieving 5 or more A* to C grade GCSEs including English and Mathematics GCSEs (Target for 2014/15 – FSM6 62%, Peers 78%, Gap –15%)</p>
C&F	<p><b>We will narrow the educational attainment gap for Children Looked After</b></p> <p>a) Percentage of Children Looked After for 1 year plus achieving a good level of development at Early Years Foundation Stage (annual)</p> <p>b) Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual)</p> <p>c) Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)</p>
C&F	<p>We will reduce the proportion of NEET to no more than 20% for young people who have offended and to no more than 20% for children leaving care by March 2015</p>
C&F	<p>We will maintain the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2015</p>

Objective 3 - Minimise the impact on health inequalities and deprivation in the Borough through partnership working	
E&E	Percentage of food establishments broadly compliant with food hygiene law (target 70% by March 2015)
E&E	Reduce the council's carbon footprint (target of 4% reduction by March 2015)
E&E	Create 7 new green gyms by March 2015
E&E	The percentage of children travelling to school by car is 30% or less by March 2015
CHW	Deliver 140 affordable homes by March 2015
CHW	We have achieved the target of 42% of family-sized <i>rented</i> social homes completed as a proportion of total social housing completed by March 2015
CHW	Positive action has prevented homelessness in 1250 cases by March 2015
CHW	<b>100</b> most vulnerable council tenants have bespoke action plans in place with named housing officer to co-ordinate in each case by March 2016
CHW	Increase options for single homeless households through creating <b>50</b> new lettings by March 2015
CHW	Assist a minimum of <b>15</b> tenants affected by welfare reform move to more affordable accommodation by March 2015
CHW	Through Advice, Assistance, and financial incentives, improve <b>50</b> private sector rented properties by March 2015.
CHW	Bring back <b>45</b> private sector empty properties back into use, using Council, West London and HCA grant funds by March 2015
CHW	C&C: Hours of use of public libraries (2014/15 target: 88,000 hours)
CHW	C&C: number of physical visits to Harrow Leisure Centre (2014/15 target: 1,100,000)
CHW	C&C: Adult participation in sport and active recreation (2014/15 target: 19.5%)
CHW	C&C: Number of participants attending activity programmes (2014/15 target: 260)
CHW	Number of people setting a quit date with SC services who successfully quit at 4 weeks (2014/15 target 720)
CHW	Number of schools registered for the Healthy Schools London Awards (2014/15 target 14 Primary (100%) 6 secondary (66%))
CHW	Number of eligible people receiving health checks (2014/15 target 6,450)
CHW	Reduction in numbers of mothers that smoke at time of delivery (2014/15 target >= 5%)
CHW	Proportion of children aged 4-5 classified as overweight or obese (2014/15 target 21.2%)
CHW	Proportion of children aged 10-11 classified as overweight or obese (2014/15 target 34.2%)

Objective 4 - Support local businesses and residents in times of economic hardship	
E&E	We have delivered job brokerage and employment provision to support at least 100 residents into work by March 2015
E&E	We have provided business survival, and business growth support to at least 550 Harrow entrepreneurs and businesses by March 2015
E&E	We have reduced the vacancy rate in Harrow Town Centre (Baseline 9.41%) by March 2015
E&E	We have supported 50 residents in sustained employment – job outcomes sustained for 6 months or more by March 2015
CHW	To support the local economy Responsive Repairs contractors to employ <b>5</b> apprentices by March 2015
CHW	Adults - % of adults with learning disabilities in paid employment (the target for 14/15 is 18%)
CHW	Adults - % of Mental Health clients in paid employment (the target for 14/15 is 8.5%)
Objective 5 – Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse	
E&E	We will recruit, train and retain 1100 Community Champions by March 2015
E&E	99% of street lights functioning (March 2015)
E&E	Average number of days to repair street lights remains at 3 working days
E&E	Achieve 10 active park user groups by March 2015
E&E	The total number of anti-social behaviour incidents per 1,000 residents is 5 or less per quarter
CHW	<b>90%</b> of Housing anti-social behaviour cases resolved per quarter.
Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)	
ALL	Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)
RES	Ensure all projects within the Transformation Programme are subject to an EqIA
ALL	Directorate EqIA programmes have been developed and implemented each year
Objective 7 – Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together	
CHW	C&C: diversity/geographical spread of audience, number of households booking tickets in postcode areas HA3 6, HA3 5, HA2 6, HA2 7, HA1 4 (2014/15 target: 1,115)
CHW	C&C: Number of voluntary & community sector events supported in the delivery of Harrow's Cultural Calendar (2014/15 target: 10)
CHW	C&C: Percentage of residents who agree that people get on well together in their local area (rep tracker) (2014/15 target:79%)
CHW	C&C: participation in cultural services (leisure centre visits, museum visits, art centre visits, library visits) (2014/15 target: 2,426,000)

Objective 8 - Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve	
ALL	Increase the proportion of staff who feel 'Harrow demonstrates through its actions that it is committed to being an equal opportunities employer' by 10% by March 2016 (Staff Survey 2011 – 59%) and reduce the differences between staff with protected characteristics
ALL	Increase the proportion of staff who feel they are 'treated with fairness and respect at Harrow' by 10% by March 2016 (Staff Survey 2011 – 62%) and reduce the differences between staff with protected characteristics
ALL	Increase the proportion of staff who feel that 'Systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (Staff Survey 2011 – 30%) and reduce the differences between staff with protected characteristics
ALL	We have increased the proportion of Black and Asian Minority Ethnic (BAME) employees (target of 42% – March 2015)
ALL	We have increased the proportion of disabled employees (target of 3%– March 2015)
ALL	We have increased the top 5% of earners who are BAME (target of 20%– March 2015)
ALL	We have increased the top 5% of earners who are women (target of 50%– March 2015)
ALL	We have increased the top 5% of earners who are disabled to (target of 3%– March 2015)
ALL	All new starters to have completed the mandatory Equality Matters (either face to face or E-Learning Module) within the first 8 weeks of their employment.
ALL	All staff to have completed the mandatory Equality Matters refresher training (either face to face or E-Learning Module) by 31 March 2015 (Q1 – 25%, Q2 – 50%, Q3 – 75%, Q4 100%)