

## Corporate Equality & Diversity Performance Targets 2014/15

Measure	Target 2014/15	Actual 2014/15	RAG Status	Comments
<b>Develop a Workforce that feel valued, respected and is reflective of the diverse communities we service</b>				
Proportion of staff who feel 'Harrow demonstrates through its actions that it is committed to being an equal opportunities employer' Reduced differences between staff with protected characteristics.	69% by March 2016	52%	R	Lower than 2011(59%) (Differentials not provided)
Proportion of staff who feel they are 'treated with fairness and respect at Harrow'. Reduced differences between staff with protected characteristics	72% by March 2016	55%	R	62% in 2011 (Differentials not provided)
Proportion of staff who feel that 'Systems for reward and recognition in Harrow are fair and transparent' Reduced differences between staff with protected characteristics	40%	17%	R	30% in 2011 (Differentials not provided)
Percentage of top 5% earners that are women (BV 11a)	50%	53.77%	HG	Performance remains above target. The target is 50% as this reflects the proportion of women in the local community.
Percentage of top 5% earners from BME communities (BV 11b)	20%	18.35%	LR	Performance improved again in Q4 and we continue to make progress towards achieving the target. However, the relatively small numbers mean the indicator is highly volatile and performance may be impacted by future organisation changes (see also 17a below).
The percentage of the top 5% of earners in the authority with a disability (excluding those in maintained schools) (BV 11c)	3.00%	0.94%	HR	Performance marginally improved in Q4 and overall has improved from 2013/14. However, it remains significantly below target and of concern. The relatively small numbers mean the indicator is highly volatile and performance may be impacted by future organisation changes (see also 16a below).
Percentage of disabled employees (BV 16a)	3.00%	1.48%	HR	Performance fell again in Q4 and the continuing downward trend remains

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				below target and of concern. The CEG continues to monitor and consider ways to improve performance. However, the relatively small numbers mean the indicator is highly volatile and performance may be impacted by the transformation programme.
Percentage of black and ethnic minority employees (BV 17a)	42%	42.68%	LG	Performance improved again in Q3 and the target has been achieved. The CEG continues to monitor and consider ways to improve and will be consulted on a new target.
% of new starters who completed the mandatory Equality Matters training (either face to face or E-Learning Module) within the first 8 weeks of their employment	100%	62%	HR	During Quarter 4 there was an increase to 33% in the number of starters who completed their training during the required time. There were 24 new starters of whom 8 completed in time. HR are currently working on the launch of new Learning Management System (LMS) which will help Managers monitor their teams' completion of this mandatory training.
% of existing staff (as at April '14) who have completed the mandatory Equality Matters refresher training (either face to face or E-Learning Module) by year end.	100%	29%	HR	At the end of Quarter 4, 28.91% of staff had completed this training, a slight increase from the previous quarter, but the target of 50% has not been met. A communication was sent out to staff. Also see above the note on the introduction of the new LMS.
<b>Protect vulnerable people from the harmful Impact of crime, anti-social behaviour and abuse</b>				
We will recruit, train and retain 1100 Neighbourhood Champions by March 2015	1100	1018	A	No comment
99% of street lights functioning (March 2015)	99%	99.3%	Green	
Average number of days to repair street lights remains at 3 working days	3	3	Green	
The number of active park user groups	10	10	Green	No comment
The total number of antisocial behaviour incidents per 1,000 residents (5 or less per quarter)	5	0.31 – 0.34	Green	All quarters met target
90% of Housing anti-social behaviour cases resolved per quarter.	90%	95.5%	HG	44 ASB cases were closed in the qty of which 42 were resolved

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<b>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>				
We have made at least 90% of all our bus stops DDA compliant by March 2015	90%	90%	LG	No comment
Total number of households we housed in the Private Rented Sector	350	381	HG	Above target, but we would have needed 20-30% more to have reduced use of B&B.
Adults - % of social care users with SDS taking up direct payments	60%	46.2%	HR	There was a surprise change in definition late in the year (but this was 3 <sup>rd</sup> highest in London).
Adults - % of carers with SDS taking up direct payments	95%	100%	HG	This indicator shows that of carers receiving support directly (rather than it being provided to the cared-for person, such as respite) all provision is now through a cash personal budget (direct payment).
Adults - Equality of Service Provision (target score indicates that there is no difference between white and non-white clients in terms of likelihood of service provision).	A value between 0.9-1.1	0.99	G	There is no significant difference in the chance of being provided with a long term social care service following assessment for white/non-white groups in Harrow. This is the best result obtainable.
The percentage of Children (age 0-5) living in the most deprived areas of Harrow who accessed Children's Centre services.	80%	87%	HG	
<b>Improve opportunities for vulnerable young people through our corporate parenting role and individual support</b>				
The percentage inequality gap in achievement across all the Early Learning Goals at EYFS.	30%	34.9% (2013/14 academic year)	HR	The EYFS was changed by the DfE commencing September 2012. Therefore the 2012/13 (academic year) result is the baseline data for this indicator. Harrow's gap has narrowed, from 37.9% in 2012-13 to 34.9% in 2013-14.

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Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2	39%	52% (2013-14 academic year)	HR	41.9% of pupils with SEN provision School Action, School Action Plus or Statement attained level 4 or above in Reading & Writing and mathematics at KS2 compared to 94% of their peers with no SEN. This year's SEN attainment is in line with last year (41.4%), however the gap has increased as the pupils with no SEN result increased from 90%
The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths GCSEs	37% (2013-14)	48.7% (2013-14)	HR	25.4% of pupils with the SEN provision School Action, School Action plus or Statement attained 5+ A*-C GCSEs incl English & Maths, compared to 74.1% of their peers who had no SEN provision. 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.
% Black African minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	74%	72%	A	72% of Black African pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.8% of their peers. 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 and will be delivered by the Harrow School Improvement Partnership (HSIP). The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	79%	74.8%	LR	74.8% of Black Caribbean pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.4% of their peers.
% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	75%	79.2%	HG	79.2% of Black other pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.0% of their peers.

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% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in Reading & Writing and mathematics at Key Stage 2	70%	78.2%	HG	78.2% of White other pupils attained level 4 or above in Reading & Writing & mathematics at KS2 compared to 83.5% of their peers.
% Black African minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	62%	48%	HR	48% of Black African pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 62% of their peers. 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.
% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	73%	51%	HR	51% of Black Caribbean pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 62% of their peers.
% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	40%	59%	HG	59% of Black other pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 61% of their peers.
% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	65%	48%	HR	48% of White other pupils attained 5+ A*-C GCSEs incl English & Maths, compared to 62% of their peers.
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2	15%	14% (2013/14 school year)	HG	72% of pupils with FSM attained level 4 or above in Reading & Writing and mathematics at KS2 compared to 86% of their peers who were not eligible for FSM. This year's FSM outcome is higher than that of last year - 71%.
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	19%	26% (13/14)	HR	40.3% of pupils with FSM attained 5 or more A* to C grade GCSEs including English and mathematics GCSEs compared to 66.4% of their peers who were not eligible for FSM. This year's FSM result is lower than last year's 45.8%, this

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English and Mathematics GCSEs				may be due to the change in methodology.
<b>We will narrow the educational attainment gap for Children Looked After</b>				
a) Percentage of Children Looked After for 1 year plus achieving a good level of development at Early Years Foundation Stage (annual)		0%	HR	
b) Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual)	?	50%	?	
c) Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)		0%	HR	
We will reduce the proportion of NEET to no more than 20% for young people who have offended.	20%	35.3%	HR	The highest proportion of the NEET young people in YOT are in the 17-18 (non statutory school age) group with 43.3%. For 10-16 (Statutory School Age) this is 29.7%
We will reduce the proportion of NEET to no more than 20% for children leaving care by March 2015	25%	30.4%	HR	The % of Care Leavers who are NEET has dropped below the 25% target in Q4 to 30.4%, with 38 out of 125 care leavers being not in education, employment or training. Although performance is now High Red the overall score remains lower than the statistical neighbour and England average. From 01/05/2015, DfE are expanding this cohort to include 18 years olds and those children who left care before their 18th birthday & were eligible for Leaving Care services.
We will maintain the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2015	97%	98.3%	HG	Harrow's NEET outcome remains one of the lowest in the country.
% of children with Child Protection Plan (CPP) for 2 years or more (snapshot)	3	0	HG	

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<b>Minimise health inequalities and deprivation in the borough through partnership working</b>				
Percentage of food establishments broadly compliant with food hygiene law	76%	73.2%	Red	Much better performance than Q3 and the corresponding quarter last quarter. This is likely to increase further as end of year inspections are added.
Greenhouse gasses (GHG): The percentage reduction of CO <sup>2</sup> from local authority operations (includes corporate buildings, schools & academies)	4%	4.8%	Green	
Create 7 new green gyms by March 2015	7	13	Green	Provided 13 new <b>green gyms</b> in parks across the borough to support the Administration's commitment to provide a green gym in every park.
The percentage of children travelling to school by car	30%	29%	Green	No comment
Number of affordable homes delivered (gross)	<b>140</b>	<b>70</b>	HR	45 units completed in Q4 out of the 132 previously forecast. The deficit is due to late completion of 87 units at Strongbridge Close due to statutory service suppliers (gas) delays in completing works beyond the control of the contractor and RP. Completion is now scheduled for April / May 2015 and these completions will be counted in the 2015/16 completion targets.
No of affordable family sized rented homes completed.	<b>18</b>	<b>17</b>	A	Strongbridge delays meant we lost 1 x 3b 5p family home which has slipped into 2015.
Number of cases where positive action is taken to prevent homelessness	1300	1313	LG	Still being very effective at homeless prevention, but unfortunately not keeping up with the overall homeless demand.
100 most vulnerable tenants have bespoke action plans in place with named housing officer to co-ordinate in each case by March 2016. (Yr 1 - 45, Yr 2 - 55)	45	41	LR	Out turn just short of year end target largely due to the increased complexity of cases coming forward
Increase options for single homeless households through creating <b>50</b> new lettings by March 2015	<b>50</b>	<b>66</b>	HG	We have developed a range of self help options for single homeless, and have got funding for a part time single homeless worker placement (from St Mungo Broadway) in 15-16. More than 50 single homeless helped with accommodation in 14-15.
Assist a minimum of <b>15</b> tenants affected by welfare	<b>15</b>	<b>28</b>	HG	Target exceeded largely as a result of Mutual Exchange event successes

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reform move to more affordable accommodation by March 2015				
Through Advice, Assistance, and financial incentives, improve <b>50</b> private sector rented properties by March 2015.	<b>50</b>	<b>67</b>	<b>HG</b>	Have exceeded target. Improvement achieved through advice and support, not enforcement.
No of private sector properties brought back into use, using Council, West London and HCA grant funds	<b>45</b>	<b>67</b>	<b>HG</b>	Target exceeded, plus 4 sustain tenancy cases. 35 of the 67 properties had been empty over 6 months. The figure includes 17 x 3b and 4 x 4b properties brought back into use
C&C: Hours of use of public library computers	88,000	92,884	<b>HG</b>	9.72% decrease in hours of use of the public computers in Q4 2014-15 compared to Q4 2013-14. All libraries were closed for a morning in February for a staff engagement event which meant that the computers were not available to the public. Significant increase in usage since public computers were upgraded in April 2013.
C&C: number of physical visits to Harrow Leisure Centre	1,100,000	1,217,796	<b>HG</b>	11.75% increase in visits compared to Q4 in 2013-14. Significant improvements to Harrow Leisure Centre were completed at the beginning of January 2014. 13.43% increase in visits in 2014-15 compared to 2013-14.
C&C: Adult participation in sport and active recreation	19.5%	19.5	<b>HG</b>	Active People Survey (APS) 7/8 result for the period Oct 2012 to Oct 2014 was 19.5%. The result for the last full period APS 6/7, Oct 2011 to Oct 2013 was 19.3%.
C&C: Number of participants attending activity programmes.	260	435	<b>HG</b>	London Youth Games (LYG) held in Q4 included indoor cricket for boys and girls and boccia. Less participants in girls cricket than had been expected. Significantly exceeded target for 2014-15 with Harrow entering 3 additional sports.
Number of people setting a quit date with SC services who successfully quit at 4 weeks (2014/15 target 720)	720	580	<b>HR</b>	<ul style="list-style-type: none"> <li>The stop smoking service missed the annual target by 140 quitters. The number of referrals into the service as a result of the new year campaign and the national No Smoking Day campaign did not reach the levels of previous years despite attending a number of outreach events. Requests have been made to PHE to share the details of the people signing up for online support so they can be followed up.</li> </ul>



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				<ul style="list-style-type: none"> <li>• The reduction in referrals has been seen across the country. One of the reasons for this is thought to be the increasing use of e-cigarettes, and the informal advice is now to offer the psychological support to people using e-cigarettes to quit smoking. This is a recent development and has not yet resulted in an increase in referrals.</li> <li>• An update course for existing advisors was held in March and training for new advisors took place in February. This is hoped to improve outcomes of the pharmacy providers. Two new pharmacies have signed up to provide the service in areas where there was a lack of services. Referrals from GP practices to pharmacists have decreased to almost zero. A previous plan to produce new referral cards and posters for waiting rooms has been suspended due to budget cuts. We are now looking into the use of an automatically generated letter from the GP for all smokers.</li> <li>• In March, Northwick Park Hospital re-launched their Trust smoking policy and we established a clinic for staff within the hospital. Referral cards have been printed and circulated across the trust sites. We have reviewed the maternity service referral pathway as the number of women smoking during pregnancy appeared to have increased in previous quarters. This has now improved and practices with higher rates of mothers who smoke are being targeted by an obstetric registrar.</li> <li>• We continue telephone follow up of people who did not attend their final appointment and contacting those smokers who failed to quit in previous attempts to get them to return to the service.</li> </ul>
Number of schools registered for the Healthy Schools London Awards (2014/15 target 14 Primary (100%) 6 secondary (66%))	14 6	9 5	HR HR ?	Harrow has fallen short of the target for this year, more notably for primary schools. This can be explained by a 3 month delay in the start of the programme which promotes registration with the Healthy Schools London Awards Programme, and then supports schools in their award applications. It was December/January before the work formally began which meant there was very little impact in the first half of 2014/15. In total 43 schools in Harrow have signed up but only 14 of those were during the current reporting year. It is expected that numbers will increase in 2015/16 but the focus of the programme will then shift to enabling schools already registered with the

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				scheme to gain awards.
Number of eligible people receiving health checks	6450	4718	HR	
Number of mothers that smoke at time of delivery (2014/15 target >= 5%)	5%	4.76%	LG	
Proportion of children aged 4-5 classified as overweight or obese (2014/15 target 21.2%)	21.2%	20.4%	G	Annualised data is published in Q2. Data from the National Child Measurement Programme for 2013/14 shows that overweight and obesity prevalence in 4 to 5 year olds has decreased since 2012/13 by 0.8% to 20.4% which means Harrow remains within the target of =<21.2%. Current levels of excess weight in 4 to 5 year olds are lower than the both London and England average; 23.1% and 22.5% respectively.
Proportion of children aged 10-11 classified as overweight or obese (2014/15 target 34.2%)	34.2%	36.7%	LR	Annualised data is published in Q2. Data from the National Child Measurement Programme for 2013/14 shows that overweight and obesity prevalence in 10 to 11 year olds has increased since 2012/13 by 2.5% from 34.2% to 36.7%. As prevalence for the previous reporting year has been exceeded, the annual target has not been met. Despite higher levels of excess weight in 10 to 11 year olds compared with the previous year, prevalence remains lower than the London average; 37.6%.
<b>Support local businesses and residents in times of economic hardship</b>				
Number of residents supported into employment, by the Council (job brokerage & employment provision)	100	235	Green	No comment
Number of businesses supported by the Council (business survival and business growth support provided)	550	753	Green	No comment
Reduction in vacancy rates in Harrow Town Centre	Less than 9.41%	8.45%	Green	<b>Vacancy rates</b> in the town centre (based on frontage) have dropped to to 8.45%, which is almost one percentage point lower than the same period last year, and an improvement on the previous quarter. This equates to 22 vacant units.
Residents supported in sustained employment –job	50	153	Green	No comment

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outcomes sustained for 6 months or more.				
To support the local economy Responsive Repairs contractors to employ 5 apprentices by March 2015	5	6	HG	Target exceeded through effective partnership working with contractors
Adults - % of adults with learning disabilities in paid employment	18%	18.8%	LG	This target was exceeded with a strong performance in Q4 helping more people with a learning disability into paid employment opportunities. The slight changes in definition for 2014-15 mean it is difficult to make precise comparisons with last year's results. The 2014-15 result was second best in London.
Adults - % of MH clients in paid employment (the target for 14/15 is 8.5%)	7.5%	7.6%	LG	Mental Health employment target for Q4 was exceeded. This is the second year under a new definition and the result shows improvement. The result was 8 <sup>th</sup> best in London.
<b>Minimise the impact of budget cuts on equality groups (protected characteristics)</b>				
Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)	100%	100%	G	All recommendations that require an EqIA were supported by one
Ensure all projects within the Transformation Programme are subject to an EqIA	100%	100%	G	
Directorate EqIA programmes have been developed and implemented each year	Yes	Yes	G	
<b>Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well.</b>				
Harrow Arts Centre -Diversity/ geographical spread of audience, No. of households bookings tickets) post code areas: HA3 6 Harrow Weald, HA3 5 Wealdstone, HA2 6 Headstone, HA2 7 Rayners Lane, HA1 4 West Harrow, HA2 0 Whitmore.	1,115	1061	A	These figures will always fluctuate dependent on product available to attract audiences from the geographical areas. The small parameters set between green and amber appear greater than the result of the target not being met by 4% or not being achieved by attendances of 54 people.

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Community events: No. of voluntary & community sector events supported in the delivery of Harrow's Cultural calendar	11	11	G	Eid, Vaisakhi, Diwali, Black History Month, Harrow Inter-Faith Week, Chanukah, Saint George's Day, Thai Pongal, Christmas, Holocaust Memorial Day, New Year's Day Parade and Under One Sky.
Community cohesion - % of residents who agree that people get on well together in their local area (rep tracker)	79%	78%	A	Lambeth will be carrying out a full base-lining survey after they've developed their comms plan after June. They will be asked to measure this survey. At the moment dates have not been set for when the survey will be carried out, but will be at least once a year going forward and for contract management purposes will certainly be at the end of each year.
C&C: participation in cultural services (leisure centre visits, museum visits, art centre visits, library visits)	2,422,000	2,555,811	HG	No comments