

Making a Difference for the Vulnerable

Full Scorecard: Quarter 1 2014/15

(Annual measures are shown only in the quarter in which they report)

a. Ensure the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Child Protection Plan for 2nd or subsequent time (within two years of last plan)	Lower	6%	4.2%	HG	6%	3.3%	HG	6%	9.6%	HR
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period	Lower	471	436	HG Oct 2011 to Sep 2012	296	327	HR Oct 2012 to Sep 2013	Year on year reduction	343	A Apr 2013 to Mar 2014
Care leavers not in education, employment or training (19 - 21 year olds)(<i>amended</i>)	Lower		34.6%	No target		33.6%	No target	25%		No actual
The extent to which those with long term support had their care needs reviewed during the year (rolling 12 months)	Higher	-	-	New in 2014/15	-	-	New in 2014/15	93%	88.2%	LR
Percentage of children with Child Protection Plan for over two years	Lower	6%	4%	HG	6%	1%	HG	3%	0.9%	HG
Stability of placements of Children Looked After (%age of CLA with more than 2 placement moves)	Lower	2%	0.50%	HG	11%	9.00%	HG	9%	8.1%	HG
Repeat referrals to Children's Social Care (within 12 months)	Lower	15%	14.1%	HG	15%	11.5%	HG	15%	7.6%	HG
Timeliness of assessments, percentage completed in 45 working days (year to date) (Children & Families)	Higher	90%	87.7%	A	90%	78.5%	HR	90%	85.9%	A

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b. Harrow residents are supported to live as independently as possible and given choice about the services they receive through personalisation

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The Outcome of Short Term Services (sequel to short term support to maximise independence)	tbc			New in 2014/15			New in 2014/15	Not set	58.2%	TBD
% of social care users with self-directed support taking up a cash payment option	Higher			New in 2014/15			New in 2014/15	50%	46%	LR
% of carers with self-directed support taking up a cash payment option	Higher			New in 2014/15			New in 2014/15	95%	100%	HG
% of social care users who receive self-directed support	Higher			New in 2014/15			New in 2014/15	75%	76.4%	LG
% of carers who receive self-directed support	Higher			New in 2014/15			New in 2014/15	95%	100%	HG
Council adaptations: average time taken from assessment to completion of works (weeks)	Lower	33	20	HG	33	16	HG	30	22	HG
Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)	Lower	30	11	HG	30	12	HG	27	10	HG

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d. Improve life expectancy in the borough and reduce the health inequalities gap

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of people setting a quit date with Smoking Cessation services who successfully quit at 4 weeks	Higher			New in 2014/15			New in 2014/15	175	175	LG
Number of eligible people receiving health checks	Higher	1,650	810	HR	1,650		No actual	900	1059 (interim data)	HG
The percentage of opiate users leaving treatment drug free and not returning to treatment within 6 months	Higher	8.2%	8.3%	LG			None	8.2%	11.9% (Q4)	HG
The percentage of non-opiate users leaving treatment drug-free and not returning to treatment within 6 months	Higher	40.2%	60.1%	HG			None	40.2%	49.4% (Q4)	HG

e. Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Children Looked After: rate of permanent exclusions as percentage of Harrow Children Looked After population	Lower	0%	0%	HG	0%	0%	HG	0%	0%	HG
Children Looked After: rate of fixed term exclusions as percentage of Harrow Children Looked After population	Lower	12%	10.0%	HG	12%	13.8%	HR	12%	18.2%	HR
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	Lower	10%	9.5%	HG	10%	9.1%	HG	9%	8.39%	HG

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f. Reduce incidences of fraud in the borough

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
No. of Housing Benefit/Council Tax Benefit/Council Tax Support fraud sanctions	higher	-	-	New in 2014/15	-	-	New in 2014/15	8	8	LG
No. of Corporate fraud sanctions (all types non benefit)	higher	-	-	New in 2014/15	-	-	New in 2014/15	8	11	LG

Making a Difference for Communities

Full Scorecard: Quarter 1 2014/15

(Annual measures are shown only in the quarter in which they report)

a. To become the cleanest borough in London by the Council, residents & businesses working together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Improved street and environmental cleanliness, litter	Lower	6%	7%	HR			Reports in Q1-Q3	10%	10%	LG
Improved street and environmental cleanliness, detritus	Lower	9%	6%	HG			Reports in Q1-Q3	9%	9%	LG
Improved street and environmental cleanliness, graffiti (excluding private land)	Lower	-	-	New in 2014/15	New in 2014/15	New in 2014/15	Reports in Q1-Q3	3%	1%	HG
Improved street and environmental cleanliness, fly posting	Lower	1%	1%	LG			Reports in Q1-Q3	1%	3%	HR

b. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
No. of hours contributed by volunteers supporting the direct delivery of Community & Culture services	Higher	-	-	New in 2014/15	-	-	New in 2014/15	4,950	4,157	HR
Participation in cultural services (visits to leisure centre, museum, arts centre, libraries)	Higher	-	-	New in 2014/15	-	-	New in 2014/15	641,000	621,918	A

c. To become the safest borough in London by reducing the overall level of crime, and incidences of anti-social behaviour and d. Work to reduce the fear of crime in the borough

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Residents who are satisfied with the safety of Harrow Town Centre (Reputation Tracker, bi-annual)	Higher	59%	59%	LG	60%	59%	A	-	-	Next reported Q3
Residential burglaries	Lower	425	339	HG	524	547	A	331	208	HG

Making a Difference for Communities

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(Annual measures are shown only in the quarter in which they report)

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Rate of proven re-offending by young offenders	Lower	33.0%	33.5%	A Apr 2010 to Mar 2011	39.4%	38.7%	LG Apr 2011 to Mar 2012	Year on year reduction	35.0%	HG Apr 2013 to Mar 2014
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	Lower	471	436	HG Oct 2011 to Sep 2012	296	327	HR Oct 2012 to Sep 2013	Year on year reduction	343	A Apr 2013 to Mar 2014
The percentage of opiate users leaving treatment drug free and not returning to treatment within 6 months	Higher	8.2%	8%	LG				8%	11.9% (Q4)	HG
The percentage of non-opiate users leaving treatment drug-free and not returning to treatment within 6 months	Higher	40.2%	60%	HG				40%	49.4% (Q4)	HG
Violence with injury - total offences (<i>new</i>)	Lower		1128	No target					1184	No target
Violence with injury - Domestic abuse (<i>new</i>)	Lower		402	No target					483	No target
Percentage of food establishments compliant with food hygiene law	Higher	76%	71%	LR	76%	66%	HR	76%	65%	HR
Percentage of street lights functioning	Higher	99%	99.4%	LG Actual for Q4 12/13	99%	99.5%	LG Actual for Q3 13/14	99.2%	99.4%	LG Actual for Q4 13/14
Average time taken to repair street lights (days)	Lower	3	1.45	HG Actual for Q4 12/13	3	2.40	HG Actual for Q3 13/14	3	2.30	HG Actual for Q4 13/14

Making a Difference for Communities

Full Scorecard: Quarter 1 2014/15

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e. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of 3rd party contract spend placed with local organisations	Higher		16%	No target		17%	No target		17%	No target

f. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council takes account of residents' views when making decisions, Reputation Tracker (bi-annual)	Higher	31%	31%	LG	28%	28%	LG	-	-	Next reported Q3
Percentage who feel that they can influence decisions affecting their local area, Reputation Tracker (bi-annual)	Higher	31%	28%	LR	23%	22%	A	-	-	Next reported Q3

g. People from all backgrounds feel they are respected, treated fairly and get on well together

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of residents who agree that people from different backgrounds get on well together in their local area (Reputation Tracker, bi-annual)	Higher	79%	79%	LG	71%	78%	HG	-	-	Next reported Q3
Equality of service provision (Adults)	In range	0.9 - 1.1	1.00	G	0.9 - 1.1	0.99	G	0.9-1.1	0.94	G
%age 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	Higher	-	-	New in 2014/15	-	-	New in 2014/15	100%	5%	HR

Making a Difference for Communities

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	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
% of existing staff (as at April '14) who have completed the mandatory Equality Matters refresher training (either face to face or e-learning module)	Higher	-	-	New in 2014/15	-	-	New in 2014/15	-	-	Reports from Q2

h. Ensure that those who play by the rules see benefit to do so, and those who don't are dealt with appropriately

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
No. of Housing Benefit/Council Tax Benefit/Council Tax Support fraud sanctions	Higher	-	-	New in 2014/15	-	-	New in 2014/15	8	8	LG
No. of corporate fraud sanctions (all types non benefit)	Higher	-	-	New in 2014/15	-	-	New in 2014/15	8	11	HG

Making a Difference for Local Businesses

Full Scorecard: Quarter 1 2014/15

(Annual measures are shown only in the quarter in which they report)

a. Harrow residents and businesses benefit from new housing, training and employment opportunities as a result of investment and growth in the borough

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The percentage of JSA claimants (amended measure 2014/15)	Lower		2.2%	No target		1.9%	No target		1.6%	No target
Resident perceptions of town centre and range of shops (Reputation Tracker, bi-annual)	Higher	63%	63%	LG	65%	67%	LG	-	-	Next reports in Q3
Vacancy rates in Town Centre	Lower	8.3%	8.9%	LR	8.30%	9.4%	HR	9.41%	9.4%	LG
Percentage of 3rd party contract spend placed with local organisations	Higher		16%	No target		17%	No target		17%	No target
Care leavers not in education, employment or training (19 - 21 year olds)(amended)	Lower		34.6%	No target		33.6%	No target	25%		No actual
16 to 18 year olds who are not in education, employment or training (NEET)	Lower	3.5%	1.9%	HG	3.5%	2.0%	HG	3.5%	2.0%	HG
Number of apprenticeships / work experience places offered by the Council	Higher	-	-	New in 2014/15	-	-	New in 2014/15	10	13	HG

Making a Difference for Families

Full Scorecard: Quarter 1 2014/15

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a. Harrow residents and businesses benefit from new housing, training and employment opportunities as a result of investment and growth in the borough

	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Resident perceptions of town centre and range of shops (Reputation Tracker, bi-annual)	Higher	63%	63%	LG	65%	67%	LG	-	-	Next reported Q3
Percentage of 3rd party contract spend placed with local organisations	Higher		16%	No target		17%	No target		17%	None
Number of affordable homes delivered (gross)	Higher	60	63	HG	95	95	LG	0	13	HG
Number of affordable family homes completed	Higher	6	8	HG	8	8	LG	0	3	HG
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	Higher	5	5	LG	45	51	HG	10	12	HG
Number of social housing homes freed up through Council intervention / Grants2Move	Higher			New in 2014/15	Baseline	50	No target	14	16	HG
Total number of households to whom we have accepted a full homelessness duty	Lower	45	33	HG	160	180	HR	55	46	HG
The percentage of JSA claimants (<i>amended measure 2014/15</i>)	Lower		2.2%	No target		1.9%	No target		1.6%	No target
Care leavers not in education, employment or training (19 - 21 year olds)(<i>amended</i>)	Lower		34.6%	No target		33.6%	No target	25%		No actual
16 to 18 year olds who are not in education, employment or training (NEET)	Lower	3.5%	1.9%	HG	3.5%	2.0%	HG	3.5%	2.0%	HG

Making a Difference for Families

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b. To become the safest borough in London by reducing the overall level of crime, and incidences of anti-social behaviour and

c. Work to reduce the fear of crime in the borough

		Q1 2013/14			Q4 2013/14			Q1 2014/15		
	Good =	Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Residents who are satisfied with the safety of Harrow Town Centre (Reputation Tracker, bi-annual)	Higher	59%	59%	LG	60%	59%	A	-	-	Next reported Q3
Residential Burglaries	Lower	425	339	HG	524	547	A	331	208	HG
Rate of proven re-offending by young offenders	Lower	33.0%	33.5%	A Apr 2010 to Mar 2011	39.4%	38.7%	LG Apr 2011 to Mar 2012	year on year reduction	35.0%	HG Apr 2013 to Mar 2014
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	Lower	471	436	HG Oct 2011 to Sep 2012	296	327	HR Oct 2012 to Sep 2013	year on year reduction	343	A Apr 2013 to Mar 2014
Violence with injury - total offences (<i>new 2014/15</i>)	Lower		1128	No target			None		1184	No target
Violence with injury - Domestic abuse (<i>new 2014/15</i>)	Lower		402	No target			None		483	No target
Percentage of food establishments compliant with food hygiene law	Higher	76%	71%	LR	76%	66%	HR	76%	65%	HR

Efficient and Effective Organisation

Full Scorecard: Quarter 1 2014/15

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	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council provides good value for money (Reputation Tracker, bi-annual)	Higher	37%	32%	HR	28%	29%	LG	-	-	Next reports Q3
Percentage who feel the Council keeps them informed of services & benefits it provides (Reputation Tracker, bi-annual)	Higher	56%	49%	HR	55%	54%	A	-	-	Next reports Q3
Percentage of residents who are satisfied with the way the Council runs things (Reputation Tracker, bi-annual)	Higher	57%	54%	LR	46%	43%	LR	-	-	Next reports Q3
Customer enquiries that should not have been necessary (percentage)	Lower	17%	18%	LR	17%	17%	LG	17%	14.0%	HG
The proportion of enquiries that were resolved at the first point of contact	Higher	90%	87%	A	90%	94%	LG	90%	93.0%	LG
Proportion of web forms and web visits as a percentage of overall contact	Higher	70%	68.8%	A	70%	70.4%	LG	75%	76.0%	LG
Average cost per transaction (£) (Access Harrow)	Lower	£0.80	£0.68	HG	£0.80	£0.68	HG	£0.75	£0.61	HG
Tenant satisfaction with the housing repair and maintenance service (%)	Higher	90%		No actual	90%	95%	HG	95%	82%	HR
Total debt collected, at year to date, as a % of total debt raised	Higher	70%	60%	HR	70%	85%	HG	70%	52%	HR
Average debtor days, per quarter	Lower	60	38	HG	60	53	HG	60	44	HG
Percentage of Council Tax collected	Higher	30%	30.12%	LG	96%	97.50%	LG	30%	30.06%	LG
Percentage of non-domestic rates collected	Higher	35%	34.29%	A	96.5%	95.50%	A	34.5%	33.03%	A

Efficient and Effective Organisation

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	Good =	Q1 2013/14			Q4 2013/14			Q1 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Variation in business rate yield	Higher	2.5%	2.5%	LG	2.5%	0%	A	1.5%	0.9%	A
Time taken to process housing benefit and council tax benefit new claims and change events (days)	Lower	11	11.08	A	11	8.53	HG	12	9.41	HG
Staff sickness - average days per FTE excluding schools	Lower	8.18	9.29	HR	8.18	9.54	HR	8.18	9.38	HR
Workforce with appraisal in last 12 months (<i>previously IPAD</i>)	Higher	95%	68%	HR	95%	92%	A	95%	80%	HR
% 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 (<i>new</i>)	Higher	-	-	New in 2014/15	-	-	New in 2014/15	100%	5%	HR
% of existing staff (as at April '14) who have completed the mandatory Equality Matters refresher training (either face to face or E-Learning Module) (<i>new</i>)	Higher	-	-	New in 2014/15	-	-	New in 2014/15	-	-	Reports from Q2