

Appendix 1 - Corporate Scorecard 2023-24

Ref to Corporate Plan	Indicator Description	Polarity: High ▲ or Low ▼ is 'good'	Directorate	Department	Bench Mark if Available (Statistical Neighbours unless otherwise indicated)	Target - Q1 2023/24	Target - Q2 2023/24	Target - Q3 2023/24	Target - Q4 2023/24	Target - 2023/24	Target - 2024/25	Target - 2025/26	DMT owner	Portfolio Holder
RESIDENTS FIRST														
RF1 Deliver the Council's new Customer Experience strategy														
1	% of customer calls successfully answered (<10% abandoned)	▼	Resources	Customer Services & Business Support	N/A	<10%	<10%	<10%	<10%	<10%	<10%	<10%	Jonathan Milbourn	Clr Stephen Greek
2	Average Wait Time (seconds) before a telephone call is answered	▼	Resources	Customer Services & Business Support	N/A	120	120	120	120	120	120	120	Jonathan Milbourn	Clr Stephen Greek
3	% of customer calls successfully answered (<10% abandoned) (Revs & Bens)	▼	Resources	Customer Services & Business Support	N/A	<10%	<10%	<10%	<10%	<10%	<10%	<10%	Jonathan Milbourn	Clr Stephen Greek
4	Average Wait Time (seconds) before a telephone call is answered (Revs & Bens)	▼	Resources	Customer Services & Business Support	N/A	300	240	180	80	180	180	180	Jonathan Milbourn	Clr Stephen Greek
5	Self service as a proportion of overall contact	▲	Resources	Customer Services & Business Support	N/A	95%	95%	95%	95%	95%	95%	95%	Jonathan Milbourn	Clr Stephen Greek
6	Complaints answered within timescale	▲	Resources	Customer Services & Business Support	N/A	90%	90%	90%	90%	90%	90%	90%	Jonathan Milbourn	Clr Stephen Greek
RF2 Deliver service improvements that contribute to a positive customer experience														
1	PM1 Average time for processing new benefits claims (days)	▼	Resources	Finance & Assurance	N/A	25 Days	25 Days	25 Days	25 Days	25 Days	25 Days	25 Days	Fern Silverio	Clr Stephen Greek
2	PM5 Average time for processing changes of circumstances (days)	▼	Resources	Finance & Assurance	N/A	12 Days	12 Days	12 Days	12 Days	12 Days	12 Days	12 Days	Fern Silverio	Clr Stephen Greek
3	% FOI responses within 20 working days	▲	Resources	ICT Services	N/A	90%	90%	90%	90%	90%	90%	90%	Ben Goward	Clr Stephen Greek
RF3 Ensure a seamless customer journey through up - to -date and connected IT														
1	Total of all IT incidents raised during reporting period	▼	Resources	ICT Services	N/A	7,200	7,200	7,200	7,200	28,800	21,600	21,600	Ben Goward	Clr Stephen Greek
2	% operating time without active P1 incidents	▲	Resources	ICT Services	N/A	99.5%	99.5%	99.5%	99.5%	99.5%	100%	100%	Ben Goward	Clr Stephen Greek
3	% operating time without active P1 or P2 outages on customer facing systems	▲	Resources	ICT Services	N/A	97.5%	97.5%	97.5%	97.5%	97.5%	98%	98%	Ben Goward	Clr Stephen Greek
RF4 Ensure that the digital experience promotes digital as the channel of choice														
1	Self service as a proportion of overall contact	▲	Resources	Customer Services & Business Support	N/A	95%	95%	95%	95%	95%	95%	95%	Jonathan Milbourn	Clr Stephen Greek
RF5 Ensure culturally aware customer care that enables outstanding service delivery to residents from all backgrounds.														
1	% of employees trained in the Customer Services Academy	▲	Resources	Customer Services & Business Support	N/A	95%	95%	95%	95%	95%	95%	95%	Jonathan Milbourn & Stacy Bailey	Clr Stephen Greek
RF6 Additional RF indicators														
1	% who are satisfied with the way the Council runs things (survey)	▲	Resources	Strategy & Partnerships	60% (LGA Feb 2023)	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Clr Stephen Greek
2	Council takes account of residents' views when making decisions (survey)	▲	Resources	Strategy & Partnerships	n/a	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Clr Stephen Greek
3	% who feel that they can influence decisions affecting their local area (survey)	▲	Resources	Strategy & Partnerships	n/a	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Clr Stephen Greek

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4	%age who agree that the Council keeps residents informed about what it's doing (survey)	▲	Resources	Strategy & Partnerships	59% (LGA Feb 2023)	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Cllr Stephen Greek
5	Residents who agree that people from different backgrounds get on well together in their local area (survey)	▲	Resources	Strategy & Partnerships	77% (LGA Feb 2023)	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Cllr Stephen Greek
C&S CLEAN & SAFE														
C&S1 Increase resident's perception of being safe in Harrow'														
1	Number of anti-social behaviour incidents	▼	Resources	Strategy & Partnerships	1500	1442	1442	1078	1042	5000	A year on Year Improvement	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel
2	% of repeat locations for ASB complaints	▼	Resources	Strategy & Partnerships	Local	11%	10.5%	9.5%	9%	10%	9%	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel
3	Repeat web contact ASB complaints (over 12 months)	▼	Resources	Strategy & Partnerships	Local	11%	9.5%	9%	8.5%	9%	8%	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel
4	Catalytic Converter Theft (rolling year)	▼	Resources	Strategy & Partnerships	TBC	550	414	418	330	330	A year on Year Improvement	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel
C&S2 Take enforcement action to protect residents and the environment														
1	Number of enforcement actions commenced (including FPNs) - fly tips	▲	Place	Environment	Local	60	60	60	60	240	280	320	Cathy Knubley	Cllr Anjana Patel
2	Number of FPNs issued - public space protection order	▲	Place	Environment	Local	900	900	900	900	3600	3600	3600	Cathy Knubley	Cllr Anjana Patel
3	Fly-tipping incidents per 1,000 people	▼	Place	Environment	46 (Defra 2021/22 annual)	12	12	11	11	46	43	40	Cathy Knubley	Cllr Anjana Patel
C&S3 Implement a new approach to a well maintained highway network														
1	Percentage of actionable highway defects rectified within timescale (either reported or found during cyclic inspections)	▲	Place	Environment	Local	87%	87%	87%	87%	87%	90%	90%	Cathy Knubley	Cllr Anjana Patel
2	Percentage of land assessed for litter that falls below an acceptable standard - Litter, Detritus, Graffiti, Fly-posting.	▼	Place	Environment	7.7% (Litter) 9.54% (Detritus) 7.75% (Graffiti) 3.25% (Fly Posting) (KBT 2021/22)	Annual target only due to seasonality. Benchmarking data annually only.	annual	annual	annual	7.7% (L) 9.54% (D) 7.75% (G) 3.25% (FP)	7.7% (L) 9.54% (D) 7.75% (G) 3.25% (FP)	6.7% (L) 8.54% (D) 6.75% (G) 2.25% (FP)	Cathy Knubley	Cllr Anjana Patel
C&S4 Provide excellent green and cultural spaces for our residents														
1	<i>Qualitative update only</i>													
C&S5 Protecting the character of Harrow														
1	<i>Qualitative update only</i>													
C&S6 Invest in the physical infrastructure of Harrow														
1	<i>Qualitative update only</i>													
C&S7 Improve business engagement														
1	Footfall in Harrow town centre (year on year % change)	▲	Place	Inclusive Economy, Leisure & Culture	+5%	+1%	+1%	+1%	+1%	+1%	+1% yoy	+1% yoy	Mark Billington	Cllr Norman Stevenson
2	% of vacant high street premises in Harrow Town Centre (based on empty units)	▼	Place	Inclusive Economy, Leisure & Culture	11.40%	8%	8%	8%	8%	8%	8%	8%	Mark Billington	Cllr Norman Stevenson
C&S8 Embed effective responses to climate change and enable the recovery														
1	Percentage of household waste sent for recycling	▲	Place	Environment	32.7% (Defra 2021/22 annual)	33%*	33%*	33%*	33%*	33%	34%	35%	Cathy Knubley	Cllr Anjana Patel
2	Residual household waste per household (kg/household)	▼	Place	Environment	543kg (Defra 2021/22 annual)	172.5*	172.5*	172.5*	172.5*	690	680	670	Cathy Knubley	Cllr Anjana Patel

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3	Organisational Greenhouse gas emissions (GHG)	▲	Place	Climate Change & Natural Resources	TBC	Outturn figures available July 23, targets will be set after.				TBC	TBC	TBC	Matthew Adams	Cllr Anjana Patel	
4	% of existing council homes with an EPC rating of C+	▲	Place	Housing	TBC	Annual Target	Annual Target	Annual Target	Annual Target	39%	TBC	TBC	Matthew Adams	Cllr Anjana Patel	
C&S9 Enable more new Homes to be available in Harrow															
1	Number of new homes built	▲	Place	Regeneration & Sustainable Development	N/A	Annual Targets	Annual Targets	Annual Targets	Annual Targets	802	802	802	Viv Evans	Cllr Marilyn Ashton	
2	Proportion of new homes that are affordable	▲	Place	Regeneration & Sustainable Development	N/A	Annual Targets	Annual Targets	Annual Targets	Annual Targets	40%	40%	40%	Viv Evans	Cllr Marilyn Ashton	
C&S10 Look after and make best use of the Council's estate.															
1	% properties in disrepair	▼	Place	Housing	N/A	Annual Target	Annual Target	Annual Target	Annual Target	6%	TBC	TBC	David McNulty	Cllr Mina Parmar	
2	% of homes not meeting the Decent homes standard	▼	Place	Housing	15% (GLA survey - 2019)	Annual Target	Annual Target	Annual Target	Annual Target	8%	TBC	TBC	David McNulty	Cllr Mina Parmar	
3	Homes with valid gas certificate (%) @ quarter end	▲	Place	Housing	99.5% (Mar 23)					99.5%	100%	100%	100%	David McNulty	Cllr Mina Parmar
4	% of buildings that have had all the necessary fire risk assessments	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
5	% of homes in buildings that have had necessary asbestos management surveys or re-inspections	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
6	% of homes that have had all the necessary water safety checks	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
7	% of homes that have had all the necessary Lift safety checks	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
8	% of domestic properties with EICR certificates	▲	Place	Housing	98.69% (Feb 22)					45%	tbc	100%	100%	David McNulty	Cllr Mina Parmar
11	CO ₂ emissions by Council estate (tonnes)	▼	Place	Climate Change & Natural Resources	TBC	Outturn figures available July 23, targets will be set after.				TBC	TBC	TBC	Matthew Adams	Cllr Anjana Patel	
STMIN SUPPORTING THOSE MOST IN NEED															
STMIN1 Work in partnership with the VCS to help support the health and wellbeing of residents and the integration of services															
1	Qualitative update only														
STMIN2 Support refugees via Government programmes to settle and integrate into the borough															
1	Qualitative update only														
STMIN3 Increase procurement of private rented accommodation to house those in need															
1	No. of Private Rent Accommodation within 35 miles of Harrow	▲	Place	Housing	N/a -local	New Indicator Targets from Q2		TBC	TBC	TBC	TBC	TBC	David McNulty	Cllr Mina Parmar	
2	Number of households in temporary accommodation @ quarter end	▼	Place	Housing	16.4 per 1,000 households = approx 1500 equivalent for Harrow (March 2022)	1,075	1075	1075	1075	1075	TBC	TBC	David McNulty	Cllr Mina Parmar	
3	Homelessness prevention (%)	▲	Place	Housing	TBC	53%	53%	53%	53%	53%	TBC	TBC	David McNulty	Cllr Mina Parmar	
STMIN4 Target support to help residents out of financial hardship															
1	Qualitative update only														
STMIN5 Support residents to realise their career ambitions through delivering prevocational and vocational learning (including ESOL, Digital Skills. Job brokerage with local employers															
1	Total No of enrolments in Adult Community Learning (combined)	▲	Place	Inclusive Economy, Leisure & Culture	N/a -local	876	600	625	950	3,050	subject to funding	subject to funding	Mark Billington	Cllr Jean Lammiman	
2	% of eligible Care Leavers (aged 19/21) in education, employment or training	▲	People	Childrens Social Care	57%	65%	65%	65%	65%	65%	65%	65%	Dionne Thomas	Cllr Hitesh Karia	

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3	Total number of residents supported into employment; Xcite, Learn Harrow, Supply Chain and Section 106	▲	Place	Inclusive Economy, Leisure & Culture	N/a -local	150	56	160	391	391	subject to funding	subject to funding	Mark Billington	Cllr Norman Stevenson
4	Total number of residents provided with information and advice in employment or training	▲	Place	Inclusive Economy, Leisure & Culture	N/a -local	200	200	200	200	800	subject to funding	subject to funding	Mark Billington	Cllr Norman Stevenson
STMIN6 Supporting children, young people and families through the development of the prevention and community offer														
1	% of Re-referrals that are repeat within 12 months	▼	People	Childrens Social Care	17%	19%	19%	19%	19%	19%	18%	18%	Dionne Thomas	Cllr Hitesh Karia
2	% of assessments completed within 45 working days	▲	People	Childrens Social Care	85%	85%	85%	85%	85%	85%	85%	85%	Dionne Thomas	Cllr Hitesh Karia
3	% of CPP for 2nd or subsequent time	▼	People	Childrens Social Care	19%	20%	20%	20%	20%	20%	19%	18%	Dionne Thomas	Cllr Hitesh Karia
4	Universal Reach numbers for Early Support Hubs	▲	People	Childrens Early Support Services	Local indicator	To be confirmed						Dionne Thomas	Cllr Hitesh Karia	
STMIN7 Improving the quality and sustainability of care provision in Harrow														
1	ASC User Survey - Quality of Life of people who use services	▲	People	Adults Social Care	11 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within margin of error (MoE)	Maintain within MOE	Maintain within MOE	Senel Arkut	Cllr Pritesh Patel
2	ASC User Survey - % finding info and advice easily	▲	People	Adults Social Care	15 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within MOE	Statistically significant increase over 2022-23	maintain within margin of error	Senel Arkut	Cllr Pritesh Patel
3	ASC User Survey - % of people with adequate or better sense of control over daily life	▲	People	Adults Social Care	15 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within MOE	Maintain within MOE	Statistically significant increase over 2022-23	Senel Arkut	Cllr Pritesh Patel
4	ASC User Survey - % of people with enough social contact	▲	People	Adults Social Care	9 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within MOE	Maintain within MOE	Maintain within MOE	Senel Arkut	Cllr Pritesh Patel
5	Carers Quality of Life (score of out 12)	▲	People	Adults Social Care	7 of 16 (CIPFA) in 2021	not measured	not measured	not measured	Maintain within MOE	not measured	not measured	Maintain within MOE	Senel Arkut	Cllr Pritesh Patel
6	Carers survey - % carers feeling involved in discussions about the person they care for	▲	People	Adults Social Care	15 of 16 (CIPFA) in 2021	not measured	not measured	not measured	Maintain within MOE	not measured	not measured	Statistically significant increase over 2022-23	Senel Arkut	Cllr Pritesh Patel
7	Reablement - % of new people completed reablement (no ongoing support required)	▲	People	Adults Social Care	7 of 16 (CIPFA) in 2022	80%	80%	80%	80%	80%	80%	80%	Senel Arkut	Cllr Pritesh Patel
8	CQC rating "requires improvement" of Homecare Providers used	▼	People	Adults Social Care	not available	18%	17%	15.5%	reduce below 2022 Harrow average 13.8%	reduce below 2022 Harrow average 13.8%	maintain below 2023 Harrow avg. TBC	maintain below 2024 Harrow avg. TBC	Senel Arkut	Cllr Pritesh Patel
9	Safeguarding - of those asked, % of people with goals met	▲	People	Adults Social Care	not available	90%	90%	90%	90%	90%	90%	90%	Senel Arkut	Cllr Pritesh Patel
10	Safeguarding - where risk identified, was reduced or removed	▲	People	Adults Social Care	not available	85%	85%	85.5%	86%	86%	87%	88%	Senel Arkut	Cllr Pritesh Patel
STMIN8 Reducing Health Inequalities														
1	% of births that receive a face to face New Birth Visit within 14 days by a Health Visitor	▲	People	Public Health	87.8% (21/22)	90%	90%	90%	90%	90%	90%	90%	Carole Furlong	Cllr Pritesh Patel
2	% of people from total eligible population invited for a Health Check	▲	People	Public Health	16.2% of total eligible population (TEP) 18/19 - yearly data	5%	10%	15%	20%	20%	20%	20%	Carole Furlong	Cllr Pritesh Patel
3	Proportion of people that successfully quit smoking who engage with the smoking cessation service	▲	People	Public Health		Indicator under development						Carole Furlong	Cllr Pritesh Patel	

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4	Proportion of new health walkers that are more likely to be active	▲	People	Public Health		Indicator under development							Carole Furlong	Cllr Pritesh Patel
STMIN9 Additional STMIN indicators														
1	Domestic abuse offences (rolling 12 months)	▼	Resources	Community Safety	10.7 per 10000 pop (RY May 23)	2,035	2,214	2,230	2,180	2,180	YOY reduction	YOY reduction	Shumaila Dar	Cllr Anjana Patel
2	Domestic abuse with injury offences (rolling 12 months)	▼	Resources	Community Safety	24.4% (RY May 23)	516 (24%)	500 (23%)	497 (22%)	489 (22%)	489 (22%)	YOY reduction	YOY reduction	Shumaila Dar	Cllr Anjana Patel
3	Special Educational Needs – Education, Health Care Plans (EHCP) issued within 20 weeks (excluding exception)	▲	People	Education	73%					59%	65%	73%	Patrick O'Dwyer	Cllr Hitesh Karia
4	Special Educational Needs – Education, Health Care Plans (EHCP) issued within 20 weeks (all such EHCP, including exceptions)	▲	People	Education	69%					59%	64%	69%	Patrick O'Dwyer	Cllr Hitesh Karia
5	The percentage of Young People with a SEND who are in mainstream education and training, ISPs or supported internships in the National Curriculum Years 12 to 16+ (age 16 - 24)	▲	People	Education	49%	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
6	Key Stage 2 & Special Educational Needs Achievement gap between pupils with special educational needs and their peers, based on % of pupils achieving the national standard in reading, writing and mathematics (RWM) at the end of key stage 2	▼	People	Education	52.5%	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
7	Key Stage 4 & Special Educational Needs The Special Educational Needs (SEN)/non-SEN gap based on average attainment across 8 GCSE subjects at the end of Key Stage 4	▼	People	Education	25.5	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
8	Annual rate of Secondary School Permanent exclusions as % of Harrow school population	▼	People	Education	0.09% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
9	Annual rate of Primary, Secondary & Special School Permanent Exclusions as % of Harrow school population	▼	People	Education	0.04% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
10	Annual rate of Primary, Secondary & Special School Permanent Exclusions of Pupils with a Special Education Need (SEN) as % of Harrow school population with the same SEN status	▼	People	Education	0.11% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
11	Annual rate of Primary, Secondary & Special School Suspensions as % Harrow school population	▼	People	Education	2.41% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
12	Annual rate of overall absence in primary schools	▼	People	Education	6.0% (2021-22)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
13	Annual rate of overall absence in secondary schools	▼	People	Education	7.3% (2021-22)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia

* Waste targets are annual, quarters may fluctuate for a variety of reasons