

Ref	Perspective Overview - Perspective / Objective / Measure	Portfolio holder	2006/07	2007/08	Assessment
<b>Partnerships Perspective</b>					
1	<b>Achieve LAA Safer Harrow Stretch Targets</b>				
2	% adults expressing fear of being a victim of crime	Susan Hall	Excellent	Excellent	
3	% residents who see suite of ASB as fairly/very big problem	Susan Hall	Excellent	Excellent	
4	<b>Achieve LAA Safer Harrow non-stretch targets</b>				
5	Satisfaction rating with new ASB service fair or better	Susan Hall	New to SPR 2007/8	Next update Q4	
6	<b>Achieve LAA Children &amp; Young People Stretch Targets</b>				
7	Rates of exclusive breast feeding at 6 weeks	Janet Mote	Excellent	Next update Q4	
8	Reduction of permanent exclusions	Christine Bednell	Excellent	Next update Q4	
9	Reduction of fixed term exclusions	Christine Bednell	Needs prompt action	Next update Q4	
10	Improve attendance at 25% worst performing schls - Primary	Christine Bednell	Needs prompt action	Next update Q4	
11	Improve attendance at 25% worst performing schls - Secondary	Christine Bednell	Needs prompt action	Next update Q4	
12	Average points score per pupil at level 2 at age 16	Christine Bednell	Needs prompt action	Next update Q4	
13	<b>Achieve LAA Community Cohesion Stretch Targets</b>				
14	% agree people from different backgrounds get on well	Anjana Patel	Adequate	Poor	This indicator continues to perform below the required level for the LAA. The lead for this indicator has produced an action plan for consideration by the HSP, which is now being considered for funding support. <b>Q2 update:</b> The Community Cohesion Action Plan and the Community Development Strategy have been produced. They provide a framework for delivering activity that could mitigate against negative factors, improve communication across community groups and encourage greater collaboration between local partners. Additionally, target activity will be focused on areas where cohesion indicators were low.
15	No. of socially excluded adult volunteers in Harrow	Anjana Patel	New to SPR 2007/8	Needs prompt action	The volunteering action plan aims to improve this indicator through a campaign to recognise and value those who contribute to Harrow by volunteering, and via the One-4-One scheme. An inaugural Volunteers' Awards event is also being planned.
16	No. of other adult volunteers in Harrow	Anjana Patel	New to SPR 2007/8	Needs prompt action	As above
<b>Service Development Perspective</b>					
17	<b>Improve Development Control</b>				
18	LA not designated as Planning Standards Authority (CPA- RB)	Marilyn Ashton	Needs prompt action	Next update Q4	
19	<b>Housing Property Services</b>				
20	BV 184a % of LA homes that are non-decent	Camilla Bath Susan Hall	New to SPR 2007/8	Next update Q4	
21	% Gas safety certificates outstanding after 12 months	Camilla Bath Susan Hall	New to SPR 2007/8	Next update Q4	

Ref	Perspective Overview - Perspective / Objective / Measure	Portfolio holder	2006/07	2007/08	Assessment
22	Repairs and maintenance satisfaction based on STATUS survey	Camilla Bath Susan Hall	New to SPR 2007/8	Next update Q4	
23	<b>Adult Social Care</b>				
24	BV 52 PAF B12 Cost of intensive social care for adults & 65+	Eric Silver			
25	PAF B17 Unit cost of home care for adults and older people	Eric Silver			
26	<b>Improved Community Safety</b>				
27	BV 174 Racial incidents involving the local authority	Susan Hall	Good	Next update Q4	
28	BV 175 Racial incidents resulting in further action	Susan Hall	Excellent	Next update Q4	
29	<b>Targets at Key Stage 2 achieved</b>				
30	BV 40 % pupils achieving Level 4 or above in KS2 Maths	Christine Bednell	Adequate	Next update Q3	Results continue to improve and place Harrow in the top quartile nationally and in line with statistical neighbours. DfES targets are aspirational so red or amber status does not necessarily indicate poor performance. See below table for more detail.
31	BV 41% pupils achieving Level 4 or above in KS2 English	Christine Bednell	Good	Next update Q3	
32	BV 194a % 14 yr old pupils ach L5 or above in KS2 English	Christine Bednell	Adequate	Next update Q3	
33	BV 194b % 14 yr old pupils ach L5 or above in KS2 Maths.	Christine Bednell	Adequate	Next update Q3	
34	<b>Targets at Key Stage 4 achieved</b>				
35	BV 39 % pupils with 5+ GCSEs A*-G including English & Maths	Christine Bednell	Needs prompt action	Next update Q3	Harrow's GCSE results have been on the up continuously for the last few years, with 2006's results increasing nearly 3 percentage points in comparison to 2005. Harrow's 5+ A*-C results ranked 19th in the country, keeping us significantly above the national average as well as in the top quartile nationally. The Local Authority provides support to schools' own improvement activities. In addition the JAR and CYPP Action sets out actions to improve the attainment of Black African, Black Caribbean and Traveller pupils.
36	BV 38 % pupils aged 15 with 5+ GCSEs A*-C	Christine Bednell	Good	Next update Q3	
37	<b>Targets at Key Stage 3 Achieved</b>				
38	BV 181a % 14-yr old pupils ach L5 in KS3 English	Christine Bednell	Excellent	Next update Q3	Note that the results place Harrow in the top quartile nationally and are in line with previous performance and that of statistical neighbours. DfES targets are aspirational so red or amber status does not necessarily indicate poor performance. See below table for more detail. (Result for ICT is provisional.)
39	BV 181b % 14-year olds ach L5 or above in KS3 Maths	Christine Bednell	Good	Next update Q3	
40	BV 181c % 14-year olds ach L5 or above in KS3 Science	Christine Bednell	Adequate	Next update Q3	
41	BV 181d % of 14 year olds ach L5 or above in KS3 ICT	Christine Bednell	Needs prompt action	Next update Q3	
42	<b>Attendance Targets Achieved</b>				
43	BV 45 % half days missed due to absence in secondary schools	Christine Bednell	Excellent	Next update Q3	The LA set challenging LPSA absence targets for 2005/6, particularly at primary level. However, attendance was described in the 2006/7 JAR as "excellent" and acknowledged as well above national averages and the best amongst London Boroughs in 2005/6. See below table for current actions.
44	BV 46 % half days missed due to absence in primary schools	Christine Bednell	Needs prompt action	Next update Q3	
45	<b>Minimise household waste landfilled</b>				
46	BV 84 No of kg household waste collected per head	Susan Hall	Good	Next update Q4	
47	BV 91b % pop. served by kerbside recycling - 2+ recyclables	Susan Hall	Good	Next update Q4	
48	<b>Cleanliness of public places is improved</b>				
49	BV 199d Street & environmental cleanliness - fly-tipping	Susan Hall	New to SPR 2007/8	Next update Q4	
50	<b>Improved public realm infrastructure</b>				
51	BV 224b Condition of non-principal unclassified roads	Susan Hall	Good	Next update Q4	
52	<b>Improved Cultural Services</b>				
53	% of 5-16 yrs in school sports partnerships engaged in PE & sport	Anjana Patel	Excellent	Next update Q4	

Ref	Perspective Overview - Perspective / Objective / Measure	Portfolio holder	2006/07	2007/08	Assessment
54	% pop within 20 mins travel time of 3 diff sports facilities	Anjana Patel	Needs prompt action	Next update Q4	
<b>Resources Perspective</b>					
55	<b>Achieve Gershon Savings</b>				
56	Savings Achieved	David Ashton	Adequate	Next update Q3	
57	<b>VFM composite ratio indicators</b>				
58	Satisfaction - all services to total service spend per head	Chris Mote & all	Needs prompt action	Next update Q4	Action underway includes rebuilding the communication service, service reviews in key customer facing areas and addressing resident satisfaction in the planning process for 2008/9
59	Council tax collection rates to council tax collection cost	David Ashton	Excellent	Next update Q4	
60	NNDR collection rates to NNDR collection costs per property	David Ashton	Excellent	Next update Q4	
61	Debtor days outstanding to debtors cost per invoice	David Ashton	Needs prompt action	Next update Q4	The size of the old debt (& therefore debtor days) was caused by large value disputed invoices within People First (local PCT's/Harrow Consortium) & West London Waste Authority. In 2005/06 these debts accounted for about 80% of the total debt. Currently (2007/8) the West London Waste issue has been resolved. People First Debt is an issue currently being resolved.
62	Satisfaction - housing benefits to H B spend per recipient	Paul Osborn	Excellent	Next update Q4	
63	Principal roads to maintenance spend per weighted road length	Susan Hall	Excellent	Next update Q4	
64	Satisfaction with street cleansing to SC cost per head	Susan Hall	Needs prompt action	Next update Q4	A service review of public realm services is now underway
65	Satisfaction with waste collection to waste cost per head	Susan Hall	Needs prompt action	Next update Q4	as above
66	Recycling rates to waste expenditure per tonne	Susan Hall	Excellent	Next update Q4	
67	Satisfaction - planning services to planning spend per head	Marilyn Ashton	Excellent	Next update Q4	
68	Stability of placements of CLA to C&F spend per assessment	Janet Mote	Needs prompt action	Next update Q4	see below table
69	Satisfaction with OP home care to OP spend per assessment	Eric Silver	Excellent	Next update Q4	
70	Satisfaction with libraries to libraries spend per visit	Anjana Patel	Excellent	Next update Q4	
71	Satisfaction with Sport & Leisure services to spend per head	Anjana Patel	Excellent	Next update Q4	
<b>Customer / Community Impact Perspective</b>					
72	<b>Community cohesion is improved</b>				
73	% who agree people respect ethnic differences	Anjana Patel	Poor	Poor	The MORI survey confirms the picture presented for the national BVPI resident survey in Autumn 2006. The council needs to do significant work to rebuild its brand. Action underway includes rebuilding the communication service, service reviews in key customer facing areas and addressing resident satisfaction in the planning process for 2008/9.
74	% who feel they can personally influence decisions	Anjana Patel	Good	Good	as above
75	% who agree there is strong sense of community	Anjana Patel	Good	Good	as above
76	% who agree people try to help each other	Anjana Patel	Good	Excellent	as above
77	<b>Customer satisfaction</b>				
78	% residents satisfied with contact (MORI)	Chris Mote Paul Osborn	Needs prompt action	Needs prompt action	as above
79	% residents feeling well informed (MORI)	Chris Mote Paul Osborn	Excellent	Good	as above
80	% residents satisfied with Quality of Life in area (MORI)	Chris Mote Paul Osborn	Adequate	Poor	as above
81	BV 3 % Citizens satisfied with overall service provided	Chris Mote & all	Needs prompt action	3 yearly survey	

Ref	Perspective Overview - Perspective / Objective / Measure	Portfolio holder	2006/07	2007/08	Assessment
<b>People Perspective</b>					
82	<b>Equalities</b>				
83	BV 2a - Level achieved in Equality Standard assessment	Anjana Patel	Good	Next update Q4	
84	BV 2b Duty to promote race equality: score against checklist	Anjana Patel	Good	Next update Q4	
85	<b>Staff survey</b>				
86	<i>[Measures to be identified]</i>		New to SPR 2007/8		

### 30-33: Targets at Key Stage 2 achieved

Harrow's Key Stage 2 2006 results are continuing to improve, with a significant achievement in the English Test result which met the very challenging target set by the DfES. (DfES education targets are aspirational so an amber or red indicator does not necessarily indicate poor performance). The 2006 results are not only above the national averages, they also place Harrow in the top quartile of the national picture as well as keeping us in-line with our Statistical Neighbours. The Local Authority provides support to schools' own improvement activities through:

- 1) a universal training programme, that schools can attend, to brief them and support their work in improvement activities;
- 2) a targeted support programme, using National Strategy curriculum consultants, aimed at those schools with lowest results or where pupils appear to make less progress;
- 3) the work of the school's attached adviser, ensuring that school priorities are appropriate and supported by the Local Authority where possible.

In addition the JAR and CYPP Action Plan sets out targeted actions to improve the attainment of Black African, Black Caribbean and Traveller pupils.

### 38-41: Targets at Key Stage 3 achieved

Harrow's Key Stage 3 2006 results are in line with previous years' high achievements, with the English and maths test results exceeding targets set by the DfES. The 2006 results are not only above the national averages, they also place Harrow in the top quartile of the national picture as well as keeping us in-line with our Statistical Neighbours. (DfES education targets are aspirational so an amber or a red does not necessarily indicate poor performance). Note that the ICT result is currently provisional. The Local Authority provides support to schools' own improvement activities through:

- 1) a universal training programme, that schools can attend, to brief them and support their work in improvement activities;
- 2) a targeted support programme, using National Strategy curriculum consultants, aimed at those schools with lowest results or where pupils appear to make less progress;
- 3) the work of the school's attached adviser, ensuring that school priorities are appropriate and supported by the Local Authority where possible.

### 43-44: Attendance targets achieved

The LA set highly challenging LPSA absence targets for 2005/06 particularly at primary level. This aside our attendance was described in the 2006/07 JAR as "excellent" and the inspectors acknowledged that we are way above the national averages as well as the best amongst London boroughs in 2005-06. The JAR and CYPP Action Plan sets out actions to improve the attendance of pupils in the 25% worst performing schools including: 1) The lowest 25% schools in relation to attendance (LAA) have been identified and will be targeted and monitored by the attached Senior Education Welfare Officer in academic year 2007/8;

2) The Education Welfare Service will continue to advise governors, schools and parents/carers on the importance of attendance and legislation in relation to holidays;

Harrow has used many strategies (i.e. naming identified travel agencies who offer discounts in school holidays) to reduce family holidays taken in term time;

3) The new attendance code in relation to religious observance (now recorded as authorised absence) impacts on primary and secondary authorised absence. We have raised this issue with our regional advisor, DfES;

4) Harrow continues to reduce absence in relation to traveller absence (now recorded as authorised absence). Harrow Education Welfare Service works closely with advisers and traveller education in relation to this

5) The Education Welfare Service has introduced a more swift response in relation to unauthorised non-attendance. Cases are being considered for legal proceedings at an earlier stage in relation to case-work. Harrow

6) Support is provided to schools' own improvement activities by the Achievement and Inclusion team

### 68: Stability of placements of CLA to C&F spend per assessment

This vfm ratio was calculated based on our stability of placements data for 2005/6, because comparator data is not yet available for 2006/7. In 2006/7, short term and long term stability of placements has improved. Stability of placements is being closely managed and all placement changes need senior authorisation so we would expect both figures to improve further in 2007/8.

Unit costs for residential placements and all children looked after were reduced from 2005/6 to 2006/7. Weekly residential cost is now in line with nearest neighbours but the weekly cost of all children looked after remains above the target level. Work is underway to reduce the use of high cost independent fostering agencies which lead to comparatively high unit costs for children looked after - however, once placed with a family, it is not appropriate to move a child solely for reasons of cost.