Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
Increase independent living for older people	D	136*	People supported to live independently through social services	2283 per 100,000	2385 per 100,000	2785 per 100,000	2924 per 100,000	Age Concern	AH&SC Paul Najsarek
				(07/08)					Harrow Council
	leve	agreemide a ret	was established using the weighted poents do not run out until 2009/10. In the urn. The figures assume an increase in services in the 2 nd year and a 5% incre	e new SLAs, be the number of p	ginning 09/1 people who a	0 it will becare directly p	ome mandat provided in t	ory for services who are he first year, an increase	provided grants to
Identify and provide support to carers	D	135*	Carers receiving needs assessments or reviews and a	53%	57%	59%	62%	Harrow Carers CYPSP	AH&SC Paul Najsarek
support to carers			specific carer's service or advice and information	(07/08)				CIFSF	Harrow Council
	mea Effor	n that a t will the	the first year to capture 100 additional large majority of people will now received to be placed on improving the number of the are ambitious targets but we are	e advice and info f people who re	ormation and ceive asses	d this figure sments.			
Users to direct their own care	D	130*	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	148 per 100,000 (07/08)	245	750	1300	HAD	AH&SC Paul Najsarek Harrow Council
	crea our f	ting a tea igures sl	ne council is to have half of our total clie am based in Milmans to increase the nu- ightly. This pilot will then be rolled out to cocess has been undertaken to establish The number of Emergency Bed days per head of weighted population	nts provided with the provided with the remaining these ambition	care clients of areas over us calculation 77,116	who receive the last two ns.	self directed years of the 74,061	e agreement. PCT Unscheduled Care	which includes
					(2% fall)	(2% fall)	(2% fall)	Board	Trust
			d targets factor in the low numbers that ion in the previously existing bed base	already exist ar	nd the wards	s transfer (P	CT wards m	oving over to the acute to	rust) may offset any

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
	D	146*	Adults with learning disabilities in employment	0% in paid employment			Targets to be establish	Paul Najsarek Mencap Choices	SD&E Chair of SD&E Claire Codling
							ed in 08/09	Supporting People Community Link Up	Harrow Council
			al part of the work in the first year will be eria boxes. The targets are based on th						
Reduce health inequalities									
	D	149*	Adults in contact with secondary mental health services in settled accommodation	Baseline to be established 08/09		Targets to be establish ed 2009	Targets to be establish ed 2009		AH&SC CNWL Ruth Shippey Vicky Haddow
	This		or will be deferred until the first review						
	D	57*	Children and young people's participation in high-quality PE and sport	Established 08/09		TBC at		Schools	Heather Clements (CYPP) Harrow Council
									Tiarrow Council
	D	39*	Alcohol Harm related hospital admissions	1100	1232	1355	1463	Council (Rosanna Cowan)	AH&SC
				14% inc	12% inc	10% inc	8% inc	Ambulance Services Police	Richard Wells (PCT)
			e data for Harrow in 2005/06 was a rate as agreed that we should aim for a traje						
Tackle Infant Mortality	D	53*	Prevalence of breastfeeding at 6-8 weeks from birth	45.9%	60.2%	63.3%	66.0%	Louise Taylor	CYPP Angie Woods
				NI 53 target calculations.doc	85.5%	90.4%	95.0%		РСТ
	prop upda	osed tar ating at o	e is PCT based and has been worked or get projections are based on a plan to i child health end. It is also planned to m ntact practices/HV teams regularly.	dentify poorly pe	rforming pr	actices and	target them	by letter, collecting data v	ia emis or vision and

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
	D	126*	Early Access for women to maternity services	40%	50%	70%	90%	NHS London	CYPP Angie Woods
									PCT
	Targ	ets are ba	ased on the agreed Strategic Health Board o	direction					
Promote citizenship and civic renewal	D	6*	Participation in regular volunteering	To be established after place survey (Sept 2008)			A statisticall y significant improvem ent, subject to review in 2009	 Voluntary & Community Sector HAVS (Volunteer bureau) Police PCT Business sector 	CCMG Samia Malik Harrow Council
	D	13*	Migrants English Language skills and knowledge	Baseline to be established 2008/09		establi	ts to be ished at refresh	Harrow College, Stanmore College, School Clusters	CCMG SD&E Geoff Trodd Harrow Council
	secu of nu work	red by the mbers of programi	targets is based on a number of forthcoming local authority in a Community Cohesion a learners on Family Literacy, Language and mes funded through the LSC. The anticipater % going through to successful accreditation	genda, in wake of Numeracy progra ed consequences	current DIUS mmes receivi	S Consultatio ing ESOL su	n on ESOL b)	from 2008/09 onwards, there 2008/10 there is a planned in	e is a planned increase crease in ESOL for
Improve the sense of Cohesion in Harrow	D	1*	% of people who believe that people from different background get on well together in their local area	Baseline to be established Place Survey	improveme 2008 Place 2010 Place	should be a rent in the levent in the levent says Survey bases survey finatesponse rate	I from the seline to the I measure,	 Voluntary & Community Sector Police – Safer Neighbourhood 	CCMG Samia Malik Harrow Council
				2008	Subject to 1	esponse rate		teams • Business Sector	
Tackle Exclusion	D	140*	Fair treatment by local services	To be established after place survey (Sept 2008)					Mike Howes Harrow Council Crosscutting

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
Increase participation in cultural activities	D	8*	Adult participation in sport	19% Sport England	19.5%	21%	23%	Leisure Connection, Sport England, CSPAN, CLOR	CCMG Lesley McConnell Harrow Council
	prog CSP	rammes AN. We	d targets are based on the leisure cen are in place to increase community us are also going to be putting in place r	se of schools, and new mechanisms	d through the to engage v	e developm with school	ent of private leavers.	e partnerships and progra	rticipation in 2010/11, mmes through
	D	11*	Engagement in the Arts	To be established	0.5%	2.1%	3.1%	Range of forums and activity groups, schools, FE/HE, regional partners, Arts Centre	CCMG Lesley McConnell Harrow Council
Strengthen the voluntary	Nove	ember 20	indicator will be collected through Spo 008. Change will be measured across s are cumulative over the three year p Environment for a thriving third	2.5 years.	ot separate r	·	ear by year.	on beginning in April and b	paselines expected in
Strengthen the voluntary and community sector	Thes		, and the second	period and are no	"A measure place betwoof Third Seconducted Survey of Organisation calculated	able improve yeen the Nation ector Organis in 2008 and Third Sector ons conducted in accordance	ment to take onal Survey ations the National ed in 2010,	Harrow Council PCT, HAVS Police Business HE / FE Sector (LSC) Learning & Skills Council	CCMG Kashmir Takhar Harrow Council
				Third Sector Organisation	OTS briefir	ng note."		Schools / Education and Early Years	
Safeguard and protect	D	63*	Stability of placements of children	57.7%	62%	64%	66%		Gail Hancock CYPSP
young people			looked after: length of placement	07/08 PAF					Harrow Council

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
	curre years Harro place stabl feed	ently aro s before ow achie ements c e workfo through	sitive on this indicator the child needs to ound 55 long term looked after children. being counted as a positive again. It is eved a high number of adoptions in 200 out of the calculation and leaves a less so orce and careful case management. The of the long term. In 2007-8, partially leach 62% by 2008-9 and then a further 2	Any single places therefore difficularies of the color of	ement char ult to make n - and aims t. There is by the strong igh level of	nge takes the a large shows to maintain a focus on g performar adoptions,	e CLA out of rt term impa n this high le maintaining nce on the sh there was a	the indicator and started on this indicator. Evel. This takes childrestability for all looked anort term stability indications and the small drop in performation.	en in long term stable after children through a cator but takes time to cance. We have set
Develop integrated CAMHS services	D	51*	Effectiveness of child and adolescent mental health services	14 Provisional	14		e to be re- fined	Harrow Council	CYPSP Angie Woods PCT
	on a We a 16).	scale of are not p We will baseline	e and target are based on the PAF indicated in 1-4. These are then aggregated with 4 proposing to stretch performance in the 1 then work towards improving our performance in the 1 is our self-assessed score, which has 1 is deemed to be	as the lowest prinst year of the amance in the se	ossible sco agreement of cond and the ed and that,	re and 16 b due to the la nird years or	eing the high ck of headro nce the mea	nest oom available (14 out c sure has been redefine	of a possible rating of ed.
Improve child safety	D	60*	Core assessments for children's social care that were carried out within 35 working days of their commencement	77% (Forecast 07/08) Final figure available end of April	80	81	82		CYPSP Gail Hancock Harrow Council
Improve attainment	D	108*	Key stage 4 attainment for Black and minority ethnic groups	NI 108.doc	See Word Doc	See Word Doc	See Word Doc	Schools	Heather Clements CYPSP Harrow Council

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
	derive	ed from	challenging targets for improving attai Fischer Family Trust data. Targets ha nere is already sufficient challenge buil	ve been agreed t	hrough the l	National Str			
	D	88*	Number of extended schools	56%	70%	85%	100%	Schools Extended Schools Cluster Co-ordinators	Heather Clements (CYPSP) Harrow Council
	target	t. The i	for our target is that we have a progra nterim targets are based on steady pro r is based on academic year and will b	gress towards th	nat goal.		ools as exter	nded schools by 2010/11	so are setting a 100%
Improve economic well being		152*	Working age people on out of work benefits	9.6% Q1 06 to Q2 07 NI 152 Baseline Calculations	9.3%	9.0%	8.6% 1% reduction	Colleges	Claire Codling SD&E Harrow Council and Job Centre Plus
	This is	s a part	this target will be undertaken, should in the nership between Harrow Council and the the claimant count by one percental	Job Centre Plus a	and other pa	· ·	· ·		
	VVC VV	iii readi	se the damant count by one percenta	go point from the					

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
Increase environmental sustainability	D	198*	Children travelling to school – mode of travel usually used	School Travel Plans Ni 198 Car usage	37%	36%	35%	Traffic Management Schools Healthy Schools Road Safety PCT TfL	Reeta Lad (SD&E) Harrow Council
	The	estimate	e of 1% reduction per year is based on I	ooking at the tre	end for exa	ctly the sa	me 16 scho	ols figures based on the s	chool travel plans

The estimate of 1% reduction per year is based on looking at the trend for **exactly the same 16** schools figures based on the school travel plans results. The baseline is based on a list of all schools that had travel plans by Jan 2008 and survey results from their travel plans.

The car usage has been documented and the total number of pupils surveyed for each school in order to calculate a percentage of car usage for schools in Harrow with Travel Plans. Only car usage is included in the baseline and does not include car share or park and stride.

D 197*	Improved local biodiversity – active management of local sites	61%	61%	70%	83%	Voluntary and Community Sector	Anna Cohen (SD&E)
		NI 197	0 sites	2 sites moved into positive manage ment	3 sites moved into positive manage ment (total 5 sites)		Harrow Council

The draft targets are our maximum targets which we can deliver. It will be in the second and third years that we will be implementing management on site previously left unmanaged, which will include private sites. This is likely to increase costs for the parks department and therefore is likely to require additional funding. The targets have been discussed and approved with Natural England and the baseline is includes sites which do not have document management as suggested by Natural England.

The first year's additional work to assess baselines will be undertaken as necessary by NE and Harrow. If required targets will be revisited at refresh.

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
Combat Climate Change in Harrow	D	186*	Per capita CO2 emissions in the LA area	5.2 tonnes per capita (Defra 2005)	3.5% reduction nagainst baseline	7.5% reductio n against baseline (0.39	reduction against baseline (0.60	Transport Team Harrow in Business Strategic Planning Housing	Mike Brown Gemma Moore (SD&E) Harrow Council
					(0.18 tonnes)	tonnes)	tonnes)		
Increase provision of affordable housing	D	155*	Number of affordable homes delivered (gross)	(2007/08)	200	200	200		Alison Pegg (SD&E)
	The derive been gross	ets will de targets s red from in place s and sho targets a	In 2007/08 we completed 127 affordable epend on a number of large schemes obtain ubmitted are gross figures as required by the London Plan target for affordable house and in view of the current housing marke ould therefore be higher than the London are conditional on the continuation of the cevel of development.	NI155 and would Sing which we int t uncertainty, I fe Plan net target.	ermission and I include acq erpret as a n el it would be	d developme uisitions (altl eet target. Ho e inappropria	ent commence hough we have nowever as we te at this time	ing during 2008/09. ve none planned for 2008/9 e have not met it in any of t e to increase the LAA targe	9). Our target is he years since it has et on the basis this is
Improve street and environmental cleanliness	D		Improved street and environmental cleanliness (i.e. levels of [a] litter, [b] detritus, [c] graffiti, and [d] fly posting)	17 23.3 5 1	15 20 5 1	13 16 4 1	12 12 3 1		Andrew Baker (SD&E) Harrow Council
	the the second s	n incorpo sustainal baseline	has adopted a target to achieving 12% to brated into a resource plan. The council ble. figure has been arrived by adjusting our with other boroughs to agree peer revi	aims to improven	e, review, ar	nd consolida to take into	ite annual im	nprovements to ensure that	at the service gains

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
Increase domestic waste recycling	D	192*	Household waste recycled and composted	38	42	47	50		Andrew Baker SD&E
									Harrow Council
			target is to achieve 40% by 2010. Then have been scheduled into a resource						
Improve public perception of crime and ASB in Harrow	D	17*	Perceptions of anti-social behaviour	49.9% MORI Quality of Life Survey (03/04)	41.9%* Current LAA stretch			Safer Harrow Management Group statutory agencies: Lead agencies Police	Gareth Llywelyn- Roberts (SH) Harrow Council
					target			& Council.	
				26% LGUSS	23%	22%	21%	Also direct input from SN teams, Housing, YOT/Children's services, Probation, schools etc	
			has received very significant reductions						
	targe drive prior beer	et and incen by bot ity in the conside act on im	t. This is a critical indicator being a high creasing this further all be it by a few pe h people's behaviours and environment Community Safety Plan, and further intered alongside the opportunities that ma proving on these areas has been taken	ercentage points tal conditions with vestment in publically exist to link to into account in	as per the partnessed by lic realm and key public i	oroposed ta residents. T d enforceme realm indica	rget will rem he sustaina ent services	ain a stretch. This indicate bility of our current perforn has been agreed to suppo ally with regard to fly tippin	or is perceptive and mance is a key ort delivery. This has og and litter. The
Reduce domestic violence in Harrow	D	32*	Repeat incidents of domestic violence	Baseline to be established 08/09		a 1 -	at first refresh	Domestic Violence Forum i.e. Council, Police, PCT, Voluntary Sector.	Ian Pearce Richard Walton SH Harrow Council

Priority			National Indicator(s)	Baseline	2008/09	2009/10	2010/11	Partners	Lead & Management Group(s)
Build Safer Communities	D	35*	Building resilience to violent extremism	1	1.5	2.0	2.5	PoliceVoluntary &	CCMG (Javed Khan)
				(20%)	(10%)	(10%)	(10%)	Community sector	Samia Malik
				NI 35 Assessment				SchoolsYouth ServiceYOTHate Crime Forum	Harrow Council
	A fo	rum will b	pe set up to cover the ongoing assessm	ent of resilience	to violent e	xtremism w	ith the first y	ear being used to establisl	n external validation.
	D	40*	Number of drug users recorded as	288*	4%	8%	12%	PCT	SH
			being in effective treatment	NDTMS Q3				Rosanna Cowan	Lizzie Ried
				Green Report					Harrow Council
	Report disch	ort (April to narged with Drug Action ounting for I Treatme	sed the Strategic Health Authority and PCT to Dec 07) have shown 303 heroin users and thin 12 weeks (i.e., drug free referred on and on Team and its partnership have agreed to 36 PDU. The reason for this "steady state" nt Plan: Part 2 08/09, to be signed off by the	d 26 crack users in d planned discharg increase the drug is because of the Chairs of the Safe	effective treate). Baseline users (probling tight Pooled er Harrow Ma	atment. As e e figure will be ematic drug u Treatment B anagement G	effective in Fel e revised in M users) in effect udget given be proup and the	oruary 08, the retention rate vary 08 according to the Nation tive treatment at 4% per year by the Dept of Health. All thes Joint Commissioning Body.	vill include those all Treatment Agency. from 2008 to 2011, e are reflected on the
	D	115*	Substance misuse by young people	12% Tell Us	11%	10%	9%	CYPSP (Positive Contribution and	SH Lizzie Ried
				Survey				Staying Healthy)	LIZZIE MEG
								PCT	Harrow Council
								Angie Woods DAT	
			agreed that as this is an interim year the are to be included as part of the final ag		reviewed at	the end of	year 1 and th		seline and targets
	The	proxy ta	rgets are acceptable and are based on	the 2007-08 Tell	Us2 survey	results whi	ch have bee	n submitted.	

Statutory Education and Early Years Targets based on Academic Years

Priority			National Indicator(s)	Baseline 06/07	2007/08	2008/09	2009/10	2010/11	Partners	Lead & Management
				(academic year)	(academic year)	(academic year)	(academic year)	(academic year)		Group(s)
	D	92	Early Years (EYSP) – to narrow the achievement gap at age 5	36.5	N/A	33.96	Calc Jan	your)		CYPSP
	D	72	Early Years (EYSP) – to increase achievement for all children at age 5	43.0	N/A	49.1	Calc Jan 09			CYPSP
	D	73	Key Stage 2 – to increase proportion achieving level 4+ in both English and Maths	73.2	N/A	79.0	Calc Jan 09			CYPSP
	D	93	Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English	86.0	N/A	90.0	Calc Jan 09			CYPSP
	D	94	Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in Maths	79.0	N/A	86.0	Calc Jan 09			CYPSP
	D	74	Key Stage 3 – to increase proportion achieving level 5+ in both English and Maths	72.6	N/A	78.0	Calc Jan 09			CYPSP
	D	83	Key Stage 3 – to increase proportion achieving level 5 in science	75.0	78.0	82.0	Calc Jan 09			CYPSP
	D	95	Key Stage 2-3 to improve proportion progressing 2 national curriculum levels in English	32.6	N/A	41.0	Calc Jan 09			CYPSP
	D	96	Key Stage 2-3 – to improve proportion progressing 2 national curriculum levels in Maths	67.5	N/A	71.0	Calc Jan 09			CYPSP
	D	75	Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths	56.0	N/A	64.0	Calc Jan 09			CYPSP
	D	97	Key Stage 3-4 to improve proportion progressing equivalent of 2 national curriculum levels in English	62.8	N/A	71	Calc Jan 09			CYPSP
	D	98	Key Stage 3-4 – to improve proportion progressing equivalent of 2 national curriculum levels in English	44.7	N/A	49	Calc Jan 09			CYPSP

D	87	Attendance – to reduce persistent absentee pupils in secondary schools	4.7	N/A	4.8	Calc Jan 09	CYPSP
D	99	Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	50	N/A	50	Calc Jan 09	CYPSP
D	100	Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	25	N/A	50	Calc Jan 09	CYPSP
D	101	Children in care - to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and maths	15.38	N/A	15	Calc Jan 09	CYPSP
D	N/a	% Reduction in persistent absence in primary schools (effective from 2009/10)	1.8	N/A	Will be calculate d in Jan 09 Salts return	Calc Jan	CYPSP

ANNEX 1 Local Indicators

	Indicator	Baseline	Target 2008/09	Target 2009/10	Target 2010/11	Partners	Lead & Management Groups
N	Number of homes in Harrow that sign up to be smoke free	0	3000				AH&SC Shikha Sharma PCT
N	Number of 4 week smoking quitters who attended the NHS smoking service	1000	LDP Target + 50 quitters				AH&SC Shikha Sharma
N	Number of residential burglary where victim is over 75 years	389	180			Police Council	SH Richard Walton
N	Reduction in the number of non-residential burglary in the borough	749	601			Police Council	SH Richard Walton
N	Proportion of adults saying they are in fear of being a victim of crime	41%	33%	30	27	Safer Harrow Management Group statutory agencies: Lead agencies Police & Council. Major partner is communications across council and police.	Richard Walton SH Gareth Llywelyn Roberts Police
N	Number of businesses (new and existing) supported through the Harrow mentoring package including mentoring, consultancy, diagnostics and case studies	13 (05/06)		249 Businesse s Supported		Harrow Council	Allen Pluck (SD&E) Harrow in Business
N	% of young people aged 16-18 who are NEET	5.6% (04/05)	4.6%				CYPSP
N	Reduction of permanent exclusions	67 (04/05)	27				CYPSP Harrow Council
N	Reduction of fixed term exclusions	1130 (04/05)	964				CYPSP
N	Improved attendance at 25% worst performing schools in Harrow LA area with regard to attendance (Primary Schools)	6.76%	6.1%				CYPSP

N	Improved attendance at 25% worst performing schools in Harrow LA area with regard to attendance (Secondary Schools)	7.37%	6.2%				CYPSP
N	Average points score per pupil at level 2 at age 16	369.3	388				Heather Clements (CYPSP)
N	Rates of exclusive breastfeeding at six weeks	33%	39%			Louise Taylor	Harrow Council CYPP Angie Woods PCT
N	Breastfeeding initiation rates	60%	69.5%			Louise Taylor	Angie Woods CYPP PCT
N	Number of adults volunteering in Harrow: - Number of socially excluded adult volunteers in Harrow - Number of other adult volunteers in Harrow	11,045 22,024	11,345 23,224				Javed Khan CCMG
N	Proportion of adults who say that people from different backgrounds get on well in their neighbourhood (measured by residents responding to 'strongly agree' and 'tend to agree'	55%	61%				Javed Khan CCMG
N	70 Hospital admissions caused by unintentional and deliberate injuries to children and young people	84.55 admissions per 10,000 population (07/08) NI 70 - Trajectory	94.55	102	104	PCT Harrow Council Health Visitors Children Centres	Mitch Blair (CYPSP) Northwick Park Hospital

D	123*	16+ current smoking rate prevalence	729 per 100,000	674	672	670	PCT	AH&SC	
			06/07	LDP to be confirmed				Shikha Sharma PCT	
			NI 123.xls						
On a	On agreement of the LDP figures between Harrow PCT and the SHA, NI 123 will be transferred into the designated section of the LAA during the first year refresh.								