

Ref	Perspective Overview - Perspective / Objective / Measure	Portfolio holder	2006/07	2007/08	Assessment provided by lead officers
Partnerships Perspective					
1	Achieve LAA Safer Harrow Stretch Targets				
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	Achieve LAA Safer Harrow non-stretch targets				
5	Satisfaction rating with new ASB service fair or better	Susan Hall	New to SPR 2007/8	Next update Q4	
6	Achieve LAA Children & Young People Stretch Targets				
7	Rates of exclusive breast feeding at 6 weeks	Christine Bednell	Excellent	Next update Q4	
8	Reduction of permanent exclusions	Anjana Patel	Excellent	Adequate	Set up seclusion rooms in each high school to provide supervised provision within schools, establish and pay for provision of SEAL materials for secondary schools and training in restorative justice in year 1. Fund a transition project for year 7 pupils to year 8 to reduce settling issues.
9	Reduction of fixed term exclusions	Anjana Patel	Needs prompt action	Needs prompt action	
10	Improve attendance at 25% worst performing schls - Primary	Anjana Patel	Needs prompt action	Needs prompt action	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;
11	Improve attendance at 25% worst performing schls - Secondary	Anjana Patel	Needs prompt action	Needs prompt action	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 issue; 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 has instigated parenting contracts as a strategy this academic year
12	Average points score per pupil at level 2 at age 16	Anjana Patel	Needs prompt action	Excellent	Harrow pupils have achieved an Average Point Score very close to the Local Authority target and significantly exceeding the national average (375.5)

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13	Achieve LAA Community Cohesion Stretch Targets				
14	% agree people from different backgrounds get on well	Chris Mote	Adequate	Poor	This indicator continues to perform below the required level for the LAA. The lead for this indicator is producing an action plan for consideration by the HSP shortly Q2 update: 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	Chris Mote	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.
16	No. of other adult volunteers in Harrow	Chris Mote	New to SPR 2007/8	Needs prompt action	As above
Service Development Perspective					
17	Improve Development Control				
18	LA not designated as Planning Standards Authority (CPA- RB)	Marilyn Ashton	Needs prompt action	Good	This is due to strong performance management of turnaround times, which have now moved out of lower quartile to near the top quartile. The team have sustained annual improvements to this service and radically improved the performance measure.
19	Housing Property Services				
20	BV 184a % of LA homes that are non-decent	Barry Macleod-Cullinane Tony Ferrari	New to SPR 2007/8	Adequate	
21	% Gas safety certificates outstanding after 12 months	Barry Macleod-Cullinane Tony Ferrari	New to SPR 2007/8	Needs prompt action	At the end of March 08 there were 4058 properties where 129 were outstanding, which is 3.18% outstanding after 12 months. There have been difficulties regarding property access, and formal notices to gain access are being served - these will be treated as a priority in the coming year. We are also looking at reducing gas servicing works from a 12-month programme to a 10-month programme, which will help meet our target next year.
22	Adult Social Care				
23	BV 52 PAF B12 Cost of intensive social care for adults & 65+	Barry Macleod-Cullinane	New to SPR 2007/8	Next update Q1	This indicator can only be calculated following the Finance PSS-EX1 return which is due in July. New homecare contracts at end of 2007 will determine whether improvement can be achieved on the intensive homecare element of this indicator
24	PAF B17 Unit cost of home care for adults and older people	Barry Macleod-Cullinane	New to SPR 2007/8	Next update Q1	
25	Improved Community Safety				
26	BV 175 Racial incidents resulting in further action	Susan Hall	Excellent	Excellent	

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27	Targets at Key Stage 2 achieved				
28	BV 40 % pupils achieving Level 4 or above in KS2 Maths	Anjana Patel	Adequate	Adequate	Harrow schools' outcomes in 2007 are in line with national averages and with statistical neighbours' averages at Level 4 or above. The fall compared to 2006 is disappointing. However schools matched their aggregated 2007 target, suggesting that the fall may be in part to the change in the pupil cohort.
29	BV 41% pupils achieving Level 4 or above in KS2 English	Anjana Patel	Good	Adequate	Harrow schools' outcomes in 2007 are in line with national averages and with statistical neighbours' averages at Level 4 or above. The fall compared to 2006 is disappointing. However schools matched their aggregated 2007 target, suggesting that the fall may be in part to the change in the pupil cohort.
30	BV 194a % 14 yr old pupils ach L5 or above in KS2 English	Anjana Patel	Adequate	Needs prompt action	Harrow schools' outcomes in 2007 exceed national and statistical neighbours' averages at Level 5. Schools are not required to set statutory targets for this indicator and the target that is included is taken from the target set in 2002.
31	BV 194b % 14 yr old pupils ach L5 or above in KS2 Maths.	Anjana Patel	Adequate	Adequate	Harrow schools' outcomes in 2007 exceed national and statistical neighbours' averages at Level 5. Schools are not required to set statutory targets for this indicator and the target that is included is taken from the target set in 2002.
32	Targets at Key Stage 4 achieved				
33	BV 39 % pupils with 5+ GCSEs A*-G including English & Maths	Anjana Patel	Needs prompt action	Adequate	Results above national average Harrow's GCSE 2007 results are well above the national figure (including independent schools) of 86.4%. This measure has risen by over three percentage points since the very high results of 2006, which placed Harrow among the top 10% of all Local Authorities.
34	BV 38 % pupils aged 15 with 5+ GCSEs A*-C	Anjana Patel	Good	Excellent	Results above national average. Harrow's GCSE 2007 results are well above the national figure of 60.8%. This measure has risen by over three percentage points since the very high results of 2006, which placed Harrow among the top 10% of all Local Authorities nationally.
35	Targets at Key Stage 3 Achieved				
36	BV 181a % 14-yr old pupils ach L5 in KS3 English	Anjana Patel	Excellent	Adequate	Harrow pupils considerably exceeded national averages in English (73%) at Level 5 and above.
37	BV 181b % 14-year olds ach L5 or above in KS3 Maths	Anjana Patel	Good	Adequate	Harrow pupils exceeded national averages in Mathematics (76%) at Level 5 and above and exceed statistical neighbours' averages (78%)
38	BV 181c % 14-year olds ach L5 or above in KS3 Science	Anjana Patel	Adequate	Adequate	Harrow pupils exceeded national averages in Science (73%) at Level 5 and above and exceed Statistical neighbours' average (73%)

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39	BV 181d % of 14 year olds ach L5 or above in KS3 ICT	Anjana Patel	Needs prompt action	Adequate	In most schools the reported teacher assessment for level 5 and above was in line or close to the national average of 74% and most schools were close to or exceeded their target.
40	Attendance Targets Achieved				
41	BV 45 % half days missed due to absence in secondary schools	Anjana Patel	Excellent	Good	Absence rates in secondary are within target for the year which is a significant achievement for our schools. The Education Welfare Service has worked effectively with schools, targetting resources to achieve high attendance. acknowledged that we are way above national averages.
42	BV 46 % half days missed due to absence in primary schools	Anjana Patel	Needs prompt action	Needs prompt action	We are asked to set highly challenging targets for absence by our central government partners particularly at primary level. The cultural and religious diversity of Harrow's population means that children are more likely to be taken out of schools for festivals and other events in term time. This aside our attendance was described in the 2006/07 JAR as "excellent" and the inspectors
43	Minimise household waste landfilled				
44	BV 84 No of kg household waste collected per head	Susan Hall	Good	Poor	The target for this measure is below the lower CPA threshold. Only a significant and sustained waste minimisation programme – promoting home composting and real nappies - coupled with a policy to restrict the number of bins a household can have, would be likely to produce any significant change.
45	BV 91b % pop. served by kerbside recycling - 2+ recyclables	Susan Hall	Good	Poor	Further schemes to extend recycling to schools and flats are planned for 2007/8, which will improve the recycling service across the borough
46	Cleanliness of public places is improved				
47	BV 199d Street & environmental cleanliness - fly-tipping	Susan Hall	New to SPR 2007/8	Excellent	
48	Improved public realm infrastructure				
49	BV 224b Condition of non-principal unclassified roads	Susan Hall	Good	Adequate	A trend is developing in the results from previous years and this has been used to predict the likely figure for future years. This trend depends on the budgets available to carry out carriageway maintenance works being maintained.
50	Improved Cultural Services				
51	% of 5-16 yrs in school sports partnerships engaged in PE & sport	Chris Mote	Excellent	Next update Q1	
52	% pop within 20 mins travel time of 3 diff sports facilities	Chris Mote	Needs prompt action	Next update Q1	

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53	Resources Perspective				
54	Achieve Gershon Savings				
55	Savings Achieved	David Ashton	Adequate	Adequate	
56	VFM composite ratio indicators				
57	Satisfaction - all services to total service spend per head	David Ashton & all	Needs prompt action	Next update Q1	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
58	Council tax collection rates to council tax collection cost	David Ashton	Excellent	Next update Q1	
59	NNDR collection rates to NNDR collection costs per property	David Ashton	Excellent	Next update Q1	
60	Debtor days outstanding to debtors cost per invoice	David Ashton	Needs prompt action	Next update Q1	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.
61	Satisfaction - housing benefits to H B spend per recipient	David Ashton	Excellent	Next update Q1	
62	Principal roads to maintenance spend per weighted road length	Susan Hall	Excellent	Next update Q1	
63	Satisfaction with street cleansing to SC cost per head	Susan Hall	Needs prompt action	Next update Q1	A service review of public realm services is now underway
64	Satisfaction with waste collection to waste cost per head	Susan Hall	Needs prompt action	Next update Q1	as above
65	Recycling rates to waste expenditure per tonne	Susan Hall	Excellent	Next update Q1	
66	Satisfaction - planning services to planning spend per head	Marilyn Ashton	Excellent	Next update Q1	
67	Stability of placements of CLA to C&F spend per assessment	Christine Bednell	Needs prompt action	Next update Q1	
68	Satisfaction with OP home care to OP spend per assessment	Barry Macleod-Cullinane	Excellent	Next update Q1	
69	Satisfaction with libraries to libraries spend per visit	Chris Mote	Excellent	Next update Q1	
70	Satisfaction with Sport & Leisure services to spend per head	Chris Mote	Excellent	Next update Q1	
71	Customer / Community Impact Perspective				
72	Community cohesion is improved				
73	% who agree people respect ethnic differences	Chris Mote	Poor	Poor	The 2007 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	Chris Mote	Good	Good	as above
75	% who agree there is strong sense of community	Chris Mote	Good	Good	as above
76	% who agree people try to help each other	Chris Mote	Good	Excellent	as above
77	Customer satisfaction				
78	% residents satisfied with contact (MORI)	David Ashton Paul Osborn	Needs prompt action	Needs prompt action	as above
79	% residents feeling well informed (MORI)	David Ashton Paul Osborn	Excellent	Good	as above
80	% residents satisfied with Quality of Life in area (MORI)	David Ashton Paul Osborn	Adequate	Poor	as above

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81	BV 3 % Citizens satisfied with overall service provided	David Ashton & all	Needs prompt action	3 yearly survey	
82	People Perspective				
83	Equalities				
84	BV 2a - Level achieved in Equality Standard assessment	Paul Osborn	Good	Good	
85	BV 2b Duty to promote race equality: score against checklist	Paul Osborn	Good	Good	