

Performance Summary

Reporting Format

This quarterly performance monitoring report seeks to integrate a number of the Council's reporting and monitoring processes containing;

- **Council wide progress**

This is an overall progress summary providing a holistic view of council activity including; project delivery; finance; performance indicators; and risk.

- **Achievement towards council priorities**

The Council adopted a new set of priorities for 2008/9. This remainder of this report follows the top 100+ indicators and Flagship Actions that track the Council's achievement towards these priorities.

Council wide progress in Quarter 2

The Council has made considerable progress during the second quarter of the 2008/09 although it still has a number of challenges that it faces.

The Council's **management restructuring** process is making good progress. A new **Assistant Chief Executive**, Tom Whiting, took up his post on 1st July 2008. A new **Executive Support Officer**, Rachel Gapp, will work directly for the Chief Executive to improve our management of CSB and to provide capacity into the Improvement Programme. A **recruitment process** is underway for a Corporate Director Community & Environment, Divisional Director Planning and Divisional Director Partnership Development and Performance.

The Council started the year with balances of £4m after delivering an under spend at the end of 2007/08. At the mid year there are reported **funding pressures of around £1.8m**. Progress has been made addressing the funding gap for next year amid a **deteriorating economic climate**, which is eroding income levels and driving up costs for next year. The **Capital Programme** has been significantly compromised with the Leisure Centre and Gayton Road projects stopping and investment in town centre due to be scaled back. There is currently a **residual funding gap** of around £4m for 2009/10. Budget development is still underway but the Council's investment for 2009/10 will be restricted .

The development of next year's budget has involved a review of **Revenue Income Optimisation** which has now concluded. This focused on a 'top down' of the apparent income gap in **Adults' Services, Schools and Parking**. While additional opportunities for income

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have been identified these opportunities were not on the scale of those initially identified in work by both PWC and the Audit Commission. Critically, initial analysis failed to differentiate income that schools raise and likewise services that are provided in other Councils but which do not deliver a positive margin. Further work will now go forward to look at SLA charges to schools, Adults charging and Parking.

There is a predicted shortfall of £2.310m against target **savings of £9.9m in 2008/09. This is included in the £1.8m forecast overspend reported at period two. There are some positive actions being taken to reduce this – especially in Children’s which have been reported subsequent to period 6 which mean that the position is improving.**

The Council is now confident that **its Use of Resources** judgement will improve recognizing improvements in Value for Money and Financial Management. Internal Control remains strong. Key challenges were identified in Financial Reporting and further capacity will be required in this area.

Considerable progress has already been made in delivering the **Council Improvement Programme**. The **HARP** programme has gone live in **Revenues and Benefits and Housing**.

The Council’s new **Customer Service Standards** and **Complaints Policy** were approved by Cabinet in November. A process for **mystery shopping** will be rolled out and work is underway to embed Experian’s **MOSAIC** product into service improvement. A new **Consultation Strategy** and **Consultation Charter** were approved at October Cabinet.

The Council’s **Culture Change** Programme is making good progress and a set of six new values, **CREATE**, have been approved by Cabinet. These values are:

- Customer First
- Respect
- Engaged Communication
- Actively One Council
- Transparency
- Energise and Improve

Work will now continue on **the core competency framework** and new **IPADs** which will be piloted in 2009/10. The Council’s new **CREATE** awards have also been developed to showcase individual areas of good practice and to help embed the new values. An **Awards ceremony** will be held on 8th December 2008.

Levels of **staff sickness** fell from 10.34 days per year 2006/07 to 8.97 days per year 2007/08. There has been significant improvement in monitoring and management of absence. Reporting issues on sickness levels have now been resolved. In year sickness performance is ahead of this point last year.

The Council’s **Management Development Programme** has been launched for 250 Middle Managers who are undergoing the first module ‘Me’. Attendees are reporting over 80% approval ratings for the training. A review of all **Learning and Development Spend** is underway to identify the best route for funding the programme next year. Leadership development work is also underway for the **Corporate Leadership Group** with the roll out of a new **360 degree** evaluation tool.

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A new **IT strategy** has been agreed by Cabinet and significant progress has been made developing the Council's arrangements for **Business Continuity and Disaster Recovery** arrangements but further work is required.

In **Communications** a special edition of the **Harrow People** was sent to all residents in October and the first of a new **quarterly opinion tracker** was launched. This will give the Council valuable feedback on its performance and reputation. Initial feedback from the tracker showed:

Performance across services has now started to show **accelerated improvement**. An independent report by **PWC** showed that Harrow was the **second most improved Council in London** last year with its overall ranking improving from 17th to 6th. This is a report using 100 unweighted BVPIs and measures absolute levels of performance and relative improvement. It is a different model from CPA which weights performance thresholds and individual service blocks. Overall the report showed that 57% of indicators had improved in the last year.

Initial feedback from CSCI shows that **Adults' Services** will improve its rating to '1 Star with Promising Capacity to Improve'. This will be the highest rating the service has had. The **Housing Service** will improve to 3 out of 4. The **Benefits Service** is expected to remain 4 out of 4. **Children's Services** is expected to remain 3 out of 4 but with improvements in a number of outcomes. The **Data Quality** score will also improve, noting outstanding performance for leadership

Achievement towards Council priorities

Improve the way we work for our residents	Q1	Q2
	Adequate	Good

Improving the way we work for our residents has moved from 'Adequate' to 'Good' this quarter. All our Flagship Actions continue to be performing well, and while our performance measures indicate a few key challenges, there have been many areas of improvement this quarter.

Key Achievements / Improvements

There have been a number of key achievements in our Flagship Actions this quarter as shown in the table below:

5.1 C&E	Flagship Action: Improve our communications so that the residents know what the Council is doing and why. Portfolio holder, Lead officer: Paul Osborn, Tom Whiting		
	Measurements: <ul style="list-style-type: none"> Produce 6 issues of Harrow People in 2008/09 Achieve a 75% approval rating from residents for the magazine by March 2009 Achieve a 5% increase in the number of residents who feel informed by the council by September 2008. 	Status: Green	Progress: <ul style="list-style-type: none"> On track. Special extra edition produced in October. Shortlisted for national awards as one of the best council magazines in the country. On track. According to a residents' survey in May 2008 81% of readers said it was informative. % of residents who feel informed by the council is to be checked in the Place survey. Results to be announced in Dec/Jan.
5.2 C&E	Flagship Action: Improve access to services through our contact centre Portfolio holder, Lead officer: Paul Osborn, Tom Whiting		
	Measurements: <ul style="list-style-type: none"> Answer 90% of calls within 30 seconds by March 2009. Achieve an average waiting time in the One Stop Shop of 15 minutes by March 2009 Receive and process 500 electronic forms a month compared with current performance of 100 a month 	Status: Green	Progress: <ul style="list-style-type: none"> 71% of one stop shop calls are currently answered within 30 seconds. The resource levels for council tax and housing benefits will increase at the end of the trainee programme. If we look at current call times excluding these services, 88% are answered within 30 seconds. Again, resources for revenues and benefits team in the one stop shop will increase at the end of the trainee programme. If we look at the average

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			<p>waiting time for all other services it is 14 minutes and 25 seconds.</p> <ul style="list-style-type: none"> Excellent progress to date. Strong indications of progress mean that higher targets will be set for 2009/10. July – 809, Aug – 711, Sep - 870
5.3 C&E	<p>Flagship Action: Improve the service for library users Portfolio holder, Lead officer: Chris Mote, Andrew Trehern</p>		
	<p>Measurements:</p> <ul style="list-style-type: none"> Install and ensure full operation of library management system by December 2008. Install at least 1 self-service terminal in a library by 12/08. Increase the number of on line transactions by 8% by March 2009 	<p>Status:</p> <p>Green</p>	<p>Progress:</p> <ul style="list-style-type: none"> On schedule for go live date end November 2008. Two self-service units installed at Gayton Library. Due to go live in December 2008 subject to successful implementation of the new library management system. Q1+Q2 online transactions increased by 86%.
5.4 CF	<p>Flagship Action: Develop a budget strategy to ensure that the Council lives within its means while protecting services. Portfolio holder, Lead officer: David Ashton, Myfanwy Barrett</p>		
	<p>Measurements:</p> <ul style="list-style-type: none"> Eliminate overspends Meet income targets Increase efficiency to meet targets to protect funding for frontline services Deliver a balanced budget for 2009-10 Ensure resources are aligned with priorities <p>Ensure all savings are clearly identified and achievable</p>	<p>Status:</p> <p>Green</p>	<p>Progress:</p> <ul style="list-style-type: none"> Funding gap eliminated for 2008/09 budget. The draft budget is due to go to Cabinet in December and there is still a funding gap in the order of £4M for 09/10 An in year overspend has been identified as of Q2 and spending measures have been put in place to contain the overspend by year end.
5.5 CS	<p>Flagship Action: Open a further four Children's Centres Portfolio holder, Lead officer: Christine Bednell, Paul Clark</p>		
	<p>Measurement:</p> <p>Open Grange, Pinner Wood, Cedars and Kenmore children's centres by March 2009.</p>	<p>Status:</p> <p>Green</p>	<p>Progress:</p> <ul style="list-style-type: none"> 5 children's centres are operational. We are now aiming for a total of 9 by 2009 and a total of 16 children's centres fully operational by 2011.
	<p>Flagship Action: Develop the Youth Parliament to become more engaged in the Council's work. Members to attend Cabinet twice yearly. Portfolio holder, Lead officer: Christine Bednell, Paul Clark</p>		
5.6 CS	<p>Measurement:</p> <p>Members to attend Cabinet twice yearly.</p>	<p>Status:</p> <p>Green</p>	<p>Cabinet members are inviting Youth Council reps to attend 2 meetings per year meeting - to commence with January meeting.</p> <p>The Youth Council has continued its work to provide excellent representation of Harrow's</p>

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			<p>young people. As a result of increased demand from young people to be representatives on the Harrow Youth Council and UK Youth Parliament a restructure is being implemented.</p>
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There has been a number of key improvements in our performance measures this quarter as shown in the table below:

Measure	Lead Member(s) Lead officer(s)
<p>[4] <i>Performance Contact Centre Customer Satisfaction Survey</i> shows continued Excellence for Professionalism, Resolution, and Speed of response</p>	<p>Cllr Paul Osborn, Tom Whiting</p>
<p>[68& 69] <i>SAS 5.3OP164 Missing client ethnicity (assessments)</i> <i>SAS 5.3OP165 Missing client ethnicity (services)</i> continues to be 'Excellent' this quarter Systematic Data quality checks on the key data area of no ethnicity are carried out monthly for each team to target performance on these indicators</p>	<p>Cllr Barry Mcleod-Cullinane, Paul Najsarek</p>
<p>[70] <i>NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types</i> continues to be 'Excellent' this quarter.</p>	<p>Cllr Marilyn Ashton, Andrew Trehern</p>
<p>[77] <i>BV 8 Percentage of invoices paid on time</i> has moved from 'Adequate' to 'Good' this quarter. Consistent improvement has been maintained due to business processes put in place and the proactive work done by the CAP/CAR team</p>	<p>Cllr David Ashton, Myfanwy Barrett</p>
<p>[78] <i>BV 9 Percentage of Council Tax collected</i> has moved from 'Adequate' to 'Good' this quarter. This PI has improved since Q1 in line with expectations.</p>	<p>Cllr David Ashton, Myfanwy Barrett</p>
<p>[82] <i>Effectiveness of the CIP -% projects overall status 'green'</i>. Performance has moved from 'Adequate' to 'Good' this quarter. Programme Managers are continuing to work with project sponsors and managers to identify risks and benefits</p>	<p>Cllr Paul Osborn, Tom Whiting</p>
<p>[84] <i>No. of Initial IPADs are conducted on time</i>. Performance has increased from 'Needs Prompt Action' to 'Adequate' this quarter. Directorate action has been taken following improvement board discussion</p>	<p>Cllr Paul Osborn, Tom Whiting</p>
<p>[85] <i>BV 12 Proportion of working days lost to sickness absence</i> There has been excellent improvement this quarter. Through the Absence Project, managers are encouraged to proactively and consistently manage sickness absence.</p>	<p>Cllr Paul Osborn, Tom Whiting</p>

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Key Challenges

There have been a number of key challenges in our performance measures this quarter as shown in the table below:

Measure	Lead Member(s) Lead officer(s)
[74] <i>Variance on budget – expenditure</i> has moved from 'Good' to 'Poor' this quarter. A revenue overspend has been forecasted for 2008/9. Full details are found in the Q2 budget monitoring report.	Cllr Paul Osborn, Tom Whiting
[80] <i>BV 66a - Rent collected as a % of rents owed on HRA dwellings</i> performance remains 'Adequate' this quarter. Performance has been affected by the introduction of new IT systems and ways of working. This was completed in October and we therefore expect to be able to meet our target for this financial year.	Cllr David Ashton, Cllr Barry Mcleod- Cullinane Myfanwy Barrett, Paul Najsarek,
[81] <i>Council Improvement Projects -% live project milestones 'Red/Amber'</i> performance remains 'Adequate' this quarter. The delays remain around technical and resourcing issues. An action plan has been developed to addresses project issues.	Cllr Paul Osborn, Tom Whiting

Develop communities where people from different backgrounds get on well together	Q1	Q2
	Adequate	Adequate

Developing communities where people from different backgrounds get on well together is 'Adequate' again this quarter. Although all our Flagship Actions are performing well, results from the 2008 annual MORI survey indicated key areas for improvement in Q1.

Key Achievements / Improvements

There have been a number of key achievements in our Flagship actions this quarter as shown in the table below:

6.1 C&E	Flagship Action: Develop new and clearer support arrangements for the voluntary and community sector. Portfolio holder, Lead officer: Chris Mote, Javed Khan		
	Measurement: <ul style="list-style-type: none"> Implement the revised funding arrangements in 2009/10 after consideration of the outcomes of the Scrutiny review due in Autumn 2008. 	Status Green	Progress: <ul style="list-style-type: none"> The overview and scrutiny committee are finalising their report which recommends new models for funding. The scrutiny review recommendations provide a new model for co-ordinating council commissioning of services from the voluntary sector. The report will be going to Cabinet & Overview & Scrutiny Committee in December.
6.2 C&E	Flagship Action: Promote new and existing cultural activities to encourage participation from all communities in Harrow Portfolio holder, Lead officer: Chris Mote, Javed Khan		
	Measurement: <ul style="list-style-type: none"> At least a 5% increase in residents' participation in cultural activities as measured by local attendance data. 	Status Green	Progress: <ul style="list-style-type: none"> Participation in cultural activities is estimated to be annually at a baseline of 109,500 and increasing each quarter at the arts centre as we build resilience into our arts and bookings programme. Work is underway to promote and enhance the participation of activities throughout our leisure and sports programme through free swim offers for young people.
6.3 C&E	Flagship Action: Launch a Community and Cultural calendar, celebrating Harrow's mix of cultures and faiths Portfolio holder, Lead officer: Chris Mote, Javed Khan		
	Measurements: <ul style="list-style-type: none"> Increase participation by at 	Status Green	Progress: <ul style="list-style-type: none"> 20% increase in attendance at Under One

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	least 5% in key events and festivals supported by the council, as measured by local attendance data.		<p>Sky, with 19,324 participating.</p> <ul style="list-style-type: none"> • 13,412 people engaged in Community Development Activities in Q 2. • Community calendar celebrating Harrow's mix of culture and faith to be launched in November. • The council to support the delivery of 10 Community Events across the year.
6.4 C&E	<p>Flagship Action: Promote and celebrate community volunteering and establish a Volunteer Awards event.</p> <p style="text-align: right;">Portfolio holder, Lead officer: Chris Mote, Javed Khan</p>		
	<p>Measurements:</p> <ul style="list-style-type: none"> • Increase the number of people involved in volunteer activities by 5% in 2009. • Stage the volunteer awards ceremony by December 2008. 	<p>Status</p> <p>Green</p>	<p>Progress:</p> <ul style="list-style-type: none"> • The number of people involved in volunteer activities will be measured by the PLACE survey, results are expected January 2009 • Achieved. Completed on time, within budget.

Key Challenges

Our performance measures used to measure this objective are annual. There is nothing further to update this quarter.

Deliver cleaner streets, better environmental services and keep crime low	Q1	Q2
	Good	Adequate

Deliver cleaner streets, better environmental services and keep crime low has fallen from 'Good' to 'Adequate' this quarter. Although many of our Flagship Actions are performing well, one is 'Red' this quarter. There are also measures which remain 'Adequate' this quarter.

Key Achievements / Improvements

There have been a number of key achievements in our Flagship actions this quarter as shown in the table below:

1.1 C&E	Flagship Action: Make Harrow's streets cleaner. Portfolio holder, Lead officer Susan Hall, John Edwards		
	Measurement: <ul style="list-style-type: none"> Improve performance by 7 % points against national indicator NI 195 improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting). 	Status Green	Progress: <ul style="list-style-type: none"> New cleansing methodology implemented, Blitz team created. On track to recruit 30 additional staff. Improvement will be measured in Q3
1.2 C&E	Flagship Action: Jointly fund with Metropolitan Police, additional Police Officers in Harrow Town Centre Portfolio holder, Lead officer Susan Hall, John Edwards		
	Measurement: <ul style="list-style-type: none"> Total number of officers to be 1 sergeant, 6 constables and 2 community support officers to be deployed in the town centre. 	Status Green	Progress <ul style="list-style-type: none"> New team now all in place - 6 constables funded by the Council and the others from Police resources. Police "kiosk" to be provided as part of St Anns' Road improvements
1.3 C&E	Flagship Action: Improve the traffic flow at Petts Hill by building a new and wider railway bridge Portfolio holder, Lead officer Susan Hall, John Edwards		
	Measurement: New bridge to be in place by March 2009 and 4 lane highway April –October 2009	Status Green	Progress: Bridge design completed. Highway design ongoing. Bridge contractors appointed and implementation ongoing. Highway contractors appointed. (Enterprisemouchel). Highway implementation Scheduled April – October 2009

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1.5 C&E	Flagship Action: Bring about significant improvements in Community Safety and Cleanliness through 6 'Weeks of Action' campaigns across Harrow Portfolio holder, Lead officer Susan Hall, John Edwards		
	Measurement: <ul style="list-style-type: none"> 50% of people feel that their Week of Action has improved their area. 	Status Green	Progress: <ul style="list-style-type: none"> Planning of further campaigns for 08/09 and 09/10 already underway. Surveys of effectiveness to be undertaken by the Police in 2009
1.6 C&E	Bring down rates of alcohol related crime and anti-social behaviour by setting an Alcohol Exclusion Zone across the whole borough. Portfolio holder, Lead officer Susan Hall, John Edwards		
	Measurement: <ul style="list-style-type: none"> Impact to be monitored via alcohol related crime and disorder figures and through reduction in the MORI perceptions of alcohol-related anti-social behaviour by 3 percentage points. 	Status Green	Progress: <ul style="list-style-type: none"> An Alcohol Exclusion Zone was introduced on 1st August 2008 and signs introduced throughout the borough to facilitate enforcement. The Impact will be measured by the results from the Place Survey which are expected in January 2009.
1.7 C&E	Tackle environmental crime and reduce fly-tipping, graffiti and litter through the work of an Envirocrime Enforcement Team. Portfolio holder, Lead officer Susan Hall, John Edwards		
	Measurement: <ul style="list-style-type: none"> Achieve the gold standard on the Local Government Association's Reputation Campaign in relation to Grot Spots in neighbourhoods and Protecting the environment. 	Status Green	Progress: <ul style="list-style-type: none"> Working towards LGA gold standard- New team now fully operational and undertaking an active enforcement role now initial training complete. Staff working on an area basis, dealing with complaints from residents and those identified by colleagues in Public Realm etc. 2 successful prosecutions for fly-tipping already achieved with 7 more cases ongoing.
1.8 CS	Fight bullying and abuse by rolling out the Miss Dorothy Dot Com programme to all primary schools Portfolio holder, Lead officer Christine Bednell, Paul Clark		
	Measurements: <ul style="list-style-type: none"> All primary schools to have received training and be participating in the programme by March 2009. Ofsted to rate all participating schools as good or outstanding for Care, Guidance and Support. 	Status Green	Progress: <ul style="list-style-type: none"> On track to have rolled out to all schools by March 2009. Currently 51 of 55 Harrow primary schools. DCSF have not yet clarified which survey question from Tellus 3 will be used for this indicator. (Bullying results for Harrow are significantly better than national average, and current PHSE ratings are good or better for all schools)

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There been a number of key improvements in our performance measures this quarter as shown in the table below:

Measure	Lead Member(s) Lead officer(s)
[62] <i>NI 192 Household waste recycled and composted</i> Remains 'Excellent' this quarter	Cllr Susan Hall, John Edwards
[105] Performance in the <i>No. of residential burglaries where victim is over 75 yrs</i> has increased from 'Good' to 'Excellent' this quarter. The final 2008/09 figure is also projected to be within target.	Cllr Susan Hall, John Edwards

Key Challenges

There is a key challenge in our Flagship actions this quarter as shown in the table below:

1.4 C&E	Flagship Action: Extend recycling so that people who live in flats can take part		
	Portfolio holder, Lead officer Susan Hall, John Edwards		
	Measurement: Provide a bin based collection service to 10,000 flats by March 2009.	Status Red	Progress: Deferred: Funding streams have not been secured and as such the target will not be met. Nevertheless, steps are being made within current service capacity to increase recycling provision at flats - by the close of Q2, 5000 flats have appropriate facilities

There are no key challenges in our performance measures this quarter.

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Improve the well-being of adults and children and the care of those who most need our help	Q1	Q2
	Adequate	Adequate

Improving the well-being of adults and children and the care of those who most need our help remains 'Adequate' this quarter. There have been a number of 'Excellent' achievements and most of our Flagship actions are performing well. However, there remain key areas that require improvement.

Key Achievements / Improvements

There have been a number of key achievements in our Flagship actions this quarter as shown in the table below:

3.1 A&H	Provide breaks for carers through substitute carers or by offering the person cared for a short-term placement Portfolio holder, Lead officer Barry Mcleod-Cullinane, Paul Najsarek		
	Measurement: <ul style="list-style-type: none"> Provide 13,500 breaks for carers of adults and children in 2008/09, an increase of 8% over the current year. 	Status Green	Progress: <ul style="list-style-type: none"> An estimated Q2 position is 12,000 breaks for carers of adults and children. We are on track to exceed this target and achieve 25,000 + in 2008/09
3.2 A&H	Give people with disabilities more control of their own lives by extending the direct payments scheme Portfolio holder, Lead officer Barry Mcleod-Cullinane, Paul Najsarek		
	Measurement: <ul style="list-style-type: none"> 100 social care service users to receive their own budget and arrange their own care. 	Status Green	Progress: <ul style="list-style-type: none"> Target of 100 personal budgets and direct payments has been met. New targets are being put in place for each team for direct payments and personal budgets to achieve the maximum level for 2008-9.
3.4 CS	Provide a domestic setting for contact between Children Looked After and their parents Portfolio holder, Lead officer Christine Bednell, Paul Clark		
	Measurement: 35 families and 50 children supported with a total of 50 contact sessions a week and 2500 contact sessions in 2008/09	Status Green	Progress: Completed – Silverdale now operational as a contact centre

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There been a number of key improvements in our performance measures this quarter as shown in the table below:

Measure	Lead Member(s) Lead officer(s)
[33] <i>BV 184b % change in proportion of non-decent homes</i> performance has increased from 'Needs Prompt Action' to 'Adequate' this quarter	Cllr Barry Mcleod-Cullinane, Cllr Tony Ferrari Andrew Trehern
[39] <i>PAF C29 Helped to live at home: 18-64 with PD per 1000 pop</i> has increased performance from 'Poor' to 'Adequate' this quarter The team have a target to achieve the next social care banding up and are working to identify appropriate low cost community based services which will reach a wider group of clients.	Cllr Barry Mcleod-Cullinane Paul Najsarek
[48] <i>NI 64 Child protection plans lasting 2 years or more</i> has increased performance from 'Poor' to 'Adequate' this quarter On all new child protection cases, the Harrow team puts a plan in place to resolve the situation within 2 years.	Cllr Christine Bednell, Paul Clark
[49] <i>NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time</i> remains 'Excellent' this quarter. The rate of re-registration of Child Protection cases is being maintained at a low level	Cllr Christine Bednell, Paul Clark
[89] <i>Breastfeeding initiation rates</i> remain 'Excellent' this quarter. PCT reports significant improvement in Q2.	Cllr Christine Bednell, Paul Clark
[91] <i>% young people 16-18 not in education/employment/training</i> performance has increased from 'Good' to 'Excellent' this quarter. Improvement - on track to exceed target, flexible start college courses on offer and targeted work with young people at risk.	Cllr Christine Bednell, Cllr Anjana Patel, Paul Clark

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Key Challenges

There is a key challenge in one of our Flagship Actions this quarter as shown in the table below:

3.3 A&H	Speed up routine housing repairs Portfolio holder, Lead officer Barry Mcleod-Cullinane, Paul Najsarek		
<ul style="list-style-type: none"> Reduce the average time to complete non-urgent housing repairs from 18 days by March 2009. 		Status Red	<ul style="list-style-type: none"> Performance has fallen from 6.73 days (Excellent) to 9.06 (Good) in the last quarter. Non-urgent housing repairs are now being provided on a risk basis. An improvement project is planned in this area for December – January 2009

There is a key challenge in our performance measures this quarter as shown in the table below:

Measure

Lead Member(s)
Lead officer(s)

[50] *BV 163 PAF C23 Adoptions of Children Looked After* performance has reduced from 'Good' to 'Adequate' this quarter

Cllr Christine Bednell,
 Paul Clark

Intensive work continues on achieving permanency for children wherever appropriate and there have been improvements since the close of Q2. The change to amber is a reflection that achieving the target of 14 adoptions is now dependent on court dates towards the end of the year, which are outside our control. Note that 14 is a very ambitious local target and anything above 8 will be considered 'excellent' by Ofsted.

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Extend community use of schools while making education in Harrow even better	Q1	Q2
	Good	Good

Extending community use of schools while making education in Harrow even better - remains 'Good' this quarter. Most of our Flagship actions are performing well and there has been a key area of achievement in our performance measures. However, one of our Flagship Actions is not performing as expected and further measures used to indicate performance in the area are annual (the data is expected in Quarter 3).

Key Achievements / Improvements

There have been a number of key achievements in our Flagship actions this quarter as shown in the table below:

4.1 CS C&E	Flagship Action: Design and build the new Whitmore High School with dual use leisure and arts facilities.	Portfolio holder, Lead officer: Anjana Patel, Paul Clark	
	Measurement: <ul style="list-style-type: none"> Design of the project to be complete in early 2008/09. Existing buildings to be demolished and foundations for new buildings to be laid by March 2009. 	Status: Green	Progress: <ul style="list-style-type: none"> On track. Temporary school complete and in use September 2008/09. Demolition underway and final design details on target for July 2010.
4.2 CS	Flagship Action: Establish provision for children on the autistic spectrum in mainstream primary schools	Portfolio holder, Lead officer: Anjana Patel, Paul Clark	
	Measurement: <ul style="list-style-type: none"> Two centres to be open by March 2009 meeting the needs of 16 children. 	Status: Green	Progress: <ul style="list-style-type: none"> On track to deliver 3 centres for provision of services for children with ASD by Sept 09 at Vaughan, Aylward and Priestmead schools.

There been a key improvement in our performance measures this quarter as shown in the table below:

Measure	Lead Member(s) Lead officer(s)
[59] Performance of <i>NI 88 Number of Extended Schools</i> has increased from 'Adequate' to 'Excellent' this quarter. The roll out of extended schools is on track so that by September 2010 all Harrow schools should be providing access to the full core offer of Extended Schools.	Cllr Anjana Patel, Paul Clark

Key Challenges

There is a key challenge in our Flagship Actions this quarter as shown in the table below:

4.3 CS	Flagship Action: Challenge underachievement in specific groups of pupils through targeted action.		
	Portfolio holder, Lead officer: Anjana Patel, Paul Clark		
	<p>Measurement:</p> <ul style="list-style-type: none"> Tackle underachievement through a three-year programme, the first element of which is the Black pupil achievement project to be implemented in 50% of schools (34) by September 2008. The two subsequent elements will address the needs of other sectors of our community. 	<p>Status:</p> <p>Amber</p>	<p>Progress:</p> <ul style="list-style-type: none"> LA and partners including schools attended national training event. 32 schools are now signed up for the Black Pupils Achievement Project. Targets being set for key groups – ethnicity, SEN, CLA. Report update to next improvement board. Work underway on research into White Working Class boys.

Redevelop the town centre	Q1	Q2
	Adequate	Adequate

Redeveloping the town centre remains 'Adequate' this quarter. Some of our Flagship actions are amber in as they not reaching their expected targets this quarter. One of our Flagship actions is on hold as a result of current economic conditions, but remains under review.

Key Challenges

There are key challenges in our Flagship actions this quarter as shown in the table below:

2.1 C&E	Flagship Action: Help to secure development of the new Harrow College buildings and the Town Centre Post Office site, subject to planning consent Portfolio holder, Lead officer: Marilyn Ashton, Andrew Trehern		
	Measurement: <ul style="list-style-type: none"> Construction to begin October/November 2008. 	Status Amber	Progress: Harrow College Planning process is substantially complete. S106 agreement to be considered at Planning Committee Jan 09. Property issues with London Underground remain subject to negotiation, with good progress having been made during November 08. Consideration of proposal by LSC has been deferred. Old Post Office Site – Dandara Dandara Planning application will be considered at Committee in Jan 09.
2.2 C&E	Flagship Action: Help to secure re-development of the Gayton Road site, subject to planning consent. Portfolio holder, Lead officer: Marilyn Ashton, Andrew Trehern		
	Measurement: <ul style="list-style-type: none"> Construction to begin in Autumn 2008. 	Status On Hold	Progress: Developer (Fairview) confirmed that they have withdrawn from the project as a result of market conditions, but are continuing to negotiate S106 agreement to enable planning permission to be issued. Objection in respect of the Stopping Up Order will be referred to the Mayor of London once S106 agreement has been completed. Site to be considered in Harrow Town centre Design Guide. Short-term temporary use of site also being considered.

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2.3 C&E	Flagship Action: Give a facelift to St Ann's Road Portfolio holder, Lead officer: Marilyn Ashton, Andrew Trehern		
	Measurement: <ul style="list-style-type: none"> By March 2009, transform the area between St Georges and Havelock Place through repaving, new lighting, seating and bins, additional trees, new ramps and steps at St Anns Centre. 	Status On Hold	Progress: The area of the Town Centre to be subject to improvement has been extended to include the Town Centre element of Station Road and College Road. "Facelift" works will commence in Jan 09.
2.4 C&E	Flagship Action: Help to secure the redevelopment of the Travis Perkins site, subject to planning consent Portfolio holder, Lead officer: Marilyn Ashton, Andrew Trehern		
	Measurement: Construction to begin in Autumn 2008.	Status Amber	Progress: Planning permission was refused on 10 th September 08. Parkridge Developments have lodged an Appeal to the planning Appeal Service and a public enquiry will be held in Spring 09. Discussion with Parkridge Developments are ongoing to enable a revised scheme, which responds appropriately to the concerns expressed by planning Committee to be resolved.