


Corporate Balanced Scorecard 2008/9 Q2


Perspective/ Objective / measure	Lead Officer	Portfolio Holder	Q4 2008/9 Actual	Q1 2008/9 Actual	Q2 2008/9 Actual	Target	Q1 MI Scorecard status 2008/9	Q2 MI Scorecard status 2008/9	DOT	Assessment (Q2) Provided by lead officers	
Customer Impact Perspective											
1 Improve the way we work for our residents											
1	One Stop Shop average waiting time	Carol Cutler	Paul Osborn	12 mins 44 secs	17 mins 10 secs	15 mins 25 secs exc R&Bs	Not to exceed 15 minutes	Excellent	Good		A Revenues and Benefits trainee programme is underway with the benefit of this materialising in November 2008, improving performance levels across all indicators.
2	% of one stop shop customers surveyed satisfied/very satisfied	Carol Cutler	Paul Osborn	95.42%	95.00%	97.00%	95%	Good	Good	↑	This survey is undertaken by customers completing questionnaires after being served in the OSS.
3	Contact Centre Customer Satisfaction Survey	Carol Cutler	Paul Osborn	n/a	Professionalism 87.21% Resolution 63.72% Speed of Response 79.31%	Professionalism - 87.21% Resolution - 63.72% Speed of response - 79.31%	ANNUAL TARGETS ONLY Professionalism - 90% Resolution - 70%	Excellent	Excellent		
4	% of contact centre calls answered in 30 seconds	Carol Cutler	Paul Osborn	65% In 30 seconds	82% In 30 seconds	All Services 71% <30secs Exc R&B 88% <30secs	The target is to answer 90% of calls within 30 seconds by 31st March	Good	Good	↑	As the resourcing levels for Council Tax & Housing Benefits will not be fulfilled until the trainee programme has finished, the speed to answer has also been calculated without these services.
5	% residents satisfied with outcome of enquiry (MORI)	Tom Whiting	Paul Osborn	n/a	47	n/a	52	Poor	Poor		The Council is undertaking a mystery shopping exercise to improve our understanding of residents' perceptions of contact. A new set of customer service standards were agreed in November and will now be implemented across services. A new cross organisation customer service working group has been formed. Analysis of Access Harrow calls is taking place to reduce levels of avoidable contact
6	% residents feeling well informed (MORI)	Tom Whiting	Paul Osborn	n/a	42	n/a	50	Poor	Poor		The Harrow People is being produced 7 times per year. The Council continues to proactively place media stories. In the latest opinion tracker survey residents are starting to notice and improvement are identifying themselves as better informed
7	NI 5 Overall general satisfaction with local area	Michael Lockwood	Paul Osborn	n/a	62	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
8	Citizens satisfied with overall service provided (MORI)	Michael Lockwood	Paul Osborn	n/a	46	n/a	50	Poor	Poor		Overall satisfaction levels have started to rise in the latest opinion tracker survey. The Council's focus is on keeping residents better informed, improving perceptions of value for money, improving the quality of customer contact and improving perceptions of the street scene
9	NI 4 % who feel they can personally influence decisions (Place survey)	Michael Lockwood	Paul Osborn	n/a	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
10											
11 Develop communities where people from different backgrounds get on well together											

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12	% who agree people respect ethnic differences (MORI)	Javed Khan	Chris Mote	n/a	52	annual	57	Adequate	Adequate		These workstreams have been prioritised as key improvement areas and have been lifted into the new LAA and are supported by a programme of development activity currently in discussion.
13	% who agree there is strong sense of community (MORI)	Javed Khan	Chris Mote	n/a	24	annual	27	Adequate	Adequate		As above
14	% who agree people try to help each other (MORI)	Javed Khan	Chris Mote	n/a	59	annual	60	Adequate	Adequate		As above
15	NI 1 % of people who believe people from different backgrounds get on well together (Place survey)	Javed Khan	Chris Mote	n/a	49	annual	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
16	NI 35 Building resilience to violent extremism	Javed Khan	Chris Mote	n/a	n/a	annual	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
17	Deliver cleaner streets, better environmental services and keep crime low										
18	NI 17 Perceptions of anti-social behaviour PSA 23 (Place survey)	John Edwards	Susan Hall	n/a	n/a	annual	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
Service Development Perspective											
19	Improve on-watch service indicators										
20	NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	Paul Najsarek	Barry Mcleod-Cullinane	n/a	165	249	245	Adequate	Good		Local challenging target have been set
21	NI 136 People supported to live independently through social services (all ages)	Paul Najsarek	Barry Mcleod-Cullinane	n/a	2333	2379	2385	Adequate	Adequate	↑	Voluntary Sector activity will help support performance and end of year target. Replacing the old Helped to Live at Home indicators this measure includes the activity of our voluntary sector partners. Directly provided Council services still provide the majority of activity however and only small increases for the older people and PD teams have so far been possible. We expect a significant increase in recorded voluntary sector activity this year, which will help to support this indicator. In Q3 this performance is expected to improve to meet its target. Bernie Flaherty 06.11.08.
22	Total no. of statutory households in B&B	Paul Najsarek	Barry Mcleod-Cullinane	73	50	3	52	Excellent	Excellent	↑	There has been a very substantial reduction in numbers of households in B&B
23	No. of 16/17 year olds in B&B	Paul Najsarek	Barry Mcleod-Cullinane	4	1	1	2	Excellent	Excellent		
24	No. of families with children in B&B over 6 weeks	Paul Najsarek	Barry Mcleod-Cullinane	18	16	1	0	Needs prompt action	Adequate	↑	There is now only one family in B&B over 6 weeks, and that is because we are awaiting acceptance of their referral to another council.
25	% Gas safety certificates outstanding after 12 months	Andrew Trehern	Barry Mcleod-Cullinane, Tony Ferrari	3	1.3	0.10%	0%	Needs prompt action	Adequate	↑	These figures have been produced by Kier and have not been audited.
26	NI 8 Adult participation in sport	Javed Khan	Chris Mote	n/a	n/a	annual	19.5%	Next update Q3 2008/9	Next update Q3 2008/9		



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27	NI 57 Children and young people's participation in high-quality PE and sport	Paul Clark Javed Khan	Anjana Patel	n/a	n/a	annual	n/a	Next update Q3 2008/9	Next update Q3 2008/9		
28	NI 108 Key Stage 4 attainment for Black and minority ethnic groups	Paul Clark	Anjana Patel	n/a	n/a	annual	n/a	Next update Q3 2008/9	Next update Q3 2008/9		
29	NI 63 Stability of placements of looked after children: length of placement	Paul Clark	Christine Bednell	n/a	56.86%	60.42%	62%	Adequate	Adequate	↑	The year to date performance is below our target. As there are relatively small numbers, small changes have a big impact on performance. (children in care over 2.5 years is around 48). This indicator is also adversely affected by adoptions and guardianship orders which take stable children out of the cohort. Improved workforce stability and management oversight continues to minimise placement changes.
30	BV 204 Planning Appeals allowed	Andrew Trehern	Marilyn Ashton	45.96	Performance information not reported	41	35	Adequate	Good		Local targets are currently in development as although performance has been lower quartile as the actions are to improve this are in place, but due to the nature of the process will take 12-18 months to impact the indicator, we will be reviewing the target to reflect this.
31	BV 200b Plan Making - is council meeting LDS milestones?	Andrew Trehern	Marilyn Ashton	NO	NO	NO	YES	Poor	Poor		The Council is meeting all targets and milestones within the current adopted LDS, with the exception of the plan being developed in conjunction with all 6 west London Boroughs (called the Joint Waste DPD).
32	Improve the well-being of adults and children and the care of those who most need our help										
33	BV 184b % change in proportion of non-decent homes	Andrew Trehern	Barry Mcleod-Cullinane, Tony Ferrari	36.9%	9.6%	18.3%	18.6%	Needs prompt action	Adequate		
34	BV 63 Energy Efficiency - av. SAP rating of LA owned dwell's	Andrew Trehern Paul Najsarek	Barry Mcleod-Cullinane Tony Ferrari	64	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
35	% of Housing capital programme budget spent	Andrew Trehern Paul Najsarek	Barry Mcleod-Cullinane Tony Ferrari	80%	13%	Performance information not reported	Performance information not reported	Adequate	Performance information not reported		Performance information not reported
36	Average time to complete non-urgent repairs to council housing	Andrew Trehern Paul Najsarek	Barry Mcleod-Cullinane Tony Ferrari	16.05	6.73	9.06	10	Excellent	Poor	↓	Although we are meeting our target this quarter - performance has fallen from 6.73 days to 9.06. Non-urgent housing repairs are now being provided on a risk basis. An improvement project is planned in this area for December – January 2009
37	BV212 Average Relet times for dwellings	Andrew Trehern	Barry Mcleod-Cullinane	23.49	22.7	23.6	27	Good	Good	↑	
38	NI 156 Number of households living in Temporary Accommodation PSA 20	Paul Najsarek	Barry Mcleod-Cullinane	1058	980	884	964	Excellent	Excellent	↑	We continue to make good progress in meeting the 2010 CLG target (of reducing TA by 50% from Dec 04 - max 646 households), and plan to meet the target 1 year early. CLG have rewarded our performance by giving us an extra £40,000 grant.
39	PAF C29 Helped to live at home: 18-64 with PD per 1000 pop	Paul Najsarek	Barry Mcleod-Cullinane	2.95	3.16	3.3	3.4	Poor	Adequate	↑	The team have a target to achieve the next banding up (4.2) and are working to identify appropriate low cost community based services which will reach a wider group of clients. This indicator is in the Amber social care banding. Bernie Flaherty 06.11.08.

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40 PAF C30 Helped to live at home: 18-64 with LD per 1000 pop	Paul Najsarek	Barry Mcleod-Cullinane	1.45	1.49	1.6	2	Poor	Poor	↑	The team have a target to achieve the next banding up (2.0) and are working to identify appropriate low cost community based services which will reach a wider group of clients.
41 NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	Paul Najsarek	Barry Mcleod-Cullinane	n/a	76%	60	57	Excellent	Excellent	↔	Progressing for end of year target. Although still high green, the forecast position based on activity to date has fallen from a high Q1 value (76). Initial success of Q1 meant that the internal target (57) was raised by the Divisional Director (72). This is a focus for teams during the remainder of the year and the expectation is that the revised target will still be met. Bernie Flaherty 06.11.08.
42 NI 133 Timeliness of social care packages DH DSO	Paul Najsarek	Barry Mcleod-Cullinane	n/a	91%	90.1	92	Excellent	Excellent	↓	Good result of 90.1% to target of 92%, data quality issues are being addressed. Bernie Flaherty 06.11.08.
43 PAF D39 People receiving a statement of needs (care plan)	Paul Najsarek	Barry Mcleod-Cullinane	n/a	100%	99.9	100	Excellent	Adequate	↓	A few outstanding care plans to be sent. Confident of achieving 100% before the year end.
44 NI 146 Adults with learning disabilities in employment	Paul Najsarek	Barry Mcleod-Cullinane	n/a	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		Data will be collected during Q3 and Q4.
45 NI 155 Number of affordable homes delivered (gross)	Paul Najsarek	Barry Mcleod-Cullinane	n/a	5	159	200	Needs prompt action	Excellent	↑	The Q 2 target has been exceeded as a result of the anticipated schemes completing on time and some being brought forward. We continue to be on target to meet the 2008/9 overall target of 200 affordable homes completed as the remaining schemes are on site. Regular monitoring is in place with the external partners who are responsible for delivering the new homes and is overseen by the Affordable Housing Delivery Group.
46 BV 49 PAF A1 Stability of Placements of CLA	Paul Clark	Christine Bednell	10	0	3.42%	12%	Excellent	Excellent	↑	Very good performance. Achieved through careful management oversight of placements and a stable social care core workforce.
47 PAF C19 Health of Children Looked After	Paul Clark	Christine Bednell	95	82	96.40%	96.40%	Excellent	Excellent	↔	very good performance - target achieved for 2008-09 as this is end of year performance
48 NI 64 Child protection plans lasting 2 years or more DCSF DSO	Paul Clark	Christine Bednell	13	18	11.29%	10%	Poor	Good	↓	Likely to remain in the middle band due to the management of historical child protection cases. On all new child protection cases, the Harrow team puts a plan in place to resolve the situation within 2 years. The cases which are being 'deregistered' after more than 2 years are historical cases where a timely plan was not originally put in place. Some longer term cases remain because the team errs on the side of safety and does not end CP status until there is going to be a satisfactory outcome. Action: Update plan for remaining historical >2 year cases how they are being managed before year end 2008-9. David Harrington 14.11.08.
49 NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO	Paul Clark	Christine Bednell	14	13	8.18%	12.50%	Excellent	Excellent	↑	The rate of re-registration of Child Protection cases is being maintained at a low level. A high level of reregistrations would suggest that CP cases are not being appropriately dealt with. This PI is on course to achieve "very good" by year end. Action: Will be continued to be monitored monthly by both the Performance Management Team and the Local Safeguarding Children Board. Steve Spurr - 05.11.08 and David Harrington - 14.11.08.

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50	BV 163 PAF C23 Adoptions of Children Looked After	Paul Clark	Christine Bednell	14	2	4.39%	7	Good	Adequate	↓	4 adoptions to the mid year but the team is confident of achieving top banded performance. This is a cumulative target so always shows low against national bandings in the first half of the year. Intensive work continues on achieving permanency for children wherever appropriate. The adoptions team are confident that adoptions and special guardianships will be in the top band but matching last year's very high performance of 14 is subject to court dates. David Harrington 14.11.08.
51	NI 115 Substance misuse by young people	Paul Clark	Christine Bednell	12	n/a	annual	11%	Next update Q3 2008/9	Next update Q3 2008/9		Tellus survey results are now received but the dcsf has not confirmed how the indicator will be extracted from the data. Harrow's results for the main question on drugs are significantly better (lower) than the national average.
52	NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement DCSF DSO	Paul Clark	Christine Bednell	77	82	78.79%	80%	Excellent	Adequate	↓	Slightly under target at the mid year point for timeliness of core assessments. To be top banded 80%+ of core assessments of vulnerable children have to be completed within 35 days. Action: New targets have been developed for the remainder of the year which all social teams are now working to. Weekly management reports being produced. David Harrington 14.11.08.
53	NI 140 Fair treatment by local services (place survey)	Tom Whiting	David Ashton	n/a	n/a	annual	Awaiting Place Survey before establishing targets	Next update Q4 2008/9	Next update Q4 2008/9		
54	NI 152 Working age people on out of work benefits	Andrew Trehern	Marilyn Ashton	n/a	n/a	annual	9.30%	Next update Q4 2008/10	Next update Q4 2008/9		Job Centre Plus have drafted a generic framework for a delivery plan which we are now working on. (Baseline target 9.6% - reduction of 0.3%)
55	NI 198 Children travelling to school - mode of travel usually used	John Edwards	Susan Hall Anjana Patel	n/a	n/a	annual	37%	Next update Q2 2008/9	Next update Q4 2008/9		Full data not available for all relevant schools at Q2, but information to date suggests that target will be exceeded for 08/09
56	% of 5-16 yrs in school sports partnerships	Paul Clark	Anjana Patel	83	n/a	annual	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
57	% pop within 20 mins travel time of 3 diff sports facilities	Javed Khan	Chris Mote	29	n/a	annual	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
58	Extend community use of schools while making education in Harrow even better										
59	NI 88 Number of Extended Schools	Paul Clark	Anjana Patel	69	67%	77%	85%	Adequate	Excellent	↑	"Roll out of extended schools is on track." "By September 2010 all Harrow schools should be providing access to the full core offer of Extended schools. The current figures indicate that we are on track to reaching this target. Currently 77% of schools are offering the full core offer and action plans are in place to ensure that the remainder achieve this full core status by September 2010. David Harrington 14.11.08."




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Deliver cleaner streets, better environmental services and keep crime low											
60	NI 195 Improved street and environmental cleanliness - Litter (195a) and detritus (195b)	John Edwards	Susan Hall	30.66	n/a	24.33	20	Adequate	Adequate	↓	The prescribed methodology for this indicator is by a survey undertaken three times per year and then an average provided to give the annual score. Historic data shows the first tranche that covers April to July provides a higher score than the average with later tranches indicating better performance. This score does show an improvement over the actual annual performance for 2007-8 and it is expected that the improvement will continue through the year and that the annual target will be met. this confidence is based on the additional resources that have been put into the street cleaning service that became fully operational only for the later part of this tranche, and interim monitoring of the streets.
61a	NI 195 Improved street and environmental cleanliness - Graffiti (195c)	John Edwards	Susan Hall	8	n/a	11.67	5	Adequate	Adequate	↓	* Graffiti coverage has spiked during Tranche 1 of the cleanliness inspections. Following the publication of the data, improvement methodologies have been implemented and initial data from Tranche 2 indicate that performance has substantially improved to 7%.
61c	NI 195 Improved street and environmental cleanliness - Fly posting (195d)	John Edwards	Susan Hall	1	n/a	0.83	1	Adequate	Adequate	↑	* Performance on fly posting has been stabilised and the annual target will be met.
61d	NI 192 Household waste recycled and composted Defra DSO	John Edwards	Susan Hall	38.9	42%	44%	42%	Excellent	Excellent	↑	
62	NI 191 Residual household waste per head Defra DSO	John Edwards	Susan Hall	459	n/a	annual	225	Next update Q4 2008/9	Next update Q4 2008/9		
63	NI 169 Non-principal roads where maintenance should	John Edwards	Susan Hall	n/a	n/a	annual	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
64	NI 186 Per capita CO2 emissions in the LA area	John Edwards	Susan Hall Barry Mcleod-Cullinane	n/a	n/a	annual	3.5% reduction against baseline (0.18 tonnes)	Next update Q4 2008/9	Next update Q4 2008/9		This is a new measure of the amount of waste, which is not reused, recycled or composted. The Government's target for this indicator is 225kg per person by 2020. The significance of the increase in tonnages of both dry recyclables and organic waste is further increased by reductions in residual tonnage. This trend should result in a good annual outturn
65	NI 197 Improved local biodiversity - active management of local sites	John Edwards	Marilyn Ashton	n/a	n/a	annual	61%	Next update Q4 2008/9	Next update Q4 2008/9		Current management documents have been consolidated. Preliminary management plans have been put forward for consideration by Harrow Weald Conservators.
66	Improve the way we work for our residents										
67	SAS 5.3OP164 Missing client ethnicity (assessments)	Paul Najsarek	Barry Mcleod-Cullinane	n/a	4%	2.2%	4%	Excellent	Excellent	↑	Data quality systematic checks on the key data area of no ethnicity are carried out monthly for each team to target performance on these indicators
68	SAS 5.3OP165 Missing client ethnicity (services)	Paul Najsarek	Barry Mcleod-Cullinane	n/a	2%	1.5%	2%	Excellent	Excellent	↑	
69	NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types	Andrew Trehern	Marilyn Ashton	n/a	Performance information not reported	89.40%	87%	Excellent	Excellent		
70											


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Resources Perspective												
71	Improve the way we work for our residents											
72	Debt collected as a % net debt > 60 days	Myfanwy Barrett	David Ashton	n/a	n/a							As the reports presented to both CSB and CLG clearly show, CAP/CAR has been completely restructured since management passed to Corporate Finance and the cashable benefits to the Council have been significant in terms of funds secured. Following a complete year of historical evidence (i.e. fiscal year 2008/2009), meaningful targets can be set for 2009/2010.
73	Debt collected as a % net debt < 60 days	Myfanwy Barrett	David Ashton	n/a	n/a							
74	Variance on budget (expenditure)	Myfanwy Barrett	David Ashton	n/a	n/a	1%	0	Good	Poor	↓		Performance assessment not provided
75	Variance on planned budget (income)	Myfanwy Barrett	David Ashton	n/a	n/a	-1%	0	Good	Good	↔		Performance information not reported
76	Capital expenditure on target/within tolerance	Myfanwy Barrett	David Ashton	n/a	n/a	n/a	n/a	Good	Good	↔		Capital programme reduced by £15 million this year expenditure reported on track
77	BV 8 Percentage of invoices paid on time	Myfanwy Barrett	David Ashton	97.0%	94.0%	95.0%	95.0%	Adequate	Good	↑		Consistent improvement has been maintained due to business processes put in place and the proactive work done by the CAP/CAR team
78	BV 9 Percentage of Council Tax collected	Myfanwy Barrett	David Ashton	97.1 (Q4 target - 97.15)	30.28%	57.56%	57.50%	Adequate	Good	↑		Actual in line with expected profile. Current economic conditions will however affect this PI due to "affordability issues" and measures are being taken now - increased reminders & summonses- to counter potential drop in collection.
79	BV 10 Percentage of non-domestic rates collected	Myfanwy Barrett	David Ashton	97.3 (Q4 Target - 98)	35.96%	62.57%	62.50%	Good	Good	↑		
80	BV 66a - Rent collected as a % of rents owed on HRA dwellings	Myfanwy Barrett Paul Najsarek	David Ashton Barry Mcleod-Cullinane	97.41	87.35	92.57%	95.25%	Adequate	Adequate	↑		Q2 figure is slightly below our target, comparatively for the same period last year it is slightly higher, we expect to be able to meet our target for this financial year however the introduction of new IT systems and ways of working has interrupted our rent arrears work. this should be completed by the end of October 2008. Some staff shortages have also affected our performance.
81	CIP -% live project milestones 'Red/Amber'	Tom Whiting	Paul Osborn	n/a	26%	26%	25%	Adequate	Adequate	↔		An action plan has been developed to address project issues. The delays remain around technical and resourcing issues. 46 milestones have now been completed and new milestones are being developed.
82	Effectiveness of the CIP -% projects overall status 'green'	Tom Whiting	Paul Osborn	n/a	74%	75%	75%	Adequate	Good	↑		Programme Managers are continuing to work with project sponsors and managers to identify risks and benefits as well as develop new milestones. Project sponsors and managers have been invited to a training evaluation event on 28th November which aims to set up a community of practice
People Perspective												
83	Improve the way we work for our residents											
84	No. of Initial IPADs are conducted on time	Tom Whiting	Paul Osborn	n/a	49%	74%	75%	Needs prompt action	Adequate	↑		Directorate action is being taken following improvement boards
85	BV 12 Proportion of working days lost to sickness absence	Tom Whiting	Paul Osborn	n/a	n/a	7.72%	8.45%		Excellent			This is excellent improvement and, through the Absence Project, managers are encouraged to proactively and consistently manage sickness absence.
86	BV 2a - Level achieved in Equality Standard	Tom Whiting	Paul Osborn	4	4	4	4	Good	Good	↔		
87	No. of equality impact assessments undertaken	Tom Whiting	Paul Osborn	n/a	n/a	n/a	n/a	Methodology tbd	Next update Q4 2008/9			We are currently developing the methodology to collect this information

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Partnership Perspective											
Improve the well-being of adults and children and the care of those who most need our help											
88	Breastfeeding initiation rates	Paul Clark	Christine Bednell	70	n/a	81%	69.50%	Good	Excellent	↑	PCT reports 81% for Q2 which is significant improvement. Update on ytd being sought.
89	Rates of exclusive breast feeding at 6 weeks	Paul Clark	Christine Bednell	44	n/a	n/a	85.5	Next update Q3 2008/9	Next update Q3 2008/9		
90	% young people 16-18 not in education/employment/training	Paul Clark	Christine Bednell Anjana Patel	2.7	3.59%	3.65%	4.6%	Good	Excellent	↑	"Improvement - on track to exceed target, flexible start college courses on offer and targeted work with young people at risk. Sept 2008 we reported 3.65% NEET (195 young people). This is an improvement on last years September position of 4.34% (212 young people) and well on track to exceed the NEET target again this year. This is despite a major piece of work in transition of the contract for Connexions Information Advice and Guidance services to a new provider. Staff are working exceedingly hard with schools and colleges to track young people moving from year 11 into year 12 and those moving on from courses in year 12. Flexible start courses are also being offered through the colleges to meet the needs of NEET young people. Targeted work with young people who are at risk or whom are NEET continues.
91	No. of homes in Harrow that sign up to be smoke free	Paul Najsarek	Barry Mcleod-Cullinane	1004	124	Awaiting data	Awaiting data	Needs prompt action	Awaiting data		Awaiting information from PCT
92	Improve on-watch service indicators										
93	Reduction in non-residential burglary	John Edwards	Susan Hall	567	178	177	150	Needs prompt action	Needs prompt action	↑	To achieve the reduction target, we need to conclude the financial year with no more than 601 offences. To date we are 54 offences over target. This is due to year on year reductions and the current emphasis on residential burglary where scrutiny is causing some offences to be re-classified as non-residential burglary after investigation (albeit that these re-classifications are totally ethical and correct). The HSP agreed in October an additional allocation of £19,657 to significantly improve the likelihood of achieving this stretch target. The money will be used to actively mark attractive assets within school premises with SmartWater solution.
94	4-week smoking quitters who attended NHS service/100,000 pop	Paul Najsarek	Barry Mcleod-Cullinane	1266	174	Awaiting data	318	Needs prompt action	Awaiting data		Awaiting information from PCT
95	Reduction of permanent exclusions	Paul Clark	Anjana Patel	43	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
96	Reduction of fixed term exclusions	Paul Clark	Anjana Patel	1601	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
97	Improve attendance at 25% worst performing schls -	Paul Clark	Anjana Patel	6.8	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
98	Improve attendance at 25% worst performing schls -	Paul Clark	Anjana Patel	6.5	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
99	% agree people from different backgrounds get	Javed Khan	Chris Mote	51%	n/a	n/a	n/a	Next update Q4 2008/10	Next update Q4 2008/9		
100											

Corporate Balanced Scorecard 2008/9 Q2

Perspective/ Objective / measure	Lead Officer	Portfolio Holder	Q4 2008/9 Actual	Q1 2008/9 Actual	Q2 2008/9 Actual	Target	Q1 MI Scorecard status 2008/9	Q2 MI Scorecard status 2008/9	DOT	Assessment (Q2) Provided by lead officers	
101	Extend community use of schools while making education in Harrow even better										
102	Average points score per pupil at level 2 at age 16	Paul Clark	Anjana Patel	n/a	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
103	Deliver cleaner streets, better environmental services and keep crime low										
104	% adults expressing fear of being a victim of crime	Andrew Trehern	Susan Hall	n/a	n/a	n/a	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
105	No. of residential burglaries where victim is over 75 yrs	Andrew Trehern	Susan Hall	190	42	24	45	Good	Excellent		No further action required - The final 2008/09 figures is projected to be within target.
106	% residents who see suite of ASB as fairly/very big	Andrew Trehern	Susan Hall	n/a	n/a	annual	n/a	Next update Q4 2008/9	Next update Q4 2008/9		
107	Deliver our community objectives										
108	No. of socially excluded adult volunteers in Harrow	Javed Khan	Chris Mote	10,493	12,014	annual	11,345	Excellent	Next update Q4 2008/9		
109	No. of other adult volunteers in Harrow	Javed Khan	Chris Mote	20,923	22,709	annual	23,224	Adequate	Next update Q4 2008/9		
110	NI 7 Environment for a thriving third sector	Javed Khan	Chris Mote	n/a	n/a	n/a	Baseline to be established by the first wave of the National Survey of Third Sector Organisations	Next update Q4 2008/9	Next update Q4 2008/9		Cultural Services is in development of the Cultural Improvement Programme draft for Harrow, which builds on surveys and assessments over the last 3 years and captures a refined plan for delivery of the participation improvements for this LAA target in partnership with regional partners Sport England, MLA, Arts Council and CLOA. Achieved successful first phase of PASSPORT TO CULTURE for 16-21 year olds offering free activities all summer 08, in addition to free access to arts and culture programming. Additionally, the arts team have delivered a broader and deeper Arts Centre season based on the fully involved consultant with focus groups and support from the Voluntary Arts England regional partnership. Arts Council have invested £700k to initiate the national count of this measure through the existing Active People survey conducted annually by Sport England, with a boosted score for Harrow as one of the NI11 indicator boroughs. This will establish the baseline.
111	NI 11 Engagement in the arts	Javed Khan	Chris Mote	n/a	n/a	n/a	+ 0.5%	Next update Q4 2008/9	Next update Q4 2008/9		
112	NI 13 Migrants' English language skills and	Javed Khan	Chris Mote	n/a	n/a	n/a	240	Next update Q4 2008/9	Next update Q4 2008/9		
113	NI 40 Drug users in effective treatment PSA 25	John Edwards	Susan Hall	n/a	n/a	n/a	4%	Next update Q3 2008/9	Next update Q3 2008/9		
114	NI 30 Re-offending rate of prolific and priority offenders HO DSO	John Edwards	Susan Hall	n/a	n/a	n/a	n/a	Next update Q3 2008/9	Next update Q3 2008/9		