Keeping the City Clean

Improvements to our streets and green spaces will forge greater pride in our city and improve the quality of our local environment

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will have welcoming neighbourhoods and an attractive city centre by making them cleaner and greener	Percentage of customers satisfied with street cleaning	Annual	Local Indicator	53%	73%	65%	70%	75%	Higher is better
	Number of calls related customer contact related to litter and detritus	Quarterly	Local Indicator	674	876	To Reduce	To Reduce	To Reduce	Lower is better
We will encourage community engagement and pride in neighbourhood cleanliness	No specific indicators have been identified - progress against delivery of this outcome will be updated via qualitative commentary								
We will safeguard our environment and reduce waste by increasing residents' and businesses' recycling and reuse rates	Percentage of household waste sent for reuse, recycling or composting (NI192).	Quarterly	B/C - 42.28% Mets -40.53% Eng - 42.46% (14/15)	44.19%	39.54%	47.78%	To Increase	To Increase	Higher is better
We will have good and improving air quality in the city.	No specific indicators have been identified - progress against delivery of this outcome will be updated via qualitative commentary								

Keeping the city moving

Our transport networks are major assets which need to be maintained and developed so that people and goods can move safely and efficiently

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will drive economic growth across the city and the wider region by investing in an effective and integrated transport network	£'s invested in projects to develop and enhance the highway network	Quarterly	Local Indicator	N/A	N/A	£6 million	£6 million	£6 million	Higher is better
We will have a well maintained highway network boosted by an integrated approach to traffic management across the city and wider Black Country regio	Percentage of carriageway defects reported on classified principal roads	Annually (September)	West Mids Mets / National	4%	4%	4%	To Reduce	To Reduce	Lower is better
	Percentage of carriageway defects reported on unclassified principal roads	Annually (September)	West Mids Mets / National	4%	4%	4%	To Reduce	To Reduce	Lower is better
	Percentage of carriageway defects reported on unclassified roads	Annually (December)	West Mids Mets / National	13%	14%	14%	To Reduce	To Reduce	Lower is better
We will reduce the city's dependency on cars by providing improved facilities for alternative modes of transport	Length of new cycle routes added to the network	Quarterly	Local Indicator	1 km	13 km	4 km	4 km	4 km	Higher is better

Improving the city's housing offer

Improving the quality and supply of housing for current and future residents is essential to encourage investment and active participation in our communities.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will have better quality housing by delivering new homes, supported housing and increased private renting and sale through our council-owned company	Number of additional homes provided (net) (NI154)	Annual (July)	West Mids Mets / National	677	563	888	883	854	Higher is better
We will build affordable council housing and new starter homes for people on lower incomes in areas where people want to live	Proportion of additional homes provided that are considered 'affordable'	Annual (July)	West Mids Mets / National	28%	8%	15%	15%	15%	Higher is better
We will ensure that prospective tenants can "rent with confidence" from private landlords who will be supported to improve the quality of homes	Number of properties registered on the 'Rent with Confidence' scheme	Quarterly	Local Indicator	N/A	N/A	150 (Part Year)	Not yet set	Not yet set	Higher is better
	Proportion of private landlords in the city that are highly rated (e.g. rated 4 or 5 star)	Quarterly	Local Indicator	N/A	N/A	Baseline Year	Not yet set	Not yet set	Higher is better
	Proportion of landlords/properties that have improved on their star rating	Annual	Local Indicator	N/A	N/A	Baseline Year	Not yet set	Not yet set	Higher is better
We will reduce the risk of becoming homeless by supporting vulnerable people with advice and guidance	Number of accepted homelessness applications	Quarterly	West Mids Mets / National	376	334	330	Not yet set	Not yet set	Lower is better
	Increase in homelessness preventions and reliefs: preventions	Quarterly	West Mids Mets / National	1846	2014	2500	Not yet set	Not yet set	Higher is better
	Increase in homelessness preventions and reliefs: reliefs	Quarterly	West Mids Mets / National	2	1	10	Not yet set	Not yet set	Lower is better
We will increase the availability of homes within the city by bringing empty properties back into use quickly	Long term empty properties brought back into use	Annual (March)	West Mids Mets / National	200	189	200	200	200	Higher is better

Developing a vibrant city

The council and its partners have a distinctive offer to attract investment, developers, new occupiers and visitors to the city.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will transform gateways to the city to improve first impressions	M squared of route way improved in the key gateway areas	Quarterly	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better
	£ of investment in gateway areas	Quarterly	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better
We will have a leisure, retail, visitor and cultural experience to be proud of	Visitor numbers to key City attractions	Quarterly	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Higher is better
	Number of people accessing creative economy, learning, training to volunteering (under development)	Quarterly	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Higher is better
We will have well-designed, safe public spaces where people want to walk, meet and relax	In order to evidence progress against this outcome, measures are being developed which evidence the success of the Connected Places Programme in particular around the amount of space developed and money invested.								
We will prepare key sites to attract major investment and development by leading companies to create new jobs	The measures that are being developed to demonstrate this outcome will focus on the three priority areas (Northern Corridor, Southern Corridor and City Centre). The measures will provide evidence of: •The amount of money invested •Number of businesses and jobs •% of business that are in priority sectors								
We will deliver good quality, sustainable urban design based on 'smart city' principles.	Appropriate indicator still to be identified	Quarterley	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Higher is better

Supporting businesses, encouraging enterprise and attracting inward investment - *Awaiting targets and confirmed out-turn figures where available from Isobel Woods - due 5th September*

Our city will be a place that is attractive to new companies, where business can innovate and grow and new forms of entrepreneurship are encouraged.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will be well positioned within the UK and overseas as a "location of choice" for trade, conferencing and inward investment	Number of participants in the City's Conference Programme	Quarterly	Local Indicator	TBC	TBC	Increase	Increase	Increase	Higher is better
	Number of businesses receiving support to relocate to the city and the percentage in priority areas	Quarterly	Local Indicator	TBC	TBC	Increase	Increase	Increase	Higher is better
	Number of unique visitors to the INVEST website	Quarterly	Local Indicator	TBC	TBC	Increase	Increase	Increase	Higher is better
We will support local businesses and entrepreneurs to grow, prosper and innovate	Number of start-ups supported	Quarterly	Local Indicator	TBC	TBC	Increase	Increase	Increase	Higher is better
	Number of SME supported	Quarterley	Local Indicator	TBC	TBC	Increase	Increase	Increase	Higher is better
	£value levered for business and enterprise support in the city	Quarterley	Local Indicator	TBC	TBC	Increase	Increase	Increase	Higher is better
	Percentage of businesses surviving after the first 5 years	Annual	WM Mets Avg. 38.7%	34.6% (2008 - 13)	39.5% (2009 / 14)	Increase	Increase	Increase	Higher is better
We will strengthen local supply chains and job opportunities	Number of jobs created by existing and new businesses into the city	Quarterley	Local Indicator	TBC	TBC	Increase	Increase	Increase	Higher is better
	Percentage of spend with suppliers whose address includes a WV postcode	Quarterley	Local Indicator	N/A	36.0%	36.1%	Increase	Increase	Higher is better

Improving our critical skills and employability approach									
We want more people to be in employment with better-paid jobs. By working with partners, we will increase opportunities for local residents.									
By 2019/2020:									
Outcome	**Measures**	**Frequency**	**Comparator Data**	**14/15 out-turn**	**15/16 out-turn**	**16/17 Target**	**17/18 Target**	**18/19 Target**	**Polarity**
We will have a joined-up skills and employment service which will give people of all ages access to career guidance and a range of routes into work	Number of registrations on Job Box	Quarterly	Local Indicator	N/A	N/A	Baseline Year	Increase	Increase	Higher is better
	Number of people registered to Job Box who are receiving information, advice and guidance	Quarterly	Local Indicator	N/A	N/A	Baseline Year	Increase	Increase	Higher is better
	Number of people registered to Job Box who are accessing training and assessment	Quarterly	Local Indicator	N/A	N/A	Baseline Year	Increase	Increase	Higher is better
	Number of people registered to Job Box who are helped into work	Quarterly	Local Indicator	N/A	N/A	Baseline Year	Increase	Increase	Higher is better
	Proportion of young people who are in Education, Employment and Training: a) All young people b) Young people with special educational needs and disability c) Care Leavers d) Young offenders	Quarterley	Local Indicator	TBC	TBC	To reduce	To reduce	To reduce	Lower is better
We will have fast-track programmes that help prepare local people to compete successfully for new job opportunities	Number of young people engaged and supported through ESF and YEI funded impact project	Quarterley	Local Indicator	N/A	N/A	TBC	TBC	TBC	Higher is better

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will encourage more local businesses to participate in skills, education, employment and corporate social responsibility programmes	Number of businesses using Job Box to register vacancies	Quarterley	Local Indicator	N/A	N/A	Baseline Year	Increase	Increase	Higher is better
	Number of businesses that recruit from Job Box	Quarterley	Local Indicator	N/A	N/A	Baseline Year	Increase	Increase	Higher is better
We will be a dynamic regional centre for learning, training, creativity and innovation	A qualitative update will be provided about the progress and delivery of the Council's work to become a dynamic regional centre for learning, training, creativity and innovation in order to provide evidence of progress against this outcome								
We will increase the number of people with digital and financial skills.	Appropriate indicator still to be identified	Quarterley	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better

Promoting and enabling healthy lifestyles

Tackling lifestyle issues will improve quality of life, reduce the time spent with illness and have a positive effect on life expectancy in the city.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will have fewer smokers in the city	Percentage of mothers smoking at the time of delivery	Annual	WM - 14.2% England - 11.4%	18.8%	TBC	To Reduce	To Reduce	To Reduce	Lower is better
	No. of people that smoke through lifestyle survey and monitoring of contracts RE: quit rates - detail to be confirmed	Annual	Local Indicator	N/A	Baseline Year	To Reduce	To Reduce	To Reduce	Lower is better
We will have more families supported to reduce obesity	Percentage of individuals achieving targeted goals through weight management and physical activity programmes - detail to be confirmed	Annual	Local Indicator	N/A	Baseline Year	To Increase	To Increase	To Increase	Higher is better
	Activity in sport centres - detail to be confirmed	Annual	Local Indicator	N/A	Baseline Year	To Increase	To Increase	To Increase	Higher is better
We will have fewer people with harmful drinking habits in the city through earlier identification and intervention	Increase in the use of the alcohol screening tools - detail to be confirmed	Annual	Local Indicator	N/A	Baseline Year	To Increase	To Increase	To Increase	Higher is better
We will help more people to live healthier lives through access to preventative health advice.	No specific indicators have been identified - progress against delivery of this outcome will be updated via qualitative commentary								

Promoting independence for older people

Older people in the city are able to live full and active lives, with support where necessary to promote independence and choice.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will be a welcoming place for older people with information and advice locally available	Proportion of people who use services who find it easy to find information about services (ASCOF 3D)	Annual	SN - 74.9% WM - 73.6% England - 74.5% (14/15)	79.1%	75.0%	To Increase	To Increase	To Increase	Higher is better
We will enable people to be supported at home through integrated health and social care	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service) (ASCOF 2B(1))	Annual	SN - 82.8% WM - 80.0% England - 82.1% (14/15)	80.6%	75.6%	To Increase	To Increase	To Increase	Higher is better
	Proportion of those that received a short term service during the year where the sequel to service was either no on-going support or support of a lower level (ASCOF 2D)	Annual	SN - 63.2% WM - 67.3% England - 74.6% (14/15)	82.5%	80.7%	To Increase	To Increase	To Increase	Higher is better
	Percentage of Older People who have received reablement services who remain in their own home six months after discharge from those services	Quarterly	Local Indicator	N/A	81.7%	To Increase	To Increase	To Increase	Higher is better
	Number of new telecare users	Quarterly	Local Indicator	N/A	369	600	1000	1400	Higher is better

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will enable people to be supported at home through integrated health and social care	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population (ASCOF 2A(2))	Quarterly	SN - 838.0 WM - 656.6 England - 668.8 (14/15)	644.3	706.9	584.5	To Reduce	To Reduce	Lower is better
	Number of older people in permanent residential and nursing care per 100,000 population	Quarterly	SN - 2067 WM - 1620 England - 1647 (14/15)	2090	2066	To Reduce	To Reduce	To Reduce	Lower is better
	Number of older people receiving long term community based services per 100,000 population	Quarterly	SN - 3044 WM - 2477 England - 2636 (14/15)	3033	3062	To Reduce	To Reduce	To Reduce	Lower is better
	Balance of care: The proportion of older people receiving community based services as a percentage of all older people receiving long term services	Quarterly	SN - 59.6% WM - 60.5% England - 61.5% (14/15)	59.2%	59.7%	To Increase	To Increase	To Increase	Higher is better
We will enable older people to live independently with more choice and control over their daily lives.	Proportion of people using social care who receive direct payments (ASCOF 1C(2a))	Quarterly	SN - 28.6% WM - 24.7% England - 26.3% (14/15)	22.6%	21.5%	To Increase	To Increase	To Increase	Higher is better

Promoting independence for people with disabilities

Vulnerable people are able to live independently and have choice and control over their lives.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will increase access to early intervention and prevention services to improve resilience and mental wellbeing of children and young people	Indicators from the Headstart programme will be used here to evidence progress against delivery of this outcome. These metrics are being developed with the university and the most appropriate ones will be selected for reporting here when that work is complete.								
We will maximise the independence of children and young people with a disability or a special educational need by ensuring they have a personalised Education, Health and Care Plan	Number of children who have a statement of educational need	Quarterly	Local Indicator	TBC	1055	To Reduce	To Reduce	To Reduce	Lower is better
	Number of children who have an Education, Health and Care Plan	Quarterly	Local Indicator	TBC	229	To Increase	To Increase	To Increase	Higher is better
	Proportion of EHC Plans issued within 20 weeks (inc exceptions)	Quarterly	SN - 40.2% WM - 50.7% England - 55.5% (14/15)	N/A	50%	To Increase	To Increase	To Increase	Higher is better
We will maximise access to post-16 education and employment opportunities for young people with disabilities and mental ill health through a transition pathway	See the **improving our critical skills and employability approach** objective - this will be measured as part of a suite of indicators which measure the number and proportion of young people who are not in education, employment or training								

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will support vulnerable adults to live more independently.	The number of Younger Adults who have been moved from residential or nursing care into supported living accommodation.	Quarterly	Local Indicator	TBC	TBC	TBC	To Increase	To Increase	Higher is better
	Permanent admissions of younger adults to residential and nursing care homes, per 100,000 population (ASCOF 2A(2))	Quarterly	SN - 15.0 WM - 12.4 England - 14.2 (14/15)	21.6	15.0	To Reduce	To Reduce	To Reduce	Lower is better
	Number of younger adults in permanent residential and nursing care per 100,000 population	Quarterly	SN - 127.0 WM - 137.0 England - 127.0 (14/15)	177.0	163.5	To Reduce	To Reduce	To Reduce	Lower is better
	Number of younger adults receiving long term community based services per 100,000 population	Quarterly	SN - 593 WM - 523 England - 613 (14/15)	520	528	To Reduce	To Reduce	To Reduce	Lower is better
	Balance of care: The proportion of younger adults receiving community based services as a percentage of all older people receiving long term services	Quarterly	SN - 82.4% WM - 79.2% England - 82.8% (14/15)	74.6%	76.3%	To Increase	To Increase	To Increase	Higher is better

Safeguarding people in vulnerable situations

Vulnerable people in the city will have the support and protection they need to improve their life chances and ensure they feel safe in their community.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will continue to identify and protect children at risk of harm	Proportion of referrals to social care that are repeat referrals	Quarterly	SN - 24.0% WM - 23.0% England - 24.0% (14/15)	21.2%	21.2%	To reduce	To reduce	To reduce	Lower is better
We will prioritise early identification and protection of young people at risk of child sexual exploitation	Proportion of children identified as been at risk of Child Exploitation (CSE) whose level of risk has reduced	Quarterly	Local Indicator	N/A	90% (TBC)	To Increase	To Increase	To Increase	Higher is better
We will enable vulnerable adults to feel safe within their community.	Proportion of people who use services who feel safe (ASCOF 4A)	Annual	SN - 69.2% WM - 69.5% England - 68.5% (14/15)	74.8%	71.7%	To Increase	To Increase	To Increase	Higher is better
	Proportion of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	Annual	SN - 85.5% WM - 86.1% England - 84.5% (14/15)	84.4%	85.5%	To Increase	To Increase	To Increase	Higher is better
	The proportion of adults at risk who have had their level of risk reduced following actions taken under safeguarding	Quarterly	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better

Strengthening families where children are at risk									
Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances.									
By 2019/2020:									
Outcome	**Measures**	**Frequency**	**Comparator Data**	**14/15 out-turn**	**15/16 out-turn**	**16/17 Target**	**17/18 Target**	**18/19 Target**	**Polarity**
We will ensure that children and families have swift and co-ordinated access to the right services at the right time	All of the indicators below provide evidence against the delivery of the outcomes that form this objective. There will be additional commentary and qualitative analysis included to describe the work that is being undertaken to transform children's services in the city and the outcomes that it is producing.								
We will achieve positive and sustained change by working with the whole family	Number of families who have been 'turned around' as part of the Troubled Families Programme	Quarterly	Local Indicator	N/A	Baseline Year	TBC	TBC	TBC	Higher is better
	Percentage of families with an improved score out the Outcome Star	Quarterly	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Higher is better

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will safely prevent family breakdown by supporting children and families.	Rate of children in need per 10,000 population (total including CiN, CP and LAC)	Quarterly	SN - 413.3 WM - 368.6 England - 337.3 (14/15)	488.6	382.5	To reduce	To reduce	To reduce	Lower is better
	Rate of children subject of a child protection plan per 10,000 population	Quarterly	SN - 56.4 WM - 45.9 England - 42.9 (14/15)	50.3	26.0	To reduce	To reduce	To reduce	Lower is better
	Rate of looked after children per 10,000 population	Quarterly	SN - 83.1 WM - 75.0 England - 60.0 (14/15)	135.0	112.3	TBC	TBC	TBC	Lower is better
	Percentage of children subject of a child protection plan for a second or subsequent time	Quarterly	SN - 12.9% WM - 17.3% England - 16.6% (14/15)	12.6%	12.6%	To reduce	To reduce	To reduce	Lower is better
	Rate of children becoming looked after per 10,000 population	Quarterly	SN - 39.1 England - 26.8 (14/15)	40.8	23.0	To reduce	To reduce	To reduce	Lower is better

Challenging and supporting schools to provide the best education

Raising expectations, securing swift school improvement and ensuring there are sufficient school places and resources to support children's learning are essential to providing the best education for our young people.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will encourage a strong local school-to-school support network that drives up standards and attainment	Percentage of schools judged, by Ofsted, to be 'good' or 'outstanding'	Quarterly	WM - 81% England - 84% (August 15)	77% (August 15)	August 16 will be updated when available	To Increase	To Increase	To Increase	Higher is better
	Percentage of pupils at end of key stage 2 achieving Age Related Expectations in combined reading, writing and maths	Annual	West Mids Mets / Statistical Neighbours / National	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
	Percentage of schools achieving the national levels for Attainment 8 and Progress 8	Annual	West Mids Mets / Statistical Neighbours / National	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
We will have a robust, targeted and proportionate programme to challenge and support schools across the city	The approach to delivering this outcome is outlined in the school improvement strategy. There are no specific qualitative measures for this outcome, however, a report which updates against progress is produced on a half termly basis.								
We will ensure every resident who wants a school place in the City of Wolverhampton for their child is offered one and that the majority receive their preferred choice	Percentage of families receiving one of their preferred schools	Annual	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Higher is better
	Number and percentage of late applications for school places	Annual	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Lower is better
We will ensure that pupils in need of support receive the maximum benefit from additional government funding in our maintained schools	Percentage of maintained primary and special schools with uncommitted balances greater than 8% of budget share	Annual	Local Indicator	TBC	TBC	To Reduce	To Reduce	To Reduce	Lower is better
	Percentage of maintained secondary schools with uncommitted balances greater than 5% of budget share.	Annual	Local Indicator	TBC	TBC	To Reduce	To Reduce	To Reduce	Lower is better

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will be sustaining the delivery of excellent education, training and employment outcomes for our young people through strong professional relationships	See the **improving our critical skills and employability approach** objective - this will be measured as part of a suite of indicators which measure the number and proportion of young people who are not in education, employment or training								
We will ensure that vulnerable children and young people receive suitable education in local schools or effective alternative provision.	Total school absence	Annual	SN - 4.9% WM - 4.6% England - 4.6%	4.7%		To Reduce	To Reduce	To Reduce	Lower is better
	Persistant Absence	Annual	SN - 4.2% WM - 3.7% England - 3.7%	3.6%		To Reduce	To Reduce	To Reduce	Lower is better
	Percentage of permanently excluded pupils in alternative provision by the 6th day (target 100%)	Quarterly	Local Indicator	72%	81% (Provisional)	100%	100%	100%	Higher is better
	Average number of days taken to arrange provision (target < 6 days)	Quarterly	Local Indicator	8	5 (Provisional)	< 6 days	< 6 days	< 6 days	Lower is better
	The number of children living in the city found to be missing education	Quarterly	Local Indicator	10	4 (Provisional)	To Reduce	To Reduce	To Reduce	Lower is better

Enabling communities to support themselves									
Supporting communities to develop local support will build resilience in the city.									
By 2019/2020:									
Outcome	**Measures**	**Frequency**	**Comparator Data**	**14/15 out-turn**	**15/16 out-turn**	**16/17 Target**	**17/18 Target**	**18/19 Target**	**Polarity**
We will maximise income and independence by ensuring people have access to information and advice	The amount of benefits gains identified	Quarterly	Local Indicator	TBC	TBC	TBC	To Increase	To Increase	Higher is Better
We will ensure people can easily find local support, preventative and universal services in their local communities	Proportion of people who use services and carers who find it easy to find information about services (ASCOF 3D)	Annual	SN - 74.9% WM - 73.6% England - 74.5% (14/15)	79.1%	75.0%	To Increase	To Increase	To Increase	Higher is Better
	Number of hits on the Wolverhampton Information Network (WIN)	Quarterly	Local Indicator	N/A	252227	To Increase	To Increase	To Increase	Higher is Better
We will encourage people and communities to play an active part in delivering the best services possible for our city.	No specific indicators have been identified - progress against delivery of this outcome will be updated via qualitative commentary								

Keeping the city safe

A safe city creates a stable economic climate and a vibrant night-time economy which in turn improves the experience of residents, workers and visitors.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will improve outcomes for families affected by domestic violence by ensuring earlier access to information, advice and support services	Number of families screened using the Barnardos screening tools and the proportion being referred to early help	Quarterly	Local Indicator	TBC	TBC	To increase	To Increase	To Increase	Higher is better
	The proportion of families screened using the Barnardos screening tool that are referred to Early Help	Quarterly	Local Indicator	TBC	TBC	To increase	To Increase	To Increase	Higher is better
	Number of DV cases assessed as being at high risk of serious harm and homicide (through Multi-agency Risk Assessment Conference - MARAC)	Quarterly	Local Indicator	598	620	To increase	To Increase	To Increase	Higher is better
	Proportion of DV cases assessed as being at high risk of serious harm and homicide (through Multi-agency Risk Assessment Conference - MARAC) that are repeat cases	Quarterly	Local Indicator	38%	35%	To reduce	To reduce	To reduce	Lower is better

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
	Number of hate crimes reported	Quarterly	Local Indicator	312	330	To increse	To Increse	To Increase	Higher is better
We will increase community cohesion through active citizenship	There are a range of schemes and measures which are in place to increase community cohesion including: • PACT meetings - open meetings available to all residents. • Active citizens – a police lead initiative which encourages local engagement with a funding available for local residents to bid into for funding to make small improvements in their area. Increasing local confidence, engagement and pride in their area. • Community reference group – local community members coming together to provide advice and local information and intelligence around youth violence and gang issues in their communities. • Critical incident call out mediation – Local community members have been trained to deliver mediation within their communities, dealing with issues applying local knowledge • Upstanding Neighbourhoods- delivering specific training to local community leaders, giving them the skills to challenge extremist behaviours and views within their own communities. A qualitative update will be provided each quarter about these schemes in order to provide evidence of progress of delivery against these measures								
We will give victims of youth crime a greater voice in the justice system.	Percentage of identified victims who had a voice in the type of restorative process	Quarterly	Local Indicator	TBC	TBC	To increse	To Increse	To Increase	Higher is better

Future Customer

High quality customer services provide easily accessible services and information promptly, in a way that reflects customers' choices, needs and circumstances.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will deliver responsive, joined-up and inclusive services that put the user at the heart of all that we do	Percentage of completed website transactions	Quarterly	Local Indicator	N/A	65.12%	TBC	To Increase	To Increase	Higher is better
We will provide first-time resolution across more service areas and timely updates to customers when enquiries require further investigation	Percentage of customer satisfied with the service provided	Quarterly	Local Indicator	TBC	88.78%	70%	To Increase	To Increase	Higher is better
	Percentage of residents who think the City of Wolverhampton Council keeps them informed about the services it provides	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
We will have the right skills and abilities to deliver effective, customer focused services	Percentage resolved at first point of contact	Quarterly	Local Indicator	45.7%	87.4%	70%	To Increase	To Increase	Higher is better
We will use real-time, operational information to proactively improve service delivery	Percentage of calls to Customer Services which were answered within 80 seconds	Quarterly	Local Indicator	62.7%	58.0%	55%	To Increase	To Increase	Higher is better

Future People									
Creating a skilled, flexible workforce, increasing employee engagement and developing a can-do culture.									
By 2019/2020:									
Outcome	**Measures**	**Frequency**	**Comparator Data**	**14/15 out-turn**	**15/16 out-turn**	**16/17 Target**	**17/18 Target**	**18/19 Target**	**Polarity**
We will have an even safer, legally compliant working environment for employees	No specific measures have been identified for this outcome. A qualitative update will be provided to demonstrate progress against the delivery of this outcome								
We will enhance performance, productivity and efficiency by providing support to employees to ensure their health and wellbeing	Number of working days lost per Full Time Equivalent (FTE) to sickness absence: a) Total b) Short Term c) Long Term	Quarterly	Local Indicator	TBC	TBC	To Reduce	To Reduce	To Reduce	Lower is better
We will have a leadership development plan and workforce strategy to help the organisation deliver the Corporate Plan	Percentage of employees who think the City of Wolverhampton Council keeps them informed about plans and developments	Annual	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
	A qualitative update will be provided about the progress and delivery of the Council's leadership programme which outlines the number of people taking part and it's successes to provide evidence of progress against this outcome								
We will maximise the capability of the workforce to deliver the council's priority outcomes by ensuring that it is flexible, engaged and agile	Percentage of eligible workforce who have a current appraisal	Quarterly	Local Indicator	73.4%	71.0%	100%	100%	100%	Higher is better
We will develop and maintain a more diverse and inclusive workforce.	An equality and diveristy dashboard for the Council workforce will be produced in order to evidence progress against this outcome which will demonstrate the current position of equality and diversity within the Council. This will be supported by a qualitative update of progress against the Council's equality and diversity action plan								

Future Performance

Information, data and intelligence provide insight to make evidence-based decisions which drive service improvement

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will have a corporate plan that demonstrates how our strategic objectives will be delivered and monitors progress against delivery	There are no specific measures identified for this objective and related outcomes. A qualitative update will be provided which covers the work which is being done to evidence progress against these outcomes. This will include: •Finalisation and roll-out of the Insight and Performance Strategy •The progress and implementation of the Outcomes Based Planning approach •Development and roll-out of QlikView applications •Development and delivery of training to increase and improve the analytical capability of the organisation •Progress of the developments and implementation of Master Data Management								
We will drive service improvement through a consistent and robust approach to performance management									
We will provide accurate and good quality information in an appropriate, accessible and timely manner									
We will ensure that data is accurate and managed consistently across the council.									

Future Works

Becoming a national leader in digital services which better serve the customer and organisation.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will provide innovative and robust ICT solutions to support performance and transformational improvement	Percentage take-up of Digital Transactions	Quarterly	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better
We will have digital services that are accessible to everyone all of the time	Appropriate indicator still to be identified	Quarterly	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better
We will ensure workspaces are digitally enabled	Appropriate indicator still to be identified	Quarterly	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better
We will provide value for money through investment decisions in ICT and digital services	Appropriate indicator still to be identified	Quarterley	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better
We will have a responsive, agile and customer-centric ICT service to enable and support better outcomes.	Appropriate indicator still to be identified	Quarterley	Local Indicator	N/A	TBC	To Increase	To Increase	To Increase	Higher is better

Future Practice

A confident, capable council needs policies and procedures that reflect industry best practice, meet statutory obligations and are efficient.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will store and manage all records securely, in accordance with national legislation	Percentage of employees who have completed mandatory training modules within the last two years : Protecting Information	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
	Percentage of employees who have completed mandatory training modules within the last two years : Freedom of Information	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
	Percentage of employees who have completed mandatory training modules within the last two years : Data Protection	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
We will have well-established and effectively managed standard operating procedures for corporate processes	Percentage of Freedom of Information (FOI) requests responded to within the statutory timeframe	Quarterley	Local Indicator	94.9%	100%	100%	100%	100%	Higher is better
	Percentage of Subject Access requests responded to within the statutory timeframe	Quarterley	Local Indicator	82.5%	99.8%	98%	98%	98%	Higher is better
	To support and evidence progress against this measure, a qualitative update around the implementation and availability of Standard Operating Procedures (SOPs) will be provided								

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will be a strong and trusted brand through effective use of a vibrant visual identity and excellent key stakeholder engagement	Income from the council's traded services: WV Active	Quarterley	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Higher is better
	Income from the council's traded services: Cultural ticketed venues	Quarterley	Local Indicator	TBC	TBC	To Increase	To Increase	To Increase	Higher is better
We will manage key business risks effectively by being fully compliant with policy, governance and constitutional requirements	Number of complaints to an Ombudsman classified as maladministration (BV5)	Quarterley	West Mids Mets / National	5	6	To Reduce	To Reduce	To Reduce	Lower is better
	Percentage of complaints upheld - corporate (Stage 1)	Quarterley	Local Indicator	12%	8%	10%	To Reduce	To Reduce	Lower is better
	Percentage of complaints upheld - social care (Stage 1)	Quarterley	Local Indicator	N/A	23%	21%	To Reduce	To Reduce	Lower is better
We will make it simple for organisations to find and tender for opportunities by ensuring a co-ordinated approach with other public sector partners in the city and across the Black Country	To support and evidence progress against this measure, a qualitative update around the around the ease of identifying tender opportunities for CWC procurement will be provided								
We will have a strong procurement function to effectively manage and maximise the impact of the council's third party spend.	Percentage of spend with suppliers whose address includes a WV postcode	Quarterley	Local Indicator	N/A	36%	36.08%	To Increase	To Increase	Higher is better
	No. of people who benefired from social value opportunities created throughout council procuremnts: Skills and apprenticeships	Quarterley	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
	No. of people who benefired from social value opportunities created throughout council procuremnts: LAC and Care Leavers	Quarterley	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better

Future Money										
Making the most efficient use of our financial resources, including delivery of the medium term financial strategy										
By 2019/2020:										
Outcome	**Measures**	**Frequency**	**Comparator Data**	**14/15 out-turn**	**15/16 out-turn**	**16/17 Target**	**17/18 Target**	**18/19 Target**	**Polarity**	
We will have an annual, balanced budget and outturn and have delivered a sustainable, medium-term financial strategy	There are no specific measures identified for this objective and related outcomes. A qualitative update will be provided which covers the work which is being done to evidence progress against these outcomes. This will include: •An update about whether efficiency & income targets being achieved •An updated relating to the clean bill of health statement and the council's value for money achievements •An update against the projected C3 savings, benefits and milestones and fit-for-purpose outcome based business plans									
We will have achieved a financial "clean bill of health"										
We will maximise efficiency and income generation opportunities.										

Future Space

Repairing, rationalising and modernising our buildings to be more efficient and improve services to our customers.

By 2019/2020:

Outcome	Measures	Frequency	Comparator Data	14/15 out-turn	15/16 out-turn	16/17 Target	17/18 Target	18/19 Target	Polarity
We will deliver a cost-effective asset management portfolio by rationalising property estate	Area of Office Accommodation per Full Time Equivalent	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Reduce	To Reduce	Lower is better
	Cost per square metre of our operational property portfolio	Quarterly	Local Indicator	N/A	£48.00	To Reduce	To Reduce	To Reduce	Lower is better
We will establish an income stream from property assets	Appropriate indicator still to be identified	Quarterly	Local Indicator	N/A	TBC	TBC	To Increase	To Increase	Higher is better
We will operate within a modern, flexible and fit-for-purpose work-place	Percentage of gross internal floor-space in condition category A	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
We will have improved energy efficiency in our buildings	£value saving per annum as a result of the energy efficiency works in our buildings	Quarterly	Local Indicator	N/A	N/A	Corporate £255,300 Schools £133,100 Housing £3,129,795	To Increase	To Increase	Higher is better
	Percentage of buildings that have a efficient energy rating (A,B or C)	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Increase	To Increase	Higher is better
We will reduce risk and maintenance costs through effective facilities management	Reduction in repairs and maintenance liability	Quarterly	Local Indicator	N/A	N/A	Baseline Year	To Reduce	To Reduce	Lower is better
We will ensure maintenance and construction-related programmes are customer-focused and cost-effective	A qualitative update will be provided about the progress and delivery of the Council's maintenance and construction related programmes and their cost-effectiveness in order to provide evidence of progress against this outcome								