Building Even Stronger Communities	
Outcome	**Measures**
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:	
We will have fewer smokers in the city	•**Percentage of mothers smoking at the time of delivery**
	•**No. of people that smoke through lifestyle survey and monitoring of contracts RE: quit rates – annual**
We will have more families supported to reduce obesity	•**Percentage of individuals achieving targeted goals through weight management and physical activity programmes**
	•**Activity in sport centres?**
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**
We will help more people to live healthier lives through access to preventative health advice	*There is no specific measure for this outcome. An update on progress against this outcome will be presented as a qualitative commentary each quarter*
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:	
We will be a welcoming place for older people with information and advice locally available	•**ASCOF 3D: Proportion of people who use services who find it easy to find information about services** - *Annual national indicator from the adult social care user survey. This relates to all ages, however, could be broken down to show results for older people separately*

Building Even Stronger Communities	
Outcome	**Measures**
We will enable people to be supported at home through integrated health and social care	**•ASCOF 2B(1) 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) -** *Annual national indicator that only measures people who were discharged from hospital and received reablement between October and December. There is potential to measure this in year.*
	•ASCOF 2D - 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 - *national all age indicator which measures the immediate outcome following reablement services. Does not demonstrate medium or long term effectiveness of reablement.*
	•Percentage of Older People who have received reablement services who remain in their own home six months after discharge from those services - *local indicator that was previously measured in the Corporate Plan for 15/16 - this can be updated 'in year' and demonstrates the medium term effectiveness of reablement. However, there is no comparator data.*
	•ASCOF 2A(2) - Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - *National indicator and key BCF measure which shows the number of people admitted to residential or nursing care during the year. Without corresponding community based services does not demonstrate that more people are living at home, just that fewer are being admitted to residential and nursing care.*
	•Number of older people in permanent residential and nursing care per 100,000 population **•Number of older people receiving long term community based services per 100,000 population** **•Balance of care: The proportion of older people in permanent care vs the proportion of people receiving long term community based services.** *Three part indicator based on national data which demonstrates the 'balance of care'. This will show that more people are being helped to live in the community rather than in permanent residential or nursing care.*

Building Even Stronger Communities

Outcome	Measures
We will enable older people are able to live independently with more choice and control over their daily lives.	•**ASCOF 1C(1a) - Proportion of people using social care who receive self-directed support** •**ASCOF 1C(2a) - Proportion of people using social care who receive direct payments** *National indicator which looks at the proportion of people who in receipt of long term services who are receiving personal budgets / direct payments as at 31st March, but this can be measured in year.* *This currently measures all ages, but could be split from national data to show Older People only.*

Promoting independence for people with disabilities and mental ill-health
Vulnerable people are able to live independently and have choice and control over their lives.
By 2019/2020:

Outcome	Measures
We will increase access to early intervention and prevention services to improve resilience and mental wellbeing of children and young people	***Headstart indicator to be identified. This will most likely be an indicator which is required to be reported as part of the successful lottery bid***
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 with an EHC Plan** •**Number of children with statement of educational need** *These two indicators together will demonstrate that children with special educational needs and disabilities are having their needs assessed as part of a personalised education, health and care plan. It will also demonstrate that children who currently have a statement are being reviewed to check eligibility for an EHCP in line with government and local targets.*
We will maximise access to post-16 education and employment opportunities for young people with disabilities and mental ill health through a transition pathway	*The proportion of young people with disabilities and mental ill health who are in education, employment or training will be measured as part of a wider suite of EET indicators under the Forging a Stronger Economy outcomes*

Building Even Stronger Communities

Outcome	Measures
We will support vulnerable adults to live more independently.	•**ASCOF 2A(1) - Permanent admissions of younger adults (aged 18-64) to residential and nursing care homes, per 100,000 population -** *National indicator which shows the number of people admitted to residential or nursing care during the year. Without corresponding community based services does not demonstrate that more people are living at home, just that fewer are being admitted to residential and nursing care.*
	•**Number of younger adults in permanent residential and nursing care per 100,000 population** •**Number of younger adults receiving long term community based services per 100,000 population** •**Balance of care: The proportion of younger adults in permanent care vs the proportion of people receiving long term community based services.** *Three part indicator based on national data which demonstrates the 'balance of care'. This will show that more people are being helped to live in the community rather than in permanent residential or nursing care.*

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
By 2019/2020:

Outcome	Measures
We will continue to identify and protect children at risk of harm	*Work is being undertaken with staff in the MASH to identify suitable indicators*
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 -** *this indicator was reported in 15/16 and remains a good indicator.*
We will enable vulnerable adults to feel safe within their community.	•**ASCOF 4A - Proportion of people who use services who feel safe** •**ASCOF 4B - Proportion of people who use services who say that those services have made them feel safe and secure -** *These are national annual indicators calculated from the adult user survey. The first indicator is a general measure of safety that vulnerable people feel within their communities. The second measures whether the services that they receive increase their sense of safety*

Building Even Stronger Communities	
Outcome	**Measures**
	•**The proportion of adults at risk who have had their level of risk reduced following actions taken under safeguarding -** *this is the adult version of the CSE indicator and is measured using outcomes recorded in the safeguarding forms*
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:	
We will ensure that children and families have swift and co-ordinated access to the right services at the right time	*All of the measures below provide evidence for this outcome. 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**
	•**Percentage of families with an improved score out the Outcome Star**
	•**The proportion care leavers who are in education, employment or training** •**The proportion YOT who are in education, employment or training** *both of these indicators will be measured as part of a wider suite of EET indicators under the Forging a Stronger Economy outcomes*
We will safely prevent family breakdown by supporting children and families.	•**Percentage of children subject of a child protection plan for a second or subsequent time** - *this is a national, benchmarkable indicator which demonstrates that interventions are effective first time*
	•**Rate of children becoming looked after** - *this is a national, benchmarkable indicator which, if reducing, demonstrates that interventions are happening early enough*

Building Even Stronger Communities

Outcome	Measures
	• **Rate of children receiving social care services per 10,000 population** 　　　　• **LAC** 　　　　• **CP** 　　　　• **CiN** 　　　　• **Early Help** *This indicator will show the number of children known to social care. If the outcome is being successfully achieved, there should be a move towards fewer children being known to services and a smaller proportion being Looked After or receiving statutory services*

Enabling Communities to Support Themselves
Supporting communities to develop local support will build resilience in the city.
By 2019/2020:

Outcome	Measures
We will maximise income and independence by ensuring people have access to information and advice	• **The amount of benefits gains identified -** *this indicator measures the amount of Benefit Gains that the Welfare Rights Service has helped people to identify that they are eligible for and claim.*
We will ensure people can easily find local support, preventative and universal services in their local communities	• **ASCOF 3D: Proportion of people who use services and carers who find it easy to find information about services** - *Annual national indicator from the adult social care user survey. The result for the older people part of this indicator will be reported to evidence the outcome: "We will be a welcoming place for older people with information and advice locally available"*
	• **Number of hits on the Wolverhampton Information Network (WIN)** - *this will demonstrate that the WIN is being used by people to find information about community and universal services that are available in their area.*
We will encourage people and communities to play an active part in delivering the best services possible for our city	*Work is on-going to identify whether there are any suitable volunteering measures that could be used to evidence this outcome.*

Building Even Stronger Communities

Outcome	Measures
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:	
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** - *the feasibility and appropriateness of this indicator needs to be confirmed.*
	• **Number of DV cases assessed as being at high risk of serious harm and homicide (through Multi-agency Risk Assessment Conference)** - *the feasibility and appropriateness of this indicator needs to be confirmed.*
We will increase community cohesion through active citizenship	*There is a community tension measurement system in place within the City and work is being undertaken to identify a suitable measure arising form the system.*
We will give victims of youth crime a greater voice in the justice system.	• **% of identified victims who had a voice in the type of restorative process**
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:	
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'** • **Percentage of pupils at end of key stage 2 achieving Age Related Expectations in combined reading, writing and maths** - *This is a new indicator for 2016/17 following changes made to the national curriculum* • **Percentage of schools achieving the national levels for Attainment 8 and Progress 8** - *This is a new indicator for 2016/17 following changes made to the national curriculum*
Have a robust, targeted and proportionate programme to challenge and support schools across the city	*No specific qualitative measure has been identified for this outcome. An update on progress against this outcome will be presented as a qualitative commentary each quarter*

Building Even Stronger Communities	
Outcome	**Measures**
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** **• Number and percentage of late applications for school places**
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** **• Percentage of maintained secondary schools with uncommitted balances greater than 5% of budget share.**
Be sustaining the delivery of excellent education, training and employment outcomes for our young people through strong professional relationships	*Indicators relating to the proportion of young people who are in education, employment or training will be measured as part of a wider suite of EET indicators under the Forging a Stronger Economy outcome.* *An update on progress against this outcome will be presented as a qualitative commentary each quarter*
Ensure that vulnerable children and young people receive suitable education in local schools or effective alternative provision.	*There are a number of indicators relating to this outcome which are currently reported locally. Work is on-going with managers to identify the most suitable ones for inclusion in the quarterly performance reports for the Corporate Plan.*

Draft 0.1 June 2016

A Stronger Economy

Outcome	Measures
Keeping the City Clean Improving our streets and green spaces will create pride in our city and improve the quality of our local environment. By 2019/2020:	
We will have welcoming neighbourhoods and an attractive city centre by making them cleaner and greener	•**Percentage of customers satisfied with street cleaning -** *this is an annual measure*
	•**Number of calls or customer contact related to street cleaning**
We will encourage community engagement and pride in neighbourhood cleanliness	*There is no robust data currently available to use to produce a quantitative measure for this outcome. The update against this outcome will therefore be a narrative update focussing on individual council-led projects and the number of people involved in those projects. It may be possible to develop measures in the future as the volunteering service develops.*
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) -** *This is a national/benchmarkable indicator*
We will have good and improving air quality in the city	*There is no robust data currently available to produce an indicator that would be meaningful to the public. The update against this outcome will therefore be qualitative, focussing on specific individual council initiatives which are helping to improve the city's air quality. However, in future years quantitative measures may be possible.*
Keeping the City Moving Our transportation networks are major assets, which need to be properly maintained and developed to allow the safe and efficient movement of people and goods. By 2019/2020:	
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 -** *this measure will be supported by qualitative commentary on how the money being spent is supporting the effective and integrated network*

A Stronger Economy	
Outcome	**Measures**
We will have a well maintained highway network boosted by an integrated approach to traffic management across the city and wider Black Country region	•**Percentage of carriageway defects reported on classified roads -** *Other measures will also support this indicator (e.g. Urgent defects to the network addressed within 24 hours, CAT1 A and CAT1B defects), but these will be monitored at a local level and not appropriate for inclusion in the Corporate Plan.* *Measures which look at the timeliness in which road defects are addressed are also being considered for inclusion*
We will reduce the city's dependency on cars by providing improved facilities for alternative modes of transport	•**Total length of cycle network** - *In order to ensure that other modes of alternative transport are accounted for to provide evidence against this outcome, measures relating to public transport information (i.e. patronage, frequency of service etc.) to demonstrate improved facilities are being explored.*

Improving the City Housing Offer Improving the quality and supply of housing is crucial to support current and future residents who will have a fundamental role to play in the city's future. By 2019/2020:	
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)**
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'**
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**
	•**Proportion of private landlords in the city that are highly rated (e.g. rated 4 or 5 star) -** *this indicator will not be available for measurement until 2017/18*
	•**Proportion of landlords/properties that have improved on their star rating (annual) -** *this indicator will not be available for measurement until 2017/18*

A Stronger Economy

Outcome	Measures
We will reduce the risk of becoming homeless by supporting vulnerable people with advice and guidance	•**Number of homelessness applications**
	•**Number of interventions that lead to prevention and relief of homelessness**
We will increase the availability of homes within the city by bringing empty properties back into use quickly	•**Vacant dwellings returned to occupation or demolished (BV64)**

Developing a Vibrant City
The council and its partners are developing a distinctive offer to attract investment, developers, new occupiers and visitors into the city.
By 2019/2020:

Outcome	Measures
We will transform gateways to the city to improve first impressions	•**M squared of route way improved in the key gateway areas**
	•**£ of investment in gateway areas**
We will have a leisure, retail, visitor and cultural experience to be proud of	•**£ invested in leisure, retail and visitor offers in the City -** *this measure will breakdown spend between the City Centre area and the rest of the City*
	•**£ of investment in gateway areas**
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	*Work is on-going to identify measures which demonstrate progress against this outcome*

A Stronger Economy

Outcome	Measures
Supporting businesses, encouraging enterprise and new business Attracting new companies, supporting existing businesses to grow and encouraging new forms of entrepreneurship and support growth sectors to innovate. By 2019/2020:	
We will be well positioned within the UK and overseas as a "location of choice" for trade, conferencing and inward investment	*The measures that are being developed to demonstrate this outcome include:* •**Number of participants in the City's Conference Programme** •**Number of businesses receiving support to relocate to the city and the percentage in priority areas** •**Number of unique visitors to the INVEST website**
We will support local businesses and entrepreneurs to grow, prosper and innovate	*The measures that are being developed to demonstrate this outcome include:* •**Number of start-ups supported** •**Number of SME supported** •**£value levered for business and enterprise support in the city** •**% of businesses surviving after the first 5 years**
We will strengthen local supply chains and job opportunities	*The measures that are being developed to demonstrate this outcome include:* •**Number of jobs created** •**Proportion of jobs that have gone to people who live in the city** •**No of WV postcode businesses awarded contracts (value and volume)**

A Stronger Economy

Outcome	Measures
Improving our approach to critical skills and employability We want to see a positive change in the numbers of people who are economically active and in well paid employment. This means developing and delivering a joined-up skills and employment service with our partners. By 2019/2020:	

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	A range of indicators are being developed to demonstrate progress against this outcome. These include:
	
	•**Number of residents supported through mentoring, training or into work**
	•**The proportion that are from deprived areas**
	
	•**Percentage of young people that are in education, training or employment**
	  including breakdown of: YOT
	                          Care Leavers
	                          SEND
	
	•**Number of residents supported through education, training, employment or enterprise pathways**

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**
We will encourage more local businesses to participate in skills, education, employment and corporate social responsibility programmes	*Work is on-going to identify measures which demonstrate progress against these outcomes*
We will be a dynamic regional centre for learning, training, creativity and innovation	
We will increase the number of people with digital and financial skills	

Delivering a Confident, Capable Council

Outcome	Measures
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:	
We will deliver responsive, joined-up and inclusive services that put the user at the heart all that we do	•**Percentage of completed website transactions**
We will provide first-time resolution across more service areas and timely updates to customers when enquiries require further investigation	•**Percentage of customers satisfied with the customer service they received from the council**
We will have the right skills and abilities to deliver effective, customer-focused services	•**Percentage of call to Customer Services resolved at first contact**
	•**Percentage of residents who think the City of Wolverhampton Council keeps them informed about the services it provides**
We will use real-time, operational information to proactively improve service delivery	*No specific measures have yet been identified for this outcome. An update on progress against this outcome will be presented as a qualitative commentary each quarter*
Future Practice A confident, capable council needs policies and procedures that reflect industry best practice, meet statutory obligations and are efficient By 2019/2020:	
We will store and manage all records securely, in accordance with national legislation	•**Reportable Data breaches -** *work is being done to ensure that this is the most relevant measure for evidencing this outcome. A measure around the proportion of employees that have undertaken the relevant training may also be useful.*
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**
	•**Percentage of Subject Access requests responded to within the statutory timeframe**
We will be a strong and trusted brand through effective use of a vibrant visual identity and excellent key stakeholder engagement	*A quarterly survey is being developed which may provide suitable measures to evidence this outcome*

Delivering a Confident, Capable Council

Outcome	Measures
We will manage key business risks effectively by being fully compliant with policy, governance and constitutional requirements	*Work is on-going to identify suitable measures in order to evidence this outcome*
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	*No measures have been suggested for this. However the development of measures based on www.finditinwolverhampton.co.uk – e.g. number of listings (or new listings) may be relevant.*
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**

Future Performance
Information, data and intelligence provide insight to make evidence-based decisions which drive service improvement.
By 2019/2020:

Outcome	Measures
We will have a Corporate Plan that demonstrates how our strategic objectives will be delivered and monitors progress against delivery	*The publication of the Corporate plan, development and maintenance of the Corporate Performance Report will provide the evidence for the achievement of this outcome.*
We will drive service improvement through a consistent and robust approach to performance management	*There are no quantitative measures that will demonstrate these outcomes, however, a qualitative update will be provided on the roll-out and implementation of the Corporate Business Intelligence Strategy.*
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
We will provide innovative and robust ICT solutions to support performance and transformational improvement	•**Percentage take-up of Digital Transactions**

Delivering a Confident, Capable Council	
Outcome	**Measures**
We will have digital services that are accessible to everyone all of the time	*Work is on-going to identify suitable measures in order to evidence this outcome. A qualitative commentary based update will also be provided to demonstrate progress against the Council's Digital Transformation Strategy*
We will ensure workspaces are digitally enabled	
We will provide value for money through investment decisions in ICT and digital services	
We will have a responsive, agile and customer-centric ICT service to enable and support better outcomes	
Future Money Making the most efficient use of our financial resources, including delivery of the medium term financial strategy By 2019/2020:	
We will have an annual, balanced budget and outturn and have delivered a sustainable, medium-term financial strategy	•**Percentage of Efficiency & Income targets achieved**
We will have achieved a financial "clean bill of health"	•**Auditors give a clean bill of health for statement of accounts and VFM -** *this is more of an output that a measure - further work will be done to explore additional or alternative indicators*
We will maximise efficiency and income generation opportunities.	•**Quarterly achievement of C3 projected savings, benefits and milestones** **Production of fit for purpose outcome based plans for all services. -** *this is more of an output that a measure - further work will be done to explore additional or alternative indicators*
Future People Creating a skilled, flexible workforce, increasing employee engagement and developing a can-do culture By 2019/2020:	
We will have an even safer, legally compliant working environment for employees	*Work is on-going to identify suitable measures in order to evidence this outcome. A qualitative commentary based update will also be provided to demonstrate progress against the Council's Organisational Development Strategy*
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**

Delivering a Confident, Capable Council

Outcome	Measures
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**
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 -** *this measure may need to be refined based on the new appraisal process and methodology*
We will develop and maintain a more diverse and inclusive workforce	•**Top 5% of earners: Ethnic Minorities (BVPI 11b)**

Future Space
Repairing, rationalising and modernising our buildings to be more efficient and improve services to our customers.
By 2019/2020:

Outcome	Measures
We will deliver a cost-effective asset management portfolio by rationalising property estate	•**Area of Office Accommodation per Full Time Equivalent** •**Operational Cost per Square Metre of Office Accommodation**
We will establish an income stream from property assets	
We will operate within a modern, flexible and fit-for-purpose work-place	*Work is ongoing to identify suitable measures in order to evidence these outcomes. A qualitative commentary based update will also be provided to demonstrate progress against the Council's Future Space programme*
We will have improved energy efficiency in our buildings	
We will reduce risk and maintenance costs through effective facilities management	
We will ensure maintenance and construction-related programmes are customer-focused and cost-effective	

Draft 0.1 June 2016