

Appendix 1: Directorate Performance Reports Q2 2016 – 2017 (July 2016 – September 2016)

Children's Services Q2 (July 2016 – September 2016)

Children's Services : Quarterly progress report (1)

Function : Early Help and System Transformation (including Troubled Families)

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Commissioning and outcomes framework in place and delivered		In Progress	On track for completion			Work well advanced and to be complete for end of 2016/17: new detailed performance framework agreed for both health visiting and early help services; clear commissioning responsibilities established
Increase in Single Assessment Frameworks	618 SAFs in 2015/16	207	135 (28 x SAF assessments and 107 x SAF reviews)	Declining	Not expected to achieve 2015/16 level	We are concerned about the drop in SAFs. DCS has written to all partners and new monitoring and performance reporting is now in place to ensure services allocate support. This is being kept under close review.
Number of trained family key workers	15	15	30.1	n/a	n/a	Q1 position reflected only Barnardo's Project Workers. Q2 includes FNP Nurses, Children's Centres' Early Intervention Project Workers and MABS staff working with parents/carers.
Number of families receiving targeted Early Help	n/a	Data in Development as part of Early Help performance framework				
% of ongoing social care cases with previous targeted Early Help Support	20%	Six monthly data				
At least 973 families attached to the Troubled Families programme by 31/03/17	387 families (March 16)	434 families (June 16)	478 families (Sept 16)	Steady	A	Target number of attachments remains achievable, although this is dependent on increasing the rate of attachment. Progress has been made (in the first five weeks of Q3, families have been attached at the rate of 7.2 a week compared to 3.3 in Q2), but further improvement is required - over the 21 weeks to 31 March 2017, we will need to attach families at the rate of 21.8 per week. This links to the indicator on numbers of SAFs above.
At least 309 Troubled Families PbR claims in total to have been made by 31/3/17	15 PbR claims made (March 16)	No PbR claims made in Q1	15 PbR claims made (Aug 16)	Steady	R	Work is in progress to maximise the number of claims we make in 2016/17, but it is now highly unlikely that we will reach the target. A strategy is in place to ensure that we meet our target number of attachments and maximise our PbR claims.

Culture and City Development : Quarterly progress report (2)

Function : Children's Social Care – assessment and intervention

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Audit activity confirms compliance with MASH "front door" arrangement	Limited assurance	Reasonable assurance	No new measurement	Continued audit activity in MASH confirmed measured decision making against threshold criteria.		
Audit activity confirms that views of/feedback from service users are informing shape of service delivery	90%	90%	No new measurement			
Statutory tasks completed in timely way and to high quality eg.						
Initial child protection conferences convened in 15 day timescale	62%	51%	88%	Improving	Sustained improvement	Administrative processes are now in place to improve timeliness of ICPC. It is expected that improvement will be sustained
Case in the Public Law Outline and court proceedings are progressed in a timely way, measures through % court cases progressed within 26 week timescale	47%	67%	44%			This is an internal measure that needs to be compared with the data collated by the Court. There is generally an improvement in the figures reported by colleagues from CAFCASS and the Court

Children's Services : Quarterly progress report (3)

Function : Children's Social Care – Youth Offending Team

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Transformation of YOT – reducing caseloads	77	80	73	Within range and reducing	Remaining within range	Caseload fluctuates between 65 and 80
Transformation of YOT – reducing costs	£749,757 annual outturn	£636,800 projected annual outturn	£618,600 Projected annual outturn	Reducing	Reduced	
Address first-time entrants to youth justice system (number of first time entrants in the quarter)	13	16	17	Rising	Tbc on investigation	Work is underway to investigate rise – albeit that numbers are still relatively small.
Reduce reoffending (data from Youth Justice Board – historical periods)	46% (April 13 –March 14)	47.2% (Jul 13- Jun 14)	45.5% (Oct 13 – Sep 14)			Re-offending rate is reducing very slightly, but small cohort and older data
Reduce use of custody	1	1	2			Custody rate has increased but numbers still very small.

Children's Services : Quarterly progress report (4)

Function : Looked after children and care leavers

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Increase number of in-house foster carers	178	190	181	Within range	Within range	Figures provide a snap shot at the end of each quarter.
Reduce reliance on external foster carers (independent providers)	49	51	51	Within range	Within range	Need to ensure reliance in IFA placements doesn't rise following increase in UASC
Ensure relevant and robust sufficiency plan in place	Sufficiency plan updated May 2016					
Increase stability in placements	Short-term 15.53% Long-term 54%	Short-term 14.33% Long-term 56.62%	Short-term 14.94% Long-term 60.00%	Improving	Improved	Work has been completed to understand stability indicator – which reflects positive activity in terms of children returning home and IFA carers transferring to PCC
Number of children subject to child protection plans (and compared to statistical neighbours)	267	219	216	Improving	Improved	The number of children subject to protection plans is reducing in line with statistical neighbours
Reduced care periods (measured by average days in care)	0-5 439 days 6-13 1263 days 14+ 2051 days	0-5 378 days 6-13 1233 days 14+ 1533 days	0-5 419 days 6-13 1290 days 14+ 1610 days	Care days have risen since last quarter but still a reduction from last year . There is a need to monitor this closely and regular reporting arrangements are in place.		

Children's Services : Quarterly progress report (5)

Function : Looked after children and care leavers

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Increase in numbers of children registered as privately fostered	7	4	3			Number continues to be low. Will need to review publicity material.
Increase in numbers of children returning home from care	28/128 (21.9%)	3/32 (9.4%)	10/65 (15.4%)	Improving	TBC	Q2 position is an improvement on Q1 but more work will be required to exceed 2015/16 figure.
Strength and Difficulties Questionnaire (SDQ) scores indicate increased emotional wellbeing	13.9 (stat neighbour avg 15.0 2014/15)	14.2	14.6			A lower score on the SDQ indicates increased emotional wellbeing and resilience. Higher scores indicate emotional vulnerability. Generally looked after children score higher than the average child
Increase in number of SDQs completed	68.7%	61.8%	72.9%			This shows steady improvement
Adequate move-on accommodation available for care leavers	86%	83%	80%			This shows a slight drop and need to understand this in more detail.
Audit activity confirms strength of care planning and pathway planning arrangements with Through Care Team	96%	94%	No further audit activity this quarter			

Children's Services : Quarterly progress report (6)

Function : Safeguarding monitoring

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Improved practice demonstrated through audit activity	87%	90%	100%	Improving	Improved	All audits graded amber and green this quarter.
Average number of newly-qualified social workers	19.7	19.5	15.6	This number has reduced slightly – will continue to monitor		
Retention of social work staff, measured by % staff employed for over 2 years	Data to be available from Q3					
Number of referrals to Local Authority Designated Officer	39	40	32			
Number of issues resolved through challenge and escalation process	6	10	5			
Number of staff accessing Social Work Matters Skills Academy and feedback	2	0	19			Course started September 2016 – will monitor trend from next quarter
Appraise options for IT system that supports case management across social care with interface to Early Help	Underway		Accenture analysis has been shared with IT development agencies whilst existing programmes are also being explored. New system will be required from April 2018 thus decision about which system needs to be made in next 6 months	Feasibility work on target for decision		

Children's Services : Quarterly progress report (7)

Function : Education – Inclusion

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
No. of SEN statements/EHC plans (% of SEN statements/EHC plans)	935 3.1%	Data not available	Data not yet available due to delays in Capita ONE SEND module implementation	Steady		Portsmouth is successfully implementing the SEND reforms – all aspects of this work is included in the SEND Strategy. Progress will be externally assessed via a Local Area SEND inspection to be carried out by Ofsted and CQC (within next 4 years).
% of CYP (0-25) transferred from SEN statements to EHC plans	7.7%	Data not available	Data not yet available due to delays in Capita ONE SEND module implementation	Improving		
% of new EHC plans issued within 20 weeks (excluding exceptions)	84%	80%	86%	Improving	G	
% PEPs completed on time	62%	83%	97%	Improving	G	
% Pathway plans completed on time	80%	70%	80%	Improving	G	
Overall absence from primary schools (Number in brackets is national average)	4.3%	Available next quarter	4% (3.9%)	Improving	A	School attendance continues to improve (as overall and persistent absence decrease). School attendance remains a key priority, as set out in the Attendance Strategy. Progress is monitored by the Behaviour and Attendance Group (BAG). NB Data provided for Q2 and subsequently will be the data available from the most recent SFR. Q2 data = Autumn & Spring 2015/16
Overall absence from secondary schools (Number in brackets is national average)	6.4%	Available next quarter	5.9% (5.0%)	Improving	A	
Persistent absence from primary schools (Number in brackets is national average)	2.3%	Available next quarter	9.4% (8.8%)	Improving	A	
Persistent absence from secondary schools (Number in brackets is national average)	7.3%	Available next quarter	17.6% (12.3%)	Improving	A	

Children's Services : Quarterly progress report (8)

Function : Education – Inclusion

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
No. of Permanent exclusions from school (Previous year's figure in brackets)	5	2	1 (3)	Steady	G	Permanent exclusions remain consistently low. NB Quarter 2 includes August which is always 0 given schools are not in session.
No. of fixed period exclusions from school (Previous year's figure in brackets)	620	454	211 (153)	Increasing	A	Fixed period exclusions remain high. NB Quarter 2 includes August which is always 0 given schools are not in session.

Children's Services : Quarterly progress report (11)

Function : Education – Sufficiency, participation and resources

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Completion of 1000 place school rebuild of King Richard School by September 2017	Building works on site	Building works on site and on schedule	Building works on site and on schedule	Steady	G	Advance payment of 50% of £250k grant to be confirmed in Q3 in order to meet essential equipment costs for new school which are not covered by the new build (full payment is subject to transfer of surplus land from KRS Trust to PCC)
Rebuilds and refurbishments for Beacon View, Arundel Court and Mayfield School	All with EFA for analysis	All at options appraisal stage	All at options appraisal stage	Steady	A	PSBP Round 2 schemes at Beacon View, Arundel Court and Mayfield remain at options appraisal stage – robust discussions with EFA about the schemes are on-going (e.g. Arundel Court and Mayfield – extent of rebuild) and impact on LA interests (e.g. Beacon View – Children's Centre, production kitchen and Network Centre; (e.g. Mayfield - nursery)
Completion of priority capital works to address urgent condition issues (school modernisation programme 2015/16)	Schemes underway	Schemes underway	Schemes underway	Steady	G	All PCC sufficiency and 2015/16 condition projects are on track
Primary sufficiency Phase 2 – deliver an additional 1500 school places	Underway	Work underway and on track	Work underway and on track	Steady	G	Bid to Members for 2016/17 school modernisation programme to be submitted in Q3
Secondary sufficiency Phase 1 – provision of additional secondary school places to create 2-3% surplus	Feasibility to increase by Sept 17	Work underway and on track	Work underway and on track	Steady	G	
Remodelling of Special School provision at Cliffdale and Redwood Park Schools	Feasibility underway	Detailed design is underway	Work underway and on track	Steady	G	
University Technical College completed by September 2017	Work underway	Construction commenced and on track	Construction in progress and on track	Steady	G	
Refurbishment of Vanguard Centre and relocation of Harbour @Fratton and Harbour @Milton by September 2017	Initial feasibility complete	Feasibility being reviewed in discussion with Delta	Detailed design is underway	Improving	A	Further delay to refurbishment of Vanguard Centre. Redesign following review by Delta Education Trust and requirement for more vocational based curriculum to fit with the new model of provision which is being proposed. Likely completion date will now be June 2018.

Children's Services : Quarterly progress report (12)

Function : Education – Sufficiency, participation and resources

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Implementation of NEET and post-16 Strategy, measured by:						<p>The implementation of Priority 3 of the Children's Trust Plan is on track and is continuing to deliver improvements in terms of post-16 participation.</p> <p>The City Deal Youth Programme was due to end in March 2017, but additional funding has been secured to extend the programme for a further year.</p> <p>Funding for a third year of the Youth NEET Prevention Programme in 2017/18 to be confirmed in Q3</p> <p>A restructure of the Youth Advisory Team and the NEET Data Tracking function is being considered to address future budget savings and reduction in external income. Consultation will commence in Q3.</p>
% 16-18 year olds NEET	5.8% (Q4)	5.5% (Q1)	Q2 data not yet available	Improving	A	
% 16-18 year olds unknown	3.8% (Q4)	2.7% (Q1)	Q2 data not yet available	Improving	G	
% participation in education/training at age 16	93.3% (March 2016)	93.0% (June 2016)	93.0% (June 2016)	Steady	A	
% participation in education/training at age 17	86.1% (March 2016)	86.4% (June 2016)	86.4% (June 2016)	Steady	A	
Achievement of Level 2 (including English and Maths) by 19	61.7% (2015)	Annual data not yet available	Annual data not yet available			
Achievement of Level 3 by 19	49.5% (2015)	Annual data not yet available	Annual data not yet available			
Implementation of Apprenticeship Strategy , measured by:						
No 16-18 starts at Intermediate level	370 (2014/15)	290 (Aug 2015-April 2016)	Annual data not yet available	Steady	A	
No. of 16-18 starts at Advanced level	140 (2014/15)	110 (Aug 2015-April 2016)	Annual data not yet available	Steady	A	
Success rates	4.2%	Annual data not yet available	Annual data not yet available			

Children's Services : Quarterly progress report (13)

Function : Education – School Improvement

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Early Years Foundation Stage - % achieving Good Level of Development	69% (2015)	69.6% (2016 provisional)	N/A – annual data	Above national average but gap closed	G	New accountability measures for KS1, KS2 and KS4 mean that comparisons cannot easily be made with previous years. However, the provisional outcomes show that Portsmouth has fallen further behind the national average for both KS1 and KS2 attainment and progress. At KS4 the gap between Portsmouth and the national average has closed for A*-C in English and maths. Through the Portsmouth Education Partnership the shadow operational group will conclude the analysis of the 2016 outcomes against agreed criteria in Q3. This will determine school improvement support in 2016/17 for LA maintained schools and flag areas of concerns for MATs / academies.
Year 1 Phonics Screening % working at the standard	74% (2015)	81% (2016 provisional)	N/A – annual data	Significant improvement, now in line with national	G	
KS1 Reading, Writing and Maths combined - % at least expected standard	New indicator	59% (2016 provisional)	N/A – annual data	1% below national average	A	
KS2 Reading, Writing & Maths - % at least expected standard	New indicator	48% (2016 provisional)	N/A – annual data	Significantly below national average	R	
KS2 Reading Average Progress Score	New indicator	-1.6 (2016 provisional)	N/A – annual data	Significantly below national average	R	
KS2 Writing Average Progress Score	New indicator	-1.4 (2016 provisional)	N/A – annual data	Significantly below national average	R	
KS2 Maths Average Progress Score	New indicator	-1.8 (2016 provisional)	N/A – annual data	Significantly below national average	R	
KS4 % 5 A*-C including English and maths	50.7% (2015)	51.9% (2016 provisional)	N/A – annual data	Improving	A	
KS4 A*-C English and maths	61.4% (2015)	68.1% (2016 provisional)	N/A – annual data	Significant improvement	A	
KS4 Attainment 8	New indicator	46.3 (2016 provisional)	N/A – annual data	Significantly below national average	R	
KS4 Progress 8	New indicator	-0.16 (2016 provisional)	N/A – annual data	Significantly below national average	R	

Adult Social Care Q2 (July 2016 – September 2016)

ASC Measures Context.

In October 2015, the Cabinet member for ASC and Deputy Leader of the Council directed that a systems thinking intervention should begin in the Older Persons/Physical Disability, (OPPD) service of ASC to understand and improve the system for service users. This work was contracted to the Vanguard organisation and a consultant commenced work with a group of staff drawn from varying levels within ASC. The Vanguard Method for Systems Thinking, (VMST) uses a three stage model to; understand what is happening in the work and the thinking behind it, (Check Stage) experiment with how the system could work without steps in the process that do not add value to the client, (Redesign Stage) and bringing about change through 1:1 training for all of its staff to implement work without waste steps, (Roll in Stage).

ASC Measures Context

Up to the point of roll in, (which commenced June 2016) the measures that ASC traditionally use were centrally imposed by the Health & Social Care Information Centre, (now NHS Digital) and were unrelated to any local context. These traditional measures were based on targets and failed all of the 5 tests of a good measure. These are:

Are we gathering the correct information?

- Help us to understand and improve performance
- Derived from the work and indisputably accurate
- Demonstrate variation and capability

Are we deploying the measures correctly?

- In the hands of the people who do the work, to control and improve the work
- Used by leaders to actively act on the system

ASC Measures Context

Adult Social Care has therefore devised measures that fulfil the 5 tests and the 8th principle of work; Measures relate to purpose & what matters to customers. These measures fall within 6 areas: Demand, Capacity, Capability, Quality, Financials and Customer Satisfaction.

The process of collecting these local measures for Adult Social Care commenced in August 2016 and has involved each worker completing a measures form in the assessments section of AIS, (the client record system currently used by ASC). The core measures for ASC have been agreed as understanding the time it takes for the end to end process of support from initial contact by a service user to support being deployed as a result of an assessment. This is broken down into the value steps of getting clean information; understanding the need; arranging the support; deploying the support.

ASC also wishes to understand its failure demand, (demand that comes in as a result of failing to do something or failing to do something right the first time) to enable continual work on the system to improve the system for the service user by driving down failure demand.

It is anticipated that these measures will be available for quarterly reporting by the end of Q3, once there is sufficient detail to make this meaningful.

Learning Disability Day Service Transformation

- Measures in Learning Disability relate to the overarching Transformation programme which is based on a core set of beliefs and values. While work is ongoing in the Intervention we are clear that the targets relate closely to demand and customer satisfaction.
- In practice it means for example that when someone with a learning disability describes their day it should commonly be seen as a 'good day' - in very simple terms this explains the Day Service Transformation. In terms of housing and support we look to go beyond changing models and look to support people to feel a sense of ownership and independence. In all areas of transformation we are engaged in co- production with carers and service users and indeed Collaboration is one of the key areas of the Transformation reflected in the revived Partnership Board.
- The key areas of transformation are shown on the next slide. However, this programme of work commenced during 2016/17 and therefore quarterly data is not anticipated until quarter 3.
- The measures attached are far from comprehensive but reflect an element of activity in each area of Transformation. The nature of the measures is weighted to those to which a numerical value can be attached and it is critical to know that we have a range of measures that are more focussed on stakeholder feedback. We design services in a way that includes customer feedback. The intervention which is focussed on the - Integrated Team will I am sure inform the development of some alternative measures

Adult Social Care : Quarterly progress report LD Day Service Transformation (3)

Function:

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Number of day services options available						
Number of people in work						
% of people with a Health Action Plan						
Number of people accessing Gig Buddies Service						
Statutory Reviews completed within a 12 month period						
Satisfaction surveys carers and service users						
% of people with a named worker						
Percentage of people in Residential Care as opposed to other housing and support options						
Number of res care nights provided as Respite as opposed to alternatives						
The quality of Education Health and Care Plans for those in transition						

Public Health Q2 (July 2016 – September 2016)

Public Health : Quarterly progress report (1)

Function : Building a healthier city programme

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Develop new workplace incentives to promote employee health and cut sickness related absence Engage local businesses through forum networks to improve employee health and wellbeing and assess workplaces against the WW charter	15 workplaces engaged 1 accredited	20 workplaces engaged 2 accredited	2 further workplaces in line for accreditation for Q3	On track to reach forecast	25 workplaces engaged 5 accredited	<p>Following on from baseline at Q4, the priorities for Building Healthy Cities for 2016/17 are:</p> <ul style="list-style-type: none"> • Active travel • Air pollution • Support for the City Plan development • Workplace health <p>We are also providing PH intelligence for other directorates in PCC and beyond</p>
Ensure impacts on health are considered through implementation of the refreshed Portsmouth plan	Qualitative and quantitative public health evidence for the Placemaking Strategy	Public health evidence to Sustainability Plans	On-going engagement with City Dev Team and Transport to develop PH evidence and joint working			
Support transport initiatives to increase the number of people using active travel for everyday trips; reduce RTAs; reduce air pollution	Evidence on the health impacts of air pollution produced for the refresh of the Air Quality Strategy	Joint bid for LSTF funding to improve transport systems that will increase active travel, reduce RTAs and air pollution	Joint bid for LSTF submitted Coordinated response with City Development and Transport on the Friends of the Earth report, <i>Walking in Portsmouth</i> . 1 st Draft of Air quality strategy			
Develop a health promoting environment that is ecologically and environmentally sustainable	See commentary	-	-			
Strengthen and link green and blue infrastructure in the city	See commentary	-	-			

Function : Health Protection

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Support local health resilience planning, for example, hot and cold weather	-	-				Cold weather plan and PCC pandemic flu plans updated. Golden Fox supported. Reviewing DPH responsibilities for STAC across LHRP.
<p>Screening and vaccination programme</p> <ul style="list-style-type: none"> <li data-bbox="19 699 386 728">• Cervical screening uptake <li data-bbox="19 842 386 871">• Breast screening uptake <li data-bbox="19 985 386 1013">• MMR Uptake at 5 years <li data-bbox="19 1156 386 1185">• Flu uptake in the under 65s <li data-bbox="19 1256 386 1285">• Flu uptake in pregnant women 	<p>68.7% (Dec 2015)</p> <p>66.8% (Dec 2015)</p> <p>90.7%</p> <p>45.7% (15/16)</p> <p>45.8% (15/16)</p>	<p>Not available</p> <p>Not available</p> <p>Not yet available</p> <p>Annual data due end Feb 2017</p>				Lead and co-ordinating annual PCC staff flu programme

Public Health : Quarterly progress report (4)

Function : Starting Well

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Improve health of the most vulnerable children and young people in Portsmouth <i>number of families on the Health Visitor Universal Plus and Universal Partnership Plus case</i>	Developing baseline data in 2016/17	2,159 (data has been revised and current data sources indicates Q1 = 1,221)	1,205	Decrease	NA – to consider trend data when available	Q1 - Provider had originally been including the mother and the children in the caseload count. They have revised the data and now provides number of families.
Uptake of the Health in School/College public health programme	Developing baseline data in 2016/17	-	Pilot started with 9 settings will run initially over two terms.		N/A	
Uptake of young carers assessments	Developing baseline data in 2016/17	-	New assessment and referral processes have been put in place from September 1 st for all new young carers coming into the system (local young carers services merged from this point)		N/A	

Public Health : Quarterly progress report (5)

Function : Living Well

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Increase physical activity levels through sports, play, leisure and recreation, with a focus on people who are inactive	To be developed in 2016/17	41 people have changed from inactive to active status	Only 1 referral specifically for Physical activity as primary reason. Physical activity is part of healthy eating and healthy weight support. 12 people have changed from inactive to active status.	Down	Down	
Increase proportion of children and adults who are a healthy weight	Healthy weight pupils: 76.0% Year R 64.8% Year 6 (NCMP, 2014/15) Healthy weight adults 46% of 16+yrs (Lifestyle Survey, 2015)	Reported every 3 to 5 years.	Wellbeing service- 50 people have achieved weight loss of 5% or more	baseline	Unknown	
Support local communities to create a smokefree culture for Portsmouth	None	Promotion of Smokefree sites across the city	Attended one meeting of NHS Solent Smokefree committee. Given Wellbeing Service Smoking cessation leaflets to be included in the take home drugs for MH in patients in Portsmouth. NHS Portsmouth – obtained list of smoking champions in view of offering smoking cessation training. Focus groups with midwives and pregnant women. Smoking cessation training for Respiratory staff and maternity staff planned.			
Ensure mothers are supported around safe infant feeding with a focus on increasing breastfeeding	38% (% of infants being totally or partially breastfed, recorded at 6 to 8 weeks)	47%	47% (% of infants being totally or partially breastfed, recorded at 6 to 8 weeks)	Stable	47%	

Public Health : Quarterly progress report (6)

Function : Living Well

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Reduce smoking prevalence in Portsmouth	Wellbeing Service being implemented and now collecting baseline data	Reported annually. 515 setting quit date; 109 4 week quit and 90 of 12 week quit.	280 people referred for smoking and 111 in active interventions. 177 achieved 4 week smoking quit.	Slight increase	Increase	Reduction in funding and capacity of treatment services is seeing a continued downward trend of the number in and successfully completing treatment. Likely to cause knock on impact on other public sector organisations, e.g. police and NHS, with increased alcohol related crime and hospital admissions.
Make Portsmouth a city with an improved reputation, where alcohol is enjoyed responsibly and harm to individuals, families and communities is reduced	320 receiving alcohol treatment and a successful completion rate of 34.7% Wellbeing Service being implemented and now collecting baseline data	274 receiving alcohol treatment and a successful completion rate of 34.7% Wellbeing service delivered: 182 received Alcohol brief advice and 85 received Alcohol extended advice	234 people receiving treatment, successful completion of 31.6%.	Down	Down	

Public Health : Quarterly progress report (7)

Function : Living Well

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Continue to offer over-40 health checks	<ul style="list-style-type: none"> - Number of eligible people who were offered a NHS Health Check 2,894. - Number of people that received a NHS Health Check 1,158. - Percentage of people that received an NHS Health Check of those offered 40% 	<ul style="list-style-type: none"> - Number of eligible people who were offered a NHS Health Check 3,219. - Number of people that received a NHS Health Check 1,034. - Percentage of people that received an NHS Health Check of those offered 31% 	<ul style="list-style-type: none"> - Number of eligible people who were offered a NHS Health Check 2,809. - Number of people that received a NHS Health Check 766. - Percentage of people that received an NHS Health Check of those offered 27% 	Down Down Down		

Public Health : Quarterly progress report (8)

Function : Living Well

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
<p>Improve the sexual health and wellbeing of the population of Portsmouth</p> <p><i>All new STI diagnoses (exc Chlamydia aged <25) / 100,000</i></p> <p>Source: PHP.org.uk</p>	2015 count 1,217 (851 per 100,000)	Reported annually	Reported annually	Down since 2012	NA	Although STIs may be reducing overall, some conditions, such as Gonorrhoea have been on the increase.
<p>Make Portsmouth a place where people are supported to choose not to use drugs and people that experience drug problems receive effective help to live drug free</p>	859 people recorded as in drug treatment; 124 successful completions, 14.4%.	858 people recorded as in drug treatment; 116 successful completions, 13.5%.	849 people recorded as in treatment, 107 successful completions; 12.6%	Down	Down slightly – usual for re-tender.	Drug and alcohol services have gone through their second re-tender in 3 years, it is usual during a tender process to see a reduction in performance due to uncertainty and changes to staffing. As part of the re-tender there has been significant savings made, which are likely to mean less people in treatment in future.
<p>Improve the mental health of the residents of Portsmouth and the treatment received by people experiencing problems</p>	Mental Health & Wellbeing strategy signed off by HWB Board	Strategy action plan in development	Development of strategy action plan on hold pending service restructure	Static		On hold due to vacancies at DPH and consultant level to lead development.
<p>Develop programmes of work to reduce the prevalence of diabetes</p>	25.8% (25 out of 97 Health Checks (HCs)) Percentage of people identified as high risk of diabetes from a HC, delivered within Pharmacy*	31.6% (18 out of 57 HCs) Percentage of people identified as high risk of diabetes from an HC, delivered within Pharmacy*	16.9% (10 out of 49 HCs) Percentage of people identified as high risk of diabetes from an HC, delivered within Pharmacy*			

Public Health : Quarterly progress report (9)

Function : Ageing Well

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Support Better Care programme needs analysis	-	-	-			Following a team restructure we are reassessing the way the team supports these areas, in terms of actions and capacity.
Support the Integrated Commissioning Service in the implementation of the dementia strategy and the redesign of services across the pathway	-	-	-			
Increase dementia awareness and diagnosis	Provide dementia awareness to HC patients over 65 years old within Pharmacy. - Number of people 65+ - 6. - Number of people given dementia awareness information - 10	Provide dementia awareness to HC patients over 65 years old within Pharmacy. - Number of people 65+ - 14. - Number of people given dementia awareness information - 10	Provide dementia awareness to HC patients over 65 years old within Pharmacy. - Number of people 65+ - 13. - Number of people given dementia awareness information - 8			

Regulatory Services and
community safety
Q2 (July 2016 – September 2016)

Regulatory services and community safety : Quarterly progress report (1)

Function :Environmental health

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Shellfish: provide weekly specimens to FSA to secure shellfish bed designation	G	A	A	Steady	A	A numbers of uncontrollable variables impact upon our ability to deliver compliance –sampling regime historically problematic during poor weather. Sampling demands in other areas increasing
Food hygiene: produce an annual plan in line with statutory requirements and minimise slippage against the plan	G	A	R	Deteriorating	A	Demand for inspector time outstripping resource in all food related areas. High demands in other service functions deflecting food officers from delivering plan
Port Health – Maintain income levels at £60,000 pa	G	A	A	Steady	A	Currently on target
Pest control – exceed income target of £156,000	G	A	A	Steady	A	Currently on target
Community burials: facilitate timely, dignified burials; aim to recover 80% costs from estates	G	A	A	Steady	A	Each case is unique – unable to accurately predict
Air quality – ensure new DEFRA review and assessment annual reporting requirements are met	G	G	G	Steady	A	2015/2016 ASR delivered (Oct 2016). New equipment taking longer to bring on line than expected. Some data loss has occurred. Currently not dramatic/unlikely to be material
Pollution control: continue to deliver all statutory environmental protection requirements with >95% satisfaction rate	G	G	G	Deteriorating	A	Number of formal service complaints on increase – but remains likely to be within 95% satisfaction rate

Regulatory services and community safety : Quarterly progress report (2)

Function : Trading Standards

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Primary Authority Partnerships – maintain the 10 current partnerships and pursue other opportunities as they arise	G	G	A	Steady	A	It is likely that some PAPs will not continue however we remain hopeful that these will be replaced by new agreements – review required
Investigate consumer crime – intervene using civil and criminal law to assist consumers in recovering loss, and take court action where appropriate	G	G	A	Deteriorating	R	Implementing restructure following review – able to investigate reduced levels of complaint regarding consumer crime - highly unlikely to deliver all that we would like in terms of client assistance
Alcohol and tobacco harm reduction – help businesses comply through visits and training, reduced numbers of test purchase failures, reduced amounts of illicit tobacco supplied in the City	G	G	A	Deteriorating	A	Funding confirmed but awaiting confirmation of continued secondment of current officer. Need to revisit delivery plan and targeting of interventions
Proceeds of crime – maximise amounts of compensation and confiscation recovered and work in partnership with other local authorities	G	G	A	Deteriorating	A	Implementing restructure following review – officer resource 50% decreased as a result – seeking to implement support role as approved within review asap however this will not be delivered until June 2017 at the earliest

Regulatory services and community safety : Quarterly progress report (3)

Function : Civil Contingencies

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Exercise Golden Fox – rewrite plans to address new safety zone	G	G	G complete	S	G	
Business continuity plans						Member of staff leading the work has left and post is gapped till late autumn 16. New manager intending a re-vamp of plans in 2017
Stray Dog Kennel s						
Secure £50,000 income generation	£32 000	A	A £22000		A	Unlikely to meet £50.000 target but making budget changes to avoid overspend
Anti-Social Behaviour						
Complete the complex needs review - now linked to Portsmouth Health and Care Blueprint demand management work	NA	R	G underway		G	
Establish city-wide early intervention /problem solving arrangements	NA	A	A -		A	Waiting for Police to arrange NPT briefings
CCTV						
Complete the income generation review			A			Consultant report received. Several options are being considered to increase income opportunities. Some items are cost prohibitive
Implement recommendations as appropriate		A	A			

Regulatory services and community safety : Quarterly progress report (4)

Function : Domestic Abuse

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Promote the UP2U service for perpetrators - success measured through income from sales		G	G	Steady		£22,000 income generated
Increase MARAC referrals from other agencies other than police , so the proportion of police referrals is lower than 81%	81.4% from police	R	R	Steady		While this is 81% in Portsmouth, across Hampshire 84% of referrals are from the police, even higher than the recommendations. This is being discussed across the force. Reporting has been consistent over a substantial period.
Strategy and partnerships						
Research on costs of domestic abuse commissioned by LGA	NA	G	G-complete			Research likely to inform the national statement of expectations in relation the Violence against Women and Girls Strategy. LGA invoiced
Complete strategic assessment	G		G- complete			
Complete the community safety survey - achieve a sample in excess of 1000 responses	G	G	G – complete			
Complete the statutory SPP plan – agreed by the SPP and partner agencies including the city council	G	G				On track – strategic assessment must be completed and approved by the SPP first
Prevent						
Ensure all activity from the action plan is delivered on time – measured by action plan monitoring		G	G	Steady		

Transport, Environment and
Business Support
Q2 (July 2016 – September 2016)

Transport, Environment and Business services: Quarterly progress report (1)

Function : Traffic and network management

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Complete the Traffic Management Centre IT system upgrade.	Upgrade to be completed by April 2017.	Specification and project requirements complete and a supplier identified. Pre- contract preparations underway.	Placing the order is underway and some preliminary work has been undertaken.	Steady	Green	
Delivery of the £1m Traffic Signal optimisation programme across the city.	Programme to be delivered over the next two years.	Feasibility completed. Preliminary designs in progress.	Preliminary designs are now complete . Procurement of the supplier of phase 1 began in Q2. Works are likely to begin in February 2017.	Steady	Green	
Traffic and transport management for the America's Cup World Series, Victorious, Great South Run, Victorian Festival of Christmas and other special events.	Traffic Management plans for the events reviewed and updated for this year.	Traffic management and plans were in place for for the Americas Cup World Series event and the Victorious Festival.	Plans for events such the Americas World Cup Series and Victorious were successfully executed. Plans were put in place for the Great South Run, November fireworks and Christmas events.	Steady	Green	
Improved journey times on key routes in the city.	Plans to introduce journey time monitoring technology with the Traffic Management Centre system upgrade.	Trials underway for testing journey time measurement technology.	Two bids have been made for Department for Transport funding to add further traffic sensors and make improvements to the data analysis technology. Work continues to create more customer relevant information on different media platforms.	Steady	Green	

Transport, Environment and Business services: Quarterly progress report (2)

Function : Transport planning

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Achievement of the Local Transport Plan (LTP) milestones for Transport Planning projects.	Transport Planning projects are due to be completed by March 2017.	2 projects in planning stage, 1 in implementation stage. Successful bid of £450k external funding for Sustainable and Connected City projects.	1 project is now complete, 2 are in implementation stage and a further 1 is in the planning stage. Delivery of the Sustainable and Connected City projects is progressing well.	Steady	Green	All schemes are being delivered within scope, budget and timeframe.
Progress in reviewing resident's parking zones (currently planned to be achieved in 2021)	8/35 schemes reviewed by Q4 2015-16	Consultation is underway on a new parking scheme in Cosham.	A new parking zone was approved for Cosham (BF zone) to commence at the beginning of December 2016. Work continues on the remaining zones to be reviewed as per the programme reaffirmed by the Traffic and Transportation portfolio holder in September 2016.	Steady	Amber	
Increased patronage of the Park and Ride service	Sales and Revenue plan for 2016-17	A number of promotion initiatives have been developed to increase sales.	Q2 revenue was similar to 2015-16. Further work was commissioned on promotion activity and pricing strategy.	Steady	Amber	Anticipating increased patronage in Q3 and Q4 compared to last year.
Implementation of improvements to current driver and fleet management practices	Corporate drivers' licence checking service planned for introduction.	Service launched in May. Non-compliant drivers are being identified and managers informed. 196 drivers' licences checked in Q1.	A further 79 driver's licences were checked in Q2. Plans are in place to issue advice on car insurance in Q3.	Steady	Amber	After the initial high demand at the launch, this reduced over the summer but is likely to increase in Q3.
Integration and commercial success of the Fleet Management Service (income and satisfaction)	650 users of the Home to school and college supported transport service.	Integration of Fleet Management and the passenger transport unit to include Adult Day Services is underway.	Integration of Fleet Management and Adult Day Services is complete and proving successful. With good client feedback.	Steady	Amber	TEBS are currently in discussion with Adult Social Care and Children's services regarding further integration of services. Progress will be reported in the next quarter.

Transport, Environment and Business services: Quarterly progress report (3)

Function : Road safety and active travel

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Traffic safety schemes within the LTP delivered on time, to budget and standard	8 traffic safety projects due to be completed by March 2017.	6 projects are in the planning stage, 2 in implementation stage.	7 projects are now in the implementation stage. 1 project has been put on hold, subject to review.	Steady	Green	
Reduce road casualties. Year on year reduction of casualties compared with the five year baseline.	Q1 2011 to 2015 5 year average baseline is 136.8 collisions.	Q1 2016 collision figure is 116. A reduction of 15.2%.	The Q2 2011 to 2015 5 year average baseline is 163 collisions. In Q2 2016 there were 146 collisions, a reduction of 10%.	Improving	Green	
Delivery of programme of Active Travel events	High participation at events such as Bike Week and Pedal Portsmouth 2016.	Good participation in the Tour Series cycle event in the centre of Portsmouth (80 children). 1,500 at the Pedal Portsmouth event.	Planning began for the next Pedal Portsmouth event in October - Glow Ride. Design work began for the schools walking programme funded by the Sustainable Cities bid and research into Quiet (cycle) routes has begun – expected finalisation in Q3	Steady	Green	Additional projects are now being prepared as a result of successfully bidding for Department for Transport funding for sustainable travel initiatives.
Schools Crossing Patrol shared service launched	The plan for the service to be in place by September 2017.	Feasibility and crossing point data evaluation work is nearing completion. A plan has been drafted for consultation with the schools.	Feasibility has been completed. School Crossing Patrol sites are now appropriately categorised.	Steady	Amber	

Transport, Environment and Business services: Quarterly progress report (4)

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Strategic parking review milestones achieved	At scoping and initiation stage	The project plan is in place to enable phased delivery of the review.	Implementation of the plan is underway. Good progress is being made towards implementation of the plan.	Steady	Amber	This will put in place improvements to the management of parking services in the next financial year.
Channel shift and greater efficiency of parking operational services	Use of Automatic Number Plate Recognition technology began in Q4	Channel Shift for Residents Parking Zone Permits is underway. Automated detection of parking on Zig-zag lines is planned for Q2.	On-line Residents' Parking Zone permits is due to be launched in Q3. Launch of automated detection of parking on zig-zag lines has been postponed until Q4.	Steady	Green	Software issues have delayed the launch of the parking on zig-zag line service, but manual detection is continuing until then.
Additional parking services for business clients	Services provided for the University of Portsmouth, PCC Property Directorate and other local authorities.	Customer satisfaction is high for the current service. The Parking Service is in the process of contracting to supply expertise to a parking training company for the supply of services to further local authorities.	The new contract to supply expertise to a parking training company for the supply of services to further local authorities has been signed.	Steady	Green	
Increased compliance with the Blue Badge schemes through detection of offences and retention (confiscation) of the badge.	124 blue badges retained due to offences 2015-16.	45 blue badges retained in Q1 compared to 37 in Q1 2015-16.	A further 43 badges were retained in Q2 this year compared to 16 in Q2 2015-16.	Steady	Green	National & local publicity for our Blue Badge work may have had an impact on compliance. However, pressure on parking in Portsmouth will continue to give rise to blue badge offences. 38

Transport, Environment and Business services: Quarterly progress report (5)

Function : Highways and Coastal management

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
LTP Highways schemes delivered to budget, quality and on time	Provide design / engineering support for 5 Highways projects within the LTP due to be completed by March 2017.	All 5 projects are in the design stage	1 project is in the design stage. 3 are in the implementation stage. 1 project has been put on hold.	Steady	Green	
All highway alterations carried out by private developers and other non-Highway Authority bodies meet the standards of the Highway Authority	This area of work is demand led responding to the amount of development taking place in the city.	19 Highway schemes related to development are currently in progress. All schemes are compliant or responding to advice/instruction provided by the Highways Design team.	Some schemes have been completed and new ones started . All schemes currently in progress are complying with our requirements as the Highway Authority.	Steady	Green	This area of work is increasing due to the growth in development sites around the city.
Completion of the 2016/17 phases of the North Portsea Flood Defence Scheme and preparation for the Southsea scheme.	See major project progress report (Appendix 2).					

Transport, Environment and Business services: Quarterly progress report (6)

Function : Enterprise Centres Management

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Commercial success of the Enterprise Centres, measured through occupancy levels	Victory – 78% Portsmouth- 84% Challenge – 99%	Victory – 93% Portsmouth 100% Challenge - 88%	Victory 93% Portsmouth 100% Challenge 90% Occupation figures at the end of Q2.	Steady	Green	
Commercial success of the Enterprise Centres, measured through income	2015-16 Income: £980,000	£248,000 income	£244,417 income	Steady	Green	There has been some churn in Q2 accounting for the marginally lower income compared to Q1.
Increased business support delivery and increased customer satisfaction.	Business networking service introduced. High satisfaction with rent, location and premises. Customer demand noted improved IT connectivity	Land has been rented to an IT connectivity provider and a mast installed that will serve two of the centres. In the feasibility stage for broadband at the third centre.	The monthly networking event with regular speakers has been popular and well attended. The Mast for better IT connectivity is now in place. An offer for business centre management services at other PCC sites has been accepted.	Steady	Amber	

Transport, Environment and Business services: Quarterly progress report (7)

Function : Employment, Learning and Skills Service and PCMI manufacturing

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Delivery of the first phase of the City Deal employment programme	Performance and delivery aims of the programme based on City Deal pilot.	Mainstream programme launched May 2016. 20 participants engaged in Q1.	A further 70 candidates were engaged in Q2.	Steady	Green	All contracts are performing well. New contracts opportunities are being reviewed.
Successful delivery of all ELS contracts to meet the requirements of funding bodies	Contract delivery requirements set by major clients	Currently on target to deliver.	Currently on target to deliver to the requirements set by major clients.	Steady	Green	
Financial viability for ELS and manufacturing service (income v expenditure)	Budget as at Q4 and income projections for the year.	ELS currently on target to achieve income projections. Manufacturing below income projections.	ELS currently on target to achieve income projections. Manufacturing continues to be below income projections	Steady	Amber	
Number of people supported to acquire skills for work	Projections of people to be supported under the contracts to be delivered this year.	92 new starts in period Apr to June	A further 90 new starters commenced the programmes in Q2.	Steady	Amber	The contracts for the Work Programme, Work Choice and Community Work Placement contracts are coming to end so referrals are reducing.
Number of people supported to move into sustainable employment		58 people entered employment	A further 37 people entered employment in Q2.	Steady	Amber	

Culture and City Development Q2 (July 2016 – September 2016)

Culture and City Development : Quarterly progress report (1)

Function : Libraries and Archives

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Delivery of SCL Universal Offer & Promises :						Targets set which show an increases , without additional resource, is ambitious. The increase in virtual engagement whilst physical football is sustained is a positive picture . We continue to explore alternative delivery models moving forwards such as shared services
Reading Total Loans/issues	623,147		Q2 307,791		Green	Trending offset by increase in virtual access
Information enquiries	109,800		Q2 Total will be provided for the year Q4	Steady	Green	
Digital: use of Peoples network	122,820		Q2 47,036	Down	Green	Negative trend at various libraries during the summer which is a seasonal trend
Health & wellbeing: proposal for health hub	Proposal Report		Proposal Report Costings and Meeting with Adult Social Care	Steady	Stock re-sited	
Learning: taster sessions	1049 learners		Q2 382 learners	Down	Amber	Negative trend but more activity in the autumn/winter terms
Cultural: Bookfest participants	819	February	Total available Q4	Steady	Green	
Children Promise: Summer Reading Challenge	2,700 participants		Q2 2,846	Improving	Green	Total for the year – completed and achieved
Six Steps: V1 Helpline Enquiries	4,304		Q2 2,591	Steady	Green	
Continue to Increase virtual visits by 5% from 2014 to 2017 to 5% annually	56,796		Q2 Virtual issues 23,404 Virtual enquiry 24,687 Total 48,091	Improving	Green	

Culture and City Development : Quarterly progress report (2)

Function : Libraries and Archives

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Retain 1m physical visits	973,00		Q2 493,098	Steady	Amber	
ACE funding bid to develop the central library information hubs 1 st Floor	Scope Project		Scope Project Costings obtained	Steady	Green	
Update the archive catalogue to Spydus 10 and develop web access by : Transfer LMS server to hosting civic server Implement E DI invoicing model Develop events booking functions Develop Volunteer access Develop Mobile app	Contract set up Civica Awaiting move to Civica server to deliver functionality	VPN pipe construction	Contract set up Civica Awaiting move to Civica server to deliver functionality Q2 - awaiting construction of VPN tunnel (delay)	Down	Amber	
Retain SLS traded service buy back SLS Reader development participants	97% 8047		8047 Q2 Total in Q4	Steady	Green	

Culture and City Development : Quarterly progress report (3)

Function : Museums

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Continue to deliver the 5 year transformation of the D-Day Museum in– start work on site (now May 17; new museum open revised date Easter 2018)	See Project list					
Delivery of the new Butterfly House for Cumberland House - Demolition phase - Restoration phase	Project manager budget and core funding secured	Project manager in post and developing proposals	-Communication & engagement events held in Q2 and views collated -Contract for Demolition prepared and submitted out for tender including repairs and restoration	Steady	Demolition to be completed March 2017	
Increasing cash donations as part of the savings programme : Generate additional £7k through cash donations: total £18k	£11,000 secured 2015/16	4,760	6,600	Steady	18k	
External funding secured from HLF for the Edward King collection	Political agreement	Bid on target to be Submitted Q2	Bid submitted Q2 .HLF declined bid and no obvious way forward for alternative as HLF are the main funder of heritage	-	Red	Although bid declined there will be some modest conservation work enabled through cash donation target which will be achieved
Sustain visitor numbers 300,000 across all museums in 16/17	294,590	84,028	204,326	Down	Green	Improving position in group visits, Southsea Castle and Dickens . Q2 performance better then last year but overall numbers decreased by 2.5% but should attain target .

Culture and City Development : Quarterly progress report (4)

Function : Community Centres

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Continuing to broaden the programmes in all centres through the actions plans based on the 2014 bi annual surveys .	Overall usage of 5 to 15 year olds is 11.3% . 5% increase over 2 years by 2017	Identify associations with low use by children and young people	Discussion completed with each association their strategy to increase usage	Steady	5% increase in child users	
Increase the overall centre building utilisation figures	Utilisation ranges from 70% to 30% averaging 46%. Target to increase overall by 5%	Identify associations with low utilisations	Discuss with associations their individual target increases and actions to achieve	Steady	5% increase in overall user numbers	
Develop complete and analyse the 2016 to 2018 bi annual surveys	3,000 annual surveys completed 2014	Survey forms developed and distributed	<ul style="list-style-type: none"> - Feedback forms collated - Associations promoting - Draft report for CLS : summary and action plan 	Steady	Action plan agreed with Community associations	
Achieve 2016/17 savings target (£42,000) by ceasing to second PCC staff, and replace with grant aid for staffing , where appropriate	2015/16 community associations budget was a mix of directly funded staff and grant funding	Savings achieved in April 2016 as no PCC staff in centres managed by associations	Achievement Q1	Steady	Savings delivered and community centres operationally managed by associations	

Culture and City Development : Quarterly progress report (5)

Function : Parks and Open Spaces

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Begin work to implement a new grounds maintenance contract in house by January 1 st 2017	Political agreement secured	Vehicle requirements understood and identified Project team established to support the transfer	<i>Vehicles</i> : order for hire prepared <i>Plant & Machinery</i> : procurement option for hire / purchase/ ex-demo / used exploring all options <i>TUPE</i> : measures letter sent to idverde for comments <i>Training</i> : courses identified	Steady	Green	Staff transfer and new operation will be ready under PCC management on target for 1 st January 2017
Provision of new premises at Northharbour for council and contractor staff to accommodate vehicles, workshop and storage by December 2016	Agreement to move from current site Ave de Caen	In standstill period, award due wk beg. 15 August. On schedule for December occupation.	Current parks staff planned to move from civic end for November 2016 New grounds maintenance staff IT set up on target for set up December Client services planned move from Avenue de Caen site for end of year	Steady	Operational site ready for transfer of site	
Develop options for community-based management model to improve the Parks service and to develop a more dynamic service responsive to local communities opportunities for real localism.	Briefing paper on community-based management model to explore options	Benchmarking continues with in house parks operations in Bournemouth and Southampton	Continue to explore options on: -friends groups -Volunteer model -Enterprise and voluntary sector and with local communities -partnerships with organisations and groups representing people with learning disabilities -potential for improved access to external funding.	Steady	To develop framework for community-based management model	
Review current grass areas and consider meadowland replacements, and undertake ecosystem survey	Will be addressed as part of the Green Review 2017 Property and Housing			Down		
Spending on parks and open spaces to be within all budgets set for 2016/17	The 2015/16 cash limited budget outturn was an overspend of £6,626.	Unexpected income received from the contractor working on the Zurich Building, the budget position is a £18,000 surplus	The parks budget forecast outturn as of the end of Q2 is a projected surplus of £23k but it is anticipated the service will come in within approved budgets	Steady	Anticipated that the service will continue to operate within approved budgets	47

Culture and City Development : Quarterly progress report (6)

Function : Registrars and Coroners

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Achieve 100% birth registrations with 5 working days	100%			Steady	Green	Data available April 2017
Achieve 100% still birth registrations with 5 working days	100%			Steady	Green	
Achieve 100% registrations of death within 2 working days of appointment request	95%		National problem registering deaths as delays in medical certificate cause of death .All registers working closely with general registrars to resolve nationally	Down	Green	
Achieve 100% declaration of marriage and civil partnership within 10 working days of appointment request	100%			Steady	Green	
Customer satisfaction with registrars service	98.2%			Steady	Green	
Implement registrars booking system	Stopford waiver completed	Tested and developer amendments suggested	System Testing continues Training packages developed for staff for cascade training Parallels systems will run for Q4	Steady	Project completion Q3	
Implement replacement coroners IT caseload management system	Feasibility complete			Steady	Project Completion Q4	
Achieve timeliness targets for inquest for those cases that take over 1 year				Improving	Less cases	
Complete options appraisal re mortuary and bereavement service	Agreement to explore options	Investigation and regional benchmarking	Feasibility and costings modelling continues. Meeting planed with Home office pathologist In Q3 to discuss feasibility of in house pathology team	Steady	Launch of the bereavement service late 2017	

Culture and City Development : Quarterly progress report (7)

Function : Seafront Services

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Increase visitor numbers for events by 5%	710855	96,789	Q2 - 452,500 Accumulative 549,289	Steady	Amber	This is 77% of baseline but to achieve the 5% growth, the 200,000 footfall in quieter periods will be challenging . However, new events such as Oktoberfest will support numbers
Review byelaws and review and simplify layers of restriction	BBQ Byelaws Dog orders Byelaws	Benchmarking and research to be completed Q3	Dog Byelaws: instigated legal review to explore options in parks and open spaces including the seafront . Dog bylaws current legislation does not expire until October 2017 BBQ : briefing to portfolio order in Q3	Steady	Green	
Deliver two concessions options in pilot form for delivery and evaluation	Research on possible concessions	New concession/activity option being developed with NMRN for Q 2 delivery	-NMRN concession delivered Q2 for July / August and currently under evaluation -Option for HotWalls studio being developed as a pilot in Q3 -3 rd pilot explored but infrastructure not in place in time for height of season but will be option for 2017	Steady	Green	
Complete Beach Huts costs analysis weekly and annual and options for change	Previous full Cost full analysis not completed. Annual income target was £89,447	Full costs will be available end of season Q2	Income target achieved for annual lets in Q2 despite higher than average fees and charges % increase. Weekly lets marketed and income increased but more to do . Full cost appraisal to be completed for portfolio member Q3 to inform fees and charges.	Improving	Green	
Poster sites : Full cost analysis and identify areas to increase income and advertising opportunities packages	Income target: £31k Income actual :£29k No advertising packages	Income Target : 32k Income actual on target 2 advertising packages in place	Income Target : 32k Income actual: 16k 2 advertising packages in place	Steady	Green	
Full cost analyses of splashpool to inform programming and opening times in 2016/17	Previous Cost analysis not completed so baseline not available	Costs analyse to complete in Q2 once spalshpool closed	Successful Q2 season with over 30,00 visits throughout the season ending September . Cost analysis to be completed Q3	Steady	Green	

Culture and City Development : Quarterly progress report (8)

Function : Visitor services

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Increase in visits from “staying visitors” over 3 years of 8% from 2016 to 2019	726,000	As Q4		Steady	G	Data is bi- annual and 2016 data will be presented in September 2017 . Hampshire CC data will be available mid year which will give a regional indication of visits and spend . Continuing to develop options for accommodation in the city is key to encourage overnight stays.
Increase visitor spend of 10% over 3 years from 2016 to 2019	£463Million	As Q4		Steady	G	As above

Function: Economic Growth

Improve skills levels	Strengthening of post given the importance of the priority for the city	Employment and Skills post out to recruitment	Employment and Skills post selection and interviewing process completed	Steady	In post Q3	The economic growth team is still forming following various post restructure and recruitment
Increase foreign investment in the city	Collection of intelligence of current investment in the city			n/a	n/a	Macro data at Hampshire level will inform trends
Increased business survival by providing business with targeted business support	Signposting to Enterprise First and Solent Growth Hub			Steady	5% Increase in number of business supported by PCC signposting	

Function : Retail and Markets

Review Market offer within the city		Review Christmas market offer	surveying customers and undergoing a wider consultation to inform re-procurement.	Steady	Reprocurement in March 2017	
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Culture and City Development : Quarterly progress report (9)

Function : Development Management

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Ensure applications dealt with in national standard timeframes: major applications (target 60%)	89%	67%	100%	Down	Green	Performance improvement in Q2 is a result of focussing resource on timely validation and registration of the new applications. The result indicate that improvements can be made, the challenge is to keep performance consistently high. The performance is on trend to achieve national and directorate targets for year end.
Ensure applications dealt with in national standard timeframes: minor applications (target 65%)	80%	66%	86%	Down	Green	
Ensure applications dealt with in national standard timeframes: other applications (target 80%)	83%	87%	92%	Improving	Green	

Function: Sports and Leisure facilities management

Procurement of a new leisure facilities contract for the management of our 6 leisure facilities	Q4- Prepare Stage 1 ITT submission deadline on 8th August Q1-Prepare Stage 1 ITT submission deadline on 8th August Q2- Stage 1 approved at the gateway board .Stage 2 bid went forward in September to Gateway 4 . Analysis of 3 bidders to select preferred bidder assessed against the criteria of a Specific Specification to announce the decision in November.			On track	
Develop new Sports Facilities and Playing Pitch Strategy in partnership with stakeholders – approval in municipal year	Fieldwork in progress	Fieldwork in progress	Audits and interviews largely complete	Steady	On track to complete by Q4 as per plan

Function: Building control

Explore expansion of the BC partnership			Fareham & Gosport already combined with Portsmouth Aim : 1 st phase end of December		
Explore establishing a Trading company for Building control	Explore options led by PCC				Options appraisal March 2017

Culture and City Development : Quarterly progress report (10)

Function : Planning

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Review of Local plan to take plan period to 2034 and identify how employment and growth will be accommodated in the city	Resources now in place to take forward	The former northern quarter and city centre are now being considered in terms of the growth aspirations for 2034.	Draft development sites report is under preparation. On going retention issues regionally and nationally	Steady	Adoption in late 2018	
Adopt a contaminated land strategy to agree the Councils approach to identifying and bringing about the remediation of statutory contaminated land. Its primary aim is to address the legacy of historical contamination and the harm that pollution can cause to health or the environment	Draft 'Part 2a' Strategy available	Circulate draft to Internal Stakeholders Prepare report and strategy for member decision	Agreement for decision report at PRED	Steady	Adoption by March 2017	
Complete a public realm strategy including a strategy for concessions and street trading		Preparation of a draft document	On going preparation of document for public consultation	Steady	Strategy adopted March 2017	
Implement a revised CIL neighbourhood spend process	Spend profiles	PRED report December 2015 agreed framework Delegated powers agree to assess and agree projects	Projects to be agreed on a case by case basis against the agreed framework CIL monies allocated to projects in Milton ,Paulsgrove , Cosham and Hilsea . Ongoing discussions over allocating funds in other wards, for example improvements to venture playground in Charles Dickens.	Steady		
Complete a heritage strategy	Draft strategy in place	Historic England reviewing draft	Discussion held with Historic England to discuss development of an implementation strategy	Steady	Adoption March 2017to feed into Heritage Zone bid	
Continue to work with landowners and other public bodies to maximise development opportunities in the city			For the local plan , Landowners invited to submit sites for consideration			

Community and Communications Q2 (July 2016 – September 2016)

Community and communications : Quarterly progress report (1)

Function :Channel Shift Programme and City Helpdesk

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Reduction in PCC spending on post/carriage and print by 5%	Reduction of £258k achieved 15/16	Total spend on print and advertising in Q1 was £74,511	Total spend on print and advertising in Q2 was £59,386	Q2 is 10% down on Q2 15/16	A	Reduction on post, carriage and print likely to have reached saturation, although Q2 is showing a decrease
No reduction in levels of customer satisfaction	94% rated service good or very good	Next survey August 2016	Customer satisfaction survey in July – 91% rated service very good or good with 63% of customers scoring 10/10	Down on 94% baseline	A	Method of measuring customer satisfaction has changed in order to generate more constructive feedback to support improvements – this change has impacted on result
Increase in online payments, direct debits or other automated channels	£8.8m online payments 2015/16 984 online direct debit forms 33% in person payments at quick pay kiosks	£2.487m in Q1	Online income was £2.509m in Q2 – up 11% 1138 direct debit forms in Q2, representing 77% of all direct debit set-ups quick pay handled 5,500 transactions in first six months – 26% of all cashiers transactions 2,836 sign-ups to the new My Portsmouth account in Q2	Overall increase	G	Digital transactions are up overall, but quick pay is likely to end the year on less than 33% - initial take-up of quick pay machines was higher than normal due to support from customer service staff – the likely take-up at year end is around 25%
Increase in web enquiries submitted via online forms	14197 forms submitted in 2015/16	4735 in Q1 (including app forms)	6790 online forms (from web, app and firmstep) submitted in Q2, 64% increase on Q2 15/16	Increase	G	Along with another significant increase in online forms, for direct debit and single person discount forms, we can now see what % of all transactions are done online – for direct debit 77% of all transactions were online and for SPD – 58% of applications were made online – showing clear customer demand for online offer
Reduction in spend on small IT systems	Working to understand position with IT					
Ongoing savings target achieved	Predicted 2015/18 - £1m Actual so far - £1.7m	Awaiting declared savings in budget review				

Community and Communications : Quarterly progress report (2)

Function : Revenues and Benefits

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Council Tax collection rate	95.83%	28.56%	55.23%	Stable	Green	<p>Council tax has collected £2 million more than Q2 position 2015/16. However the overall % collected, due to the increased charge, is likely to be lower at end of 2016/17 compared to end of 2015/16</p> <p>Council tax and NNDR annual debt is forecast to be higher at end of 2016/17 as a result of the increase in collectable debit</p> <p>More housing benefit overpayments are being raised due to targeted customer reviews and the real time information being supplied direct from HMRC</p> <p>The amount of subsidy forecast to receive is down on 2015/16 as the level of housing benefit expenditure is reducing (this is in main due to the welfare reforms). However the % of subsidy claimed against expenditure has improved 98.04% at end of Q2 (97.69% at end of Q2 2015/16) 55</p>
NNDR collection rate	99.62%	35.15%	58.94%	Stable	Green	
Debt recovery	Annual figure – debt reduced from £16,108,369 to £13,357,459 2015/16	£14,077,783 (Q1 increase relates to increases in prior year debit relating NDR)	£12,597,402	Increased	Amber	
Cycle time for new claims	24 days	21 days	21 days	Stable	Green	
Cycle time for changes of circumstance	8 days	8 days	8 Days	Stable	Green	
Processing accuracy	98%	97%	97%	Stable	Green	
Overpayments raised	£3,880,202	£829,370	£1,786,507	Increased	Green	
Level of outstanding benefit debt	£8,990,746	£9,003,112	£9,153,326	Increased	Red	
Subsidy received	£109,774,865	£29,568,321	£55,596,072	Stable	Green	

Community and Communications: Quarterly progress report (3)

Function : New business and traded services

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Income generation targets: Design £150,000	£188k for year	£30k	£65,173.38	Reducing	Amber	Review of design services in flight
Commercial Services Benchmark £4.3m in 2015/16	£4.3m for year	£3.233m	£3,386m	Resilient	Amber	Services withdrew TS offer to the sum of £250K. Currently identifying new income from beyond education sector – fiercely competitive market place.

Function: Democracy

Achievement of statutory timelines in relation to Fol	53%	64%	68%	+3%	Amber	Continued increase in complex FOIs. Being reviewed across the board to try and secure further capacity
Implementation of ModGov	Analysis	Analysis complete review of models	Project moved to plan stage		Amber	

Community and Communication : Quarterly progress report (4)

Function : Communications and Marketing

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 Position	Trend	Year End Forecast	Director Commentary
Value of media coverage generated by PR activity in 2015/16	£905k of media activity generated in 2015/16	£141k compared with £135k in Q1 2015/16	£330,552 compared with £248,154 in Q2 2015/16	Increase	Green	
% staff proud to work for the council	64% proud to work for council	64% proud to work for council	64% proud to work for council	Stable	Green	Annual survey
% staff feel well-informed	60% well-informed responses in staff survey	60% well-informed responses in staff survey	60% well-informed responses in staff survey	Stable	Green	Measured annually in April , next survey April 2017
Measures of return on marketing investment	ROI for adoption and fostering marketing £1.6m 2015/16	Measured twice a year	Evaluation done twice a year, in Q2 measured £1,046,493 ROI from Q1 and Q2	Increase	Green	

Finance and Information Services (July 2016 – September 2016)

Finance and Information Services : Quarterly progress report (1)

Function: Financial Governance and Accountability

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Prepare a Medium Term Financial Strategy	MTRS approved by full Council as part of annual Budget					
Approve a Balanced Budget and associated level of Council Tax	Budget and council tax approved by Full Council for required level of savings					
Approve a minimum level of general reserves	£6.5m	7m	£7m	steady	£7m	
Approve a fully funded 5 year capital programme	Capital programme approved by Full Council					
Statutory timescales achieved for Statutory Financial Statements	The annual target of 30 June has been achieved					
Unqualified Audit Opinion achieved	PCC achieved an unqualified audit opinion for the 2015/16 accounts					
Quarterly financial reporting to council achieved	In progress	Scheduled for September 2016	Scheduled for December 2016	steady	Green	
Pay.net implemented	Project commenced	No sites implemented	5 sites implemented	steady	Green	
Bank reconciliation completed within 4 weeks of month end	Slightly behind	May & June not fully complete	August not fully complete	Improving	Green	Staff vacancy now filled & being trained
Transparency information published on time	Delivered	Delivered	Delivered	Steady	Green	

Finance and Information Services : Quarterly progress report (2)

Function: Maximising the resource available to the Council

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Additional income generated through mechanisms e.g.. Property Investment Fund, Shared IoW service	See project reports					
Average return on new investment to exceed LIBID rates	Exceeded investment returns target for new investment	Exceeded investment returns target for new investment	Exceeded investment returns target for new investment	Down	Green	
Implementation of Employee Benefit Portal and subsequent savings	See project reports					
Debt recovery indicators (add KPIS) Actual (target) Council Tax Business Rates	95.4%(95.2%) 99.6% (98.5%)	94.21%(97.8%) 103.3%(98.8%)	94.04%(97.8%) 93.9% (98.8%)	Down	Green	

Finance and Information Services : Quarterly progress report (3)

Function: Maintaining resilience of financial services operations

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Up to date business continuity plan by December 2016	Awaiting update and testing	Awaiting update and testing	Awaiting update and testing	Steady	A	
EBS availability to be within performance standard of 98% availability in working hours	Performance maintained	Performance maintained	Performance maintained	Steady	G	
Completion of Financial Services re-organisation to be positioned for new business	Phase 1 consultation complete	Phase 2 consultation underway	Revised structure implemented	Steady	G	

Finance and Information Services : Quarterly progress report (4)

Function: Support directorates to deliver within agreed budgets and achieve savings targets and objectives

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
<p>Spending within allocated budgets – deficits in adults’ social care and children’s social care reducing as per agreed plans</p>	<p>Budget outturn for 2015/16 of £3.5m underspend. Education and Children’s portfolio deficit reduced to £1m and Health and Social Care portfolio reduced to £1.5m following budget action plans agreed by Cabinet, 3rd December 2015.</p>	<p>Forecast outturn of £0.66m overspend including forecast deficits in Children’s portfolio of .45m and Health and Social care of £1.5m</p>	<p>Forecast outturn of £33k overspend including forecast deficits in Children’s portfolio of £0.7m and Health and Social care of £1.3m</p>	<p>Improving</p>	<p>Green</p>	<p>Overall financial position considered ‘green’ as the forecast outturn is close to budget</p>

Finance and Information Services : Quarterly progress report (5)

Function:High quality business as usual financial services – continual service transformation

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Implementation of new forecasting and budgeting tools	Rollout underway	Rollout to finance teams	Operational in 3 teams	Improving	Green	
Implementation of Business Intelligence reporting for managers	See project progress reports					
Maintain EBS upgrade and patching programme	Latest Recommended Patch Collections updated	Latest RPCs updated	Latest RPCs updated	Steady	Green	
Invest in EBS hardware requirements	Procurement underway	Hardware purchased and currently being commissioned for Go live Jan 2017	Hardware purchased and currently being commissioned for Go live Jan 2017	Down	Red	Unexpected technical issues experienced in set up have meant the project has had to be rephased for July 2017
Complete roll-in of purchase to pay business intervention	See project progress reports (Appendix 2)					
Payment performance indicators	82%	76%	79%	Improving	Amber	
Payroll and EBS indicators Paid 10,000 internal & external staff on time EBS availability – within performance standard of 98% during working hours	Achieved	Achieved	Achieved	Steady	Green	
	Achieved	Achieved	Achieved			

Finance and Information Services : Quarterly progress report (6)

Function: Operational IT performance

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Metrics	Civica APP – 100% Capita 1 EMS – 99% Comino W2 – 100% PIMS – 100% Mayrise – 100% Email – 100% Internet – 100%	<ul style="list-style-type: none"> - “Critical” service systems - “Critical” corporate systems - Internet capacity & availability - Core Network availability & throughput - Remote site connectivity - Remote working (VPN) availability 	<ul style="list-style-type: none"> - New metrics going live in 3 phases. - Phase 1 goes live w/c 21.11.16 - Phase 2 goes live by mid Dec. - Phase 3 goes live by end of Jan 			<ul style="list-style-type: none"> - The IS department did not routinely and systematically measure and manage performance. - The department now has a Monday morning performance meeting every week to review KPI’s and performance. - Industry best practise was studied from several other Counties as well as a leading outsourcing company. - PCC have built on these learnings and will be delivering a best in class set of automated metrics. - Soft Cultural change program underway with IS management team to become more performance focused.
Incident resolution measures linked to service level agreement	92%	93%	96%	Improving	Green	

Finance and Information Services : Quarterly progress report (7)

Function: Operational IT performance

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Customer satisfaction	96%	97%. More meaningful metric is the SOCITM Satisfaction survey completed by PCC all users gave us a score of 5.52/7. The median score across all responding organisations is 5.32	95.2%	Static		
PSN accreditation IG Toolkit (Connection to NHS) PCIDSS (Payment Card processing)	Accredited Accredited Accredited	Accredited Accredited Accredited	Accredited Accredited Accredited			

Finance and Information Services : Quarterly progress report (8)

Function: Strategic IT support and Development

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
1) Produce Category Management Plan 2) Produce IT Strategy 3) Restructure IT	1) N/A 2) Last strategy produced in 2012 3) N/A	1) First draft 3 weeks away 2) Structure agreed. Benchmarking and initial contributions received. Now in drafting phase. 3) Will be determined once strategy agreed. Organic changes are proceeding now	1) Done 2) First draft due week commencing 21.11.15 3) In progress	On time	On time	
4) Adoption of digital strategy	Business Transformation Group established	<ul style="list-style-type: none"> - Being reviewed by the Economic Development Culture and Leisure scrutiny panel. - Digital is approaching first draft stage - Entering consultation with directorates 	<ul style="list-style-type: none"> - Verbal update at EDCL completed. - Presenting at next EDCL - Liaising with TEBS - First draft by Xmas 	No PID	No PID	

HR, Legal and Performance Q2 (July 2016 – September 2016)

HR, Legal and Performance : Quarterly progress report (1)

Function: Human Resources

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Sickness absence	8.4 days per employee per year	8.4	8.4	Stable	8.4	Performance has bottomed-out after a period of continued improvement. Support to managers being re-invigorated and further wellbeing initiatives promoted in order to maintain improvement
All restructures and other organisation change successfully managed	Achieved	Achieved	Achieved	Stable	Achieved	Extensive restructuring and staff transfer activity carried out, partly resulting from budget savings
No successful Employment Tribunal cases as a result of poor HR practice	Achieved	Achieved	Achieved	Stable	Achieved	Currently no pending tribunal cases
Recruitment end-to-end time (i.e. to employment start date)	65 days	62 days	67 days	Declining	65 days	Further analysis being carried out to better understand increase. Likely to be a result of a small number of hard-to-fill posts
Apprenticeship numbers	68 (including pipeline)	75	71 (including pipeline)	Stable	70	Apprentice recruitment continuing across the council. New apprentice levy will create significant increase in numbers

Function: Directorate

Traded Services: reduce dependency on cash-limit finance by developing trading opportunities	50%	48%	48% of service funded through cash limit	Improving	48%	Continuing success in winning external clients. Now 9 for audit and 3 for HR (excluding schools)
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HR, Legal and Performance: Quarterly progress report (2)

Function : Legal Services

Agreed measures of progress	Baseline as at Q4	Q1 position	Q2 position	Trend	Year End Forecast	Director Commentary
Turnaround times on childcare cases (% within 26 week target)	70% within 26 weeks	83%	57%	Declining	70%	Decline due to small number of very complex cases where courts have ordered additional assessments and procedures that extend beyond 26 weeks
No major projects delayed due to failures to provide effective legal support	Achieved	Achieved	Achieved	Stable	Achieved	Timely advice and support provided to a range of major projects
Land Charges – complete searches within 20 working days	100%	100%	100%	Stable	100%	Performance improving following delays caused by new IT system implementation. Most searches now completed in 15 days or less

Function: Internal Audit

% annual audit plan complete	100%	7%	57%	Stable	100%	Progress consistent with expected position at this stage of year
Number of exceptions identified	1 critical, 98 high	0 critical, 9 high	1 critical, 40 high	Stable	N/A	Separately reported to GAS

Function: Corporate Strategy

Maintain schedule of funding opportunities	Monthly updates provided to Leader	Achieved	Achieved	Stable	Achieved	Updates provided as agreed
Achieve statutory deadlines regarding annual governance statement and performance statement	Achieved	Achieved	Achieved	Stable	Achieved	Separately reported to GAS