

Report

Cabinet

Part 1

Date: 19 April 2018

Item No: 09

Subject **Performance Monitoring: Improvement Plan and Well-being Objectives**

Purpose To agree a joined-up approach to monitoring performance that supports the requirements for service planning, improvement planning and well-being objectives

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Senior Policy and Partnership Officer
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Ward All

Summary The Council is subject to duties under the Local Government Measure 2009 and the Well-being of Future Generations (Wales) Act 2015. The Local Government Measure requires local authorities to set its own improvement objectives. The Well-being of Future Generations Act requires local authorities to set and publish well-being objectives. Improvement objectives are published as part of the Council's Improvement Plan and well-being objectives are part of the Council's Corporate Plan.

It is possible that councils can meet their duties under both acts by integrating the requirements into one plan and one monitoring process. This integrated approach to strategic planning will ensure appropriate accountability of progress against performance objectives, while reducing duplication in reporting. It allows for one reporting mechanism which means senior managers can monitor progress through a more streamlined process, and reports to Cabinet and Scrutiny will include the relevant links between the legislative and reporting requirements.

This report outlines a joined-up approach to monitoring performance that supports the requirements for service planning, improvement planning and delivery of the well-being objectives. The report also details the steps that will be taken for each well-being objective and the performance measures that will be used to monitor progress.

Proposal **To agree a joined up approach to monitoring performance and confirm performance measures to monitor progress for 2018/19**

Action by Chief Executive
Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors (People and Place)
- Heads of Service

Signed

Background

The Council is subject to duties under the Local Government Measure 2009 and the Well-being of Future Generations (Wales) Act 2015. The Local Government Measure requires local authorities to set its own improvement objectives. The Well-being of Future Generations Act requires local authorities to set and publish well-being objectives. Improvement objectives are published as part of the Council's Improvement Plan and well-being objectives are part of the Council's Corporate Plan.

Advice from the Welsh Local Government Association (WLGA) following consultation with the Wales Audit Office (WAO) and Future Generations Commissioner's office is that councils can meet their duties under both acts by integrating the requirements into one plan and one monitoring process.

The council's priorities must reflect the requirements of both acts to ensure the council maximises its contribution to the well-being goals for Wales, demonstrates continuous improvement and continues to deliver high quality services to local people.

Current position

Well-being objectives have been set and published as part of the Corporate Plan 2017-2022. In addition, the Corporate Plan includes "20 things by 2022" which align to the well-being objectives and will be monitored through the corporate governance frameworks and relevant service plans.

Improvement objectives were published as part of the Council's Improvement Plan 2016-18 and agreed by Cabinet in April 2016. These are reviewed annually to ensure that they remain relevant and focused on the right areas of improvement.

Service plans are currently being developed for the period 2018-2022 and will include all performance objectives.

The MI Hub (InPhase) system is currently used to record progress against the improvement objectives, and service plans. Recording progress against the well-being objectives is under development and will be available on the system in due course.

The Way Forward

It is proposed that the improvement (plan) objectives be fully absorbed into the well-being objectives which were informed by public engagement on the Local Well-being Assessment. This will mean that monitoring of the well-being objectives and the steps taken to meet these objectives will also address the need to monitor the improvement plan objectives and demonstrate continuous improvement.

This integrated approach to strategic planning allows for one reporting mechanism to fulfil many requirements – collecting information once and using many times. This reduces the reporting burden on service areas and allows senior managers to monitor progress more easily through a more streamlined process.

The proposal will ensure appropriate accountability of progress against performance objectives, while reducing duplication in reporting. This streamlined process will also ensure that reports to Cabinet and Scrutiny include the relevant links between the legislative and reporting requirements and provide a more robust process.

By focusing on a single set of council wide priorities and underpinning actions, service plans can be developed to ensure that each service area delivers outcomes that contribute to the achievement of the corporate plan.

In order for this integration to be successful, service plans must contain activities which contribute to the delivery of the well-being objectives and corporate plan priorities. In addition, service areas must apply the sustainable development principle's five ways of working (long term, prevention, collaboration, integration and involvement) to planning activities so that the council can evidence how this has become embedded in our thinking as well as the commentary developed for output and decision reports.

Well-being Reporting Framework

Well-being objectives have been set and published as part of the Corporate Plan, in consultation with Heads of Service and agreed by Cabinet and Council.

The council must publish an annual report on the progress it has made in meeting its well-being objectives. In doing so, it must review its well-being objectives and assess whether the objectives are contributing to the achievement of the well-being goals for Wales, that all reasonable steps are being taken to meet the objectives and that they are consistent with the sustainable development principle.

To move towards an integrated approach, an annual year-end review that shows progress against the improvement objectives and evidences continuous improvement will also incorporate as much of the well-being duty as possible and will be published by 31st October 2018. A further report reviewing the well-being objectives will be produced by 31st March 2019 if required.

Next Steps

The following steps will be taken for 2018/19:

- Cabinet Report on performance against the improvement objectives and well-being objectives will be produced by 31st October 2018, with a further report reviewing the well-being objectives by 31st March 2019 if required. In future years the annual reports will be fully merged into one report
- Progress against the well-being objectives to be provided by service areas for Q4/year end to inform the annual report for 2017/18. From 2018/19 progress will be monitored quarterly through the MI Hub (InPhase) and these updates will be linked to service plan content.
- When producing service plans, all service areas must consider the well-being objectives, the steps to be taken and the performance measures (as outlined in Appendix 1) and ensure any gaps are covered and that existing measures are still relevant
- All service plans must be written in accordance with the sustainable development principle and apply the five ways of working
- Continue to develop reporting pages for well-being objectives within the MI Hub (In Phase). This will mean no duplication in data entry and recoding. Appendix 2 shows how this might look.
- Training sessions on how to access and update well-being objectives and service plans within the MI Hub will be offered

Financial Summary

There are no direct financial implications from this report. Any financial implications associated with service planning and other activities will be subject to separate reports.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Changes to the Local Government Measure	H	H	The proposed changes in the Green Paper 'Strengthening Local Government: Delivering for People' currently at the consultation stage, once the outcome of this is known the council can plan its approach to the changes.	Head of People and Business Change

Non-compliance with legislation	L	L	The Policy, Partnership and Involvement Team will work in conjunction with the Performance Team to ensure compliance. This includes regular meetings with regulators to discuss compliance issues.	Head of People and Business Change
Duplication of reporting resulting in laborious processes for officers in service areas	L	L	By integrating the duties as proposed in this paper the reporting burden on service areas will be reduced. The use of the MI Hub system will allow collection of information once to be used many times.	Policy Partnership and Involvement Team in conjunction with the Performance Team.

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Newport City Council Corporate Plan 2017-2022 – the Corporate Plan contains the Council’s Well-being Statement and well-being objectives, which contribute to the achievement of the national well-being goals.

Options Available and considered

- 1) To agree a joined-up approach to monitoring performance as outlined in this report
- 2) To continue to monitor performance on a separate basis

Preferred Option and Why

The preferred option is Option 1 – to agree a joined-up approach to monitoring performance. By having one process it will simplify monitoring arrangements, reduce duplication and ensure we meet the requirements of both acts.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. Although the Council has separate statutory duties in relation to continuous improvement under the Local Government Measure 2009 and also in relation to well-being objectives under the Well-being of Future Generations (Wales) Act 2015, a single integrated process of performance monitoring will provide a more streamlined and robust approach to performance management. The improvement and well-being objectives are closely aligned under the over-arching Corporate Plan and the delivery will be underpinned through individual service plans.

Comments of Head of People and Business Change

There are no direct staffing issues arising from this report.

The Council has already agreed a set of well-being objectives as part of the Corporate Plan and much work has been undertaken to ensure the improvement objectives and well-being objectives are aligned. Having one process for monitoring the performance towards both sets of objectives will ensure the Council can clearly demonstrate the steps it has taken towards meeting the objectives and the national well-being goals.

This approach is supported by the WLGA, WAO and Future Generations Commissioner and will ensure the Council continues to meet its duties for both acts.

Comments of Cabinet Member

The Leader of the Council has been consulted on the development of this report.

Local issues

Not applicable

Scrutiny Committees

Service plans are monitored through the Scrutiny process.

Equalities Impact Assessment and the Equalities Act 2010

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

The Council must report progress it has made in meeting its well-being objectives on an annual basis.

The proposal outlined in this report will ensure the Council meets its statutory requirements for ensuring it keeps the steps it takes to meet the well-being objectives under review.

By having a joined-up approach the Council will demonstrate how it has taken an integrated approach to monitoring performance.

The Improvement Plan objectives align with the well-being objectives and the well-being goals.

Crime and Disorder Act 1998

Not applicable

Consultation

Heads of Service have been consulted on the proposals to monitor performance in this streamlined way.

Background Papers

Cabinet Report: Improvement Plan 2016-18 (11/04/16)

Council Report: Improvement Plan 2016-18 (26/04/16)

Cabinet Report: Wellbeing of Future Generations (20/03/17)

Cabinet Report: Annual Review of the Improvement Plan 2016-17 (13/09/17)

Cabinet Report: Improvement Plan Quarter 1 Update (18/10/17)

Cabinet Report: Improvement Plan Quarter 2 Update (17/01/18)

Cabinet Report: Corporate Plan 2017- 2022 "Building on Success, Building a Better Newport" (15/11/18)

Council Report: Corporate Plan 2017- 2022 "Building on Success, Building a Better Newport" (28/11/18)

Dated:

Appendix 1 – Well-being Objectives, steps and measures

The tables below detail the steps to be taken to achieve our Well-being Objectives. The Improvement Plan actions have been included to demonstrate the alignment between the well-being steps and the Improvement Plan. All service areas must consider the well-being objectives, the steps to be taken and the performance measures and ensure any gaps are covered and that existing measures are still relevant.

Well-being Objective 1 – To improve skills, education and employment opportunities

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Improve school attainment levels and ensure best educational outcomes for children	IP 6.1 Improve the number of pupils achieving the expected level in the Key Stage 3 Core Subject Indicators	Education	PAM/003 % pupils achieving the expected outcome at the end of the Foundation Phase (A) PAM/004 % pupils achieving the expected outcome at the end of KS2 (IP6) (A) PAM/005 % pupils achieving the expected CSI outcome at the end of KS3 (IP6) (A) PAM/006 Pupils achieving level 2 threshold inc English & Maths % (IP6) (A) EDU/L/062 Pupils achieving Level 2 Maths (IP6) (A) EDU/L/063 Pupils achieving Level 2 English (IP6) (A)
2	Support young people into education, employment and training	IP 5.01 YEPF Co-ordinator providing support IP 5.02 Deliver the Families First Children and Young People's Skills Project IP 5.03 Deliver the Inspire to Achieve and Inspire to Work ESF projects IP 5.04 Communities First NEET engagement project IP 5.05 Deliver Communities 4 Work programme IP 5.06 Direct work with Careers Wales IP 5.09 Map provision for young people IP 8.3 Access to Education, Training and Employment	Education/RIH (Regeneration Investment and Housing)	PAM/009 % Young people NEET Year 11 (IP5) (A) NEET\09 % 16-18 yr olds not in education, employ or training (IP5) (A) NEET\11 % Young people NEET Year 13 (IP5) (A) EDU/L/067 % young people recorded as unknown following compulsory education (IP5) (A)

		Improvement Plan Action	Service area	Performance measure
3	Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty		Education	EDU/L/061 Percentage of FSM pupils achieving KS4 Level 2 (IP6) (A)
4	Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education	IP 5.02 Deliver the Families First Children and Young People's Skills Project IP 5.07 Working with providers of education IP 5.10 Meet regularly with Careers Wales, Schools, Work Based learning Providers and Coleg Gwent	RIH	RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (IP5) (Q) RIH/L/046 No of 18-24 year old entrants into Work Based Learning Academy (IP5) (Q) RIH/L/049 No of 16-17 yr olds progressing from WBLA to further opportunity (IP5) (Q) RIH/L/050 Number of 18-24 year olds progressing from WBLA to further opportunity (IP5) (A)
5	Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities	IP 4.6 Complete a skills audit of the local economy IP 5.05 Deliver Communities 4 Work programme IP 5.08 Develop and deliver specific employability programmes	RIH	RIH/L/063 % Working age adults with no qualifications (A) RIH/L/064 % of working age adults with qualifications at NQF4 or above (A)
6	Development of digital skills through support for schools and community IT programmes including a Digital Inclusion Charter	<i>Covered in 20 things by 2022</i>	P&BC (People and Business Change)	
7	Improve school attendance, reduce exclusions and improve safeguarding and wellbeing	IP 6.2 Improve Primary & Secondary Attendance IP 6.3 Reduce pupil exclusions	Education	PAM/007 Attendance levels primary school (IP6) (A) PAM/008 Attendance levels secondary schools (IP6) (A) EDU/010b Total number of days lost to secondary fixed term exclusions (IP6) (A)

Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Specialise in high value business growth		RIH	Note: Steps 1 – 7 align with Newport’s Economic Growth Strategy, which includes broader, non-NCC specific, performance indicators for the local economy. RIH/L/053 Value of business support grants awarded (IP4) (Q) RIH/L/054 Number of businesses supported (IP4) (Q) RIH/L/055 Number of new business start-ups (IP4) (HY) RIH/L/052 Number of jobs created (IP4) (A)
2	Promote and innovate for entrepreneurship, support indigenous development	IP 4.3 Agree a protocol with Welsh Government for Joint Venture funding	RIH	
3	Grow the economy as part of the wider region – collaboration for competition	IP 4.2 Creation and adoption of the City Centre Masterplan	RIH	
4	Create an economic environment to support population growth		RIH	
5	Recognise and promote the importance of fast, reliable and frequent public transport links for the connectivity of the city		Streetscene	
6	Maintain our focus on regenerating the city centre to become one of the UK’s top cities	IP 4.1 Secure funding for VVP2 IP 4.2 Creation and adoption of the City Centre Masterplan IP 4.4 Secure stage 2 funding to deliver market arcade regeneration	RIH	RIH/L/057 Reduction in the number of vacant commercial properties in the City Centre (IP4) (A)
7	Maximise environmental opportunities such as renewable energy, energy efficiency schemes, green infrastructure assets.		RIH	Measure to be confirmed
8	Deliver a digital strategy with improved connectivity in the city with access for citizens, partners and businesses	IP 4.5 Develop and invest in Newport website	P&BC	

9	Work with communities and schools on a range of countryside, biodiversity and recycling related matters		Streetscene	SCS/L/003 No of events held on a range of countryside, biodiversity & recycling related matters (Q)
10	Increase household recycling and divert waste from landfill	IP 7.1 To improve the recycling services IP 7.2 To divert all household and trade refuse waste collected by the council	Streetscene	PAM/030 Municipal Waste reused, recycled and composted (IP7) (Q) PAM/031 Percentage of municipal wastes sent to landfill (IP7) (Q) STR/L/018 Percentage of municipal waste recycled at the HWRC site (IP7) (Q)
11	Protect and promote local built and natural assets and cultural heritage		RIH / L&R (Law and Regulation)	RIH/L/061 Value of tourism (A) RIH/L/062 Increase in the number of visitors to attractions in Newport (A)
12	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment		L&R	RS/SI/1 % Regulatory Services significant issues resolved (Q)

Well-being Objective 3 – To enable people to be healthy, independent and resilient

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Support people to remain living independently in their homes and communities	<p>IP 1.1 To deliver an integrated assessment process</p> <p>IP 1.2 to roll out the integrated pathway for older people</p> <p>IP 1.3 Restructure the operational adult social services teams on the NCN footprints</p> <p>IP 2.2 Restructure the operational adult social services team</p> <p>IP 2.3 Develop and implement the integrated assessment tools</p> <p>IP 2.4 Review and recommission services as necessary</p> <p>IP 2.5 Review and develop our systems and processes</p> <p>IP 2.6 Undertake a questionnaire of people who have a care and support plan</p>	A&CS (Adult and Community Services)	<p>ACS/18 % of adult protection enquiries completed within 7 days (SSPM, IP2) (M)</p> <p>ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM, IP2) (M)</p> <p>ACS/21 Length of time (days) adults are in care homes (SSPM) (M)</p> <p>ACS/L/25 Number of people per month who have received a proportionate assessment (M)</p> <p>ACS/L/26 Number of people receiving a service from the Rehabilitation Officer (Visual Impairment) (M)</p> <p>CCAS/L/027 Number of integrated assessments completed (IP2) (M)</p>
2	Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness	<p>IP 1.1 To deliver an integrated assessment process</p> <p>IP 2.1 Establish the pathway for adult social services across health and social care</p>	P&BC	CCAS/L/026 OT Assessments & Reviews % (IP1) (M)

3	Support children to remain safely with their families		CYP (Children and Young Peoples Services)	CYP/24 PAM/028 % of assessments completed for children within statutory timescales (SSPM, PAM) (M) CYP/25 Percentage of children supported to remain living within their family (SSPM) (M) CYP/26 Percentage of looked after children returned home from care during the year (SSPM) (M) CYP/27 Percentage of re-registrations of children on local authority Child Protection Registers (CPR) (SSPM) (M) CYP/28 Average length of time for all children who were on the CPR during the year (SSPM) (M)
4	Support all schools to work towards the National Quality Award for Healthy Schools		Education	EDU/L/065 Increase in the number of schools that have been accredited at Healthy Schools Level 4 and 5 (A) EDU/L/066 Increase in the number of schools working towards the National Quality Award (NQA) in Healthy Schools (A)
5	Work towards Newport becoming a recognised Dementia Friendly City	Covered in 20 things by 2022	A&CS	
6	Improve opportunities for Active Travel		Streetscene	SCS/L/001 Number of active travel journeys
7	Regulate residential dwellings to ensure provision of safe homes		L&R	RS/SI/1 % Regulatory Services significant issues resolved (Q)
8	Work towards improved air quality		L&R	To be developed. Suggested Year 1 measure should relate to the production and approval of a revised Air Quality Action Plan. (Focussing on measurements of pollutants will not give positive performance against a PI for years.)
9	Regulate businesses and support consumers/residents to protect and improve health		L&R	PAM/023 % of food businesses that are broadly compliant with food safety legislation (Q)

Well-being Objective 4 – To build cohesive and sustainable communities

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Deliver a community cohesion programme that creates opportunities for communities to interact with one another		P&BC	
2	Prevent offending and re-offending of young people	IP 8.1 Reduction in first time entrants IP 8.2 Reduction in the use of youth custody	CYP	YJ/L/13 Number of first time entrants into the youth justice system (IP8) (M)
3	Develop sustainable communities through the provision of good quality, accessible and affordable housing	IP 3.1 To secure additional units of affordable housing and bring empty private homes back into use IP 3.2 To minimise the waiting times for major and minor adaptations IP 3.3 To prevent people becoming homeless whenever we can IP 8.6 Access to appropriate/suitable accommodation	RIH	PAM/012 The percentage of households for whom homelessness was prevented (Q) (IP3) PAM/014 No of new homes created as a result of bringing empty properties back into use (HY) PAM/015 PSR/002 Adapt'ns DFG days delivery avg. (HY) (IP3) PLA/006 (N) Planning affordable housing units # RIH/L/056 Housing delivery (all tenures) (IP4) (A)
4	Prevent and tackle instances of antisocial behaviour impacting upon the residents and the business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime		L&R	LR/L/002 Number of littering and dog fouling offences dealt with through enforcement action (Q)

5	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and well-being in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.		P&BC	
6	Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life		P&BC	HRP/049 Number of employees trained in Welsh awareness (Q)
7	Deliver a sustainable library service and varied cultural offer		RIH	PAM/016 LCL/001b Use of Public Library Services (Q) RIH/L/062 Increase in the number of visitors to attractions in Newport (A)
8	Work with key partners to promote the city's parks, open spaces and coastal path		Streetscene	SCS/L/002 No of visitors to city parks, open spaces and coastal path (Q)

Appendix 2 - Screenshots of development of the wellbeing objectives in NCC's MI Hub performance system

The screenshots below show how the report looks in MI Hub. Using MI Hub to produce the report will reduce duplication and the reporting burden on service area officers as information will be collected once and used many times as appropriate.

Wellbeing Objectives Report
WO 1 - Skills, Education & Employment

Management Information Hub

WFG Report | WO 1 - Skills, Education & Employment | WO 2 - Growth & Regeneration | WO 3 - Healthy, Independent & Resilient People | WO 4 - Cohesive & Sustainable Communities

Well-being Objective 1 - To improve skills, education and employment opportunities

Morgan, Sarah
Head of Service

Overall Judgement

Actual	Performance	Dec 2017	Comments
Green - Good	★		

Key for Measures

- ★ Green - on target
- Amber - slightly short of target
- ▲ Red - off target

Measures

	Actual (YTD)	Target (YTD)	Perfor... (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Wales Period Performance
PAM/003 (EDU/L/058) % pupils achieving the expected outcome at the end of the Foundation Phase (A)	89.2%	88.4%	★	89.1%	↓	?	!	
PAM/004 (EDU/003) % pupils achieving the expected outcome at the end of KS2 (PAM) (A)	90.1%	89.0%	★	88.8%	↓	89.0%	★	
PAM/005 (EDU/004) % pupils achieving the expected CSI outcome at the end of KS3 (PAM, IP6) (A)	84.9%	84.4%	★	83.4%	↓	86.1%	●	
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.7%	94.6%	★	94.5%	↓	94.2%	★	
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.6%	93.4%	★	93.3%	↓	94.2%	●	

Wellbeing Objectives Report
WO 1 - Skills, Education & Employment

Annual Measures

Annual measures are included for information, these will be populated in quarter 4

	Target 2017/18	Actual 2016/17	Wales Average (YTD)
EDU/010b (N) Pupils fixed exc'l's secondary days #	1,527	1,607	?
EDU/L/061 Percentage of FSM pupils achieving Level 2 Inclusive (A) /IP6	36.50	36.33	?
EDU/L/067 (RIH/L/048) % young people recorded as unknown following compulsory education (A) /IP5	0.50	0.07	?
NEET/09 % 16 - 18 yr olds not in education, employ or training /IP5 (A)	6.0%	4.2%	?
NEET/11 % Young people NEET Year 13 /IP5 (A)	3.0%	2.4%	?
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.6%	94.5%	94.2%
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.4%	93.3%	94.2%
PAM/009 % Young people NEET Year 11 (PAM, IP5) (A)	1.9%	1.7%	?
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) /IP5	360	304	?
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) /IP5	125	120	?

Key for measure RAG status

- ★ Green star - on target
- Amber circle - slightly short of target (15% tolerance)
- ▲ Red triangle - off target (over 15% away)
- ?
- ! No target set

Direction of Travel - DoT

- ↓ Green tick - performance has improved
- ↑ Red cross - performance has declined (15% tolerance)
- ↔ performance remains the same
- ↑ up arrows indicate that high values are better
- ↓ down arrows indicate low values are better

Key for Actions

- ★ Green - on track
- Amber - Deviation from Plan
- ▲ Red - Action is of concern

Steps

	Object Description	Performance	Dec 2017	
			WO Progress Update	WO Activity Planned
✓ WO 1.1	Improve school attainment levels and ensure best educational outcomes for children	?		
✓ WO 1.2	Support young people into education, employment and training	?		
✓ WO 1.3	Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty	?		
✓ WO 1.4	Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education	?		
✓ WO 1.5	Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities	?		