

HOSC Scorecard Q4 2021/22

O&S Scorecard - March 2022

Produced by ASC Information and Analysis Team (data from various sources)

Measure	Status	Target	Last Month	This Month	D o T	Constituencies	Benchmarkable
1 Uptake of Direct Payments	AMBER	40%	38.7%	38.8%	Up (Green)	✓	✓
2 The proportion of clients receiving Residential, Nursing or Home Care or Care and Support (supported living) from a provider that is rated as Silver or Gold (Quarterly)	GREEN	75%	77.1% (Q2)	75.9% (Q3)	Down (Red)		
3 The number of long-term admissions to residential or nursing care per 100,000 over 65s	N/A	560	516 (Q2)	(Q3)			✓
4 The percentage of people who receive Adult Social Care in their own home	GREEN	DoT Only	70.7%	70.8%	Up (Green)		
5 The number of people who have Shared Lives	RED	140	106	106	Static (Amber)		
6 Proportion of clients reviewed, reassessed or assessed within 12 months	N/A	85%	70.8%			✓	✓
7 Percentage of concluded Safeguarding enquiries where the individual or representative was asked what their desired outcomes were	GREEN	85%	95%	89%	Down (Red)		
8 The percentage of concluded Safeguarding enquiries where the desired outcomes were met during the enquiry	GREEN	85%	89%	95%	Up (Green)		
9 Social work client satisfaction - postcard questionnaire.	N/A	70%	(Q3)	(Q4)			

HOSC Scorecard Q4 2021/22

Measure	Status	Target	Last Month	This Month	D o T	Constit- uencies	Bench- markable
10 The number of people with Learning Disabilities who have been supported into employment by the PURE Project	GREEN	DoT Only	14 (Q3)	19 (Q4)	Up (Green)		
11 The number of parents or carers who are satisfied with the transition plan co-produced with their young people	RED	DoT Only	45 (Q3)	40 (Q4)	Down (Red)		
12 The proportion of parents or carers who are satisfied with the transition plan co-produced with their young people	AMBER	DoT Only	100% (Q3)	97.6% (Q4)	Down (Red)		
13 The number of young people aged 14-30 transitioning to the Integrated Transition Team who feel that they can achieve their outcomes.	GREEN	DoT Only	54 (Q3)	65 (Q4)	Up (Green)		
14 The proportion of young people aged 14-30 transitioning to the Integrated Transition Team who feel that they can achieve their outcomes.	AMBER	DoT Only	100% (Q3)	98.5% (Q4)	Down (Red)		
15 The number of young people who achieve their outcomes following support from the Integrated Transition Team.	GREEN	DoT Only	45 (2020/21)	126 (2021/22)	Up (Green)		
16 The proportion of young people who achieve their outcomes following support from the Integrated Transition Team.	GREEN	DoT Only	55.6% (2020/21)	62.4% (2021/22)	Up (Green)		
17 The number of Changing Places across the city (annual measure, placeholder)	GREEN	DoT Only	13 (2020/21)	13 (2021/22)	Static (Amber)		

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

Uptake of Direct Payments

AMBER

Change:

Up
(Green) 0.1 pp

Last Month

38.7%

This Month

38.8%

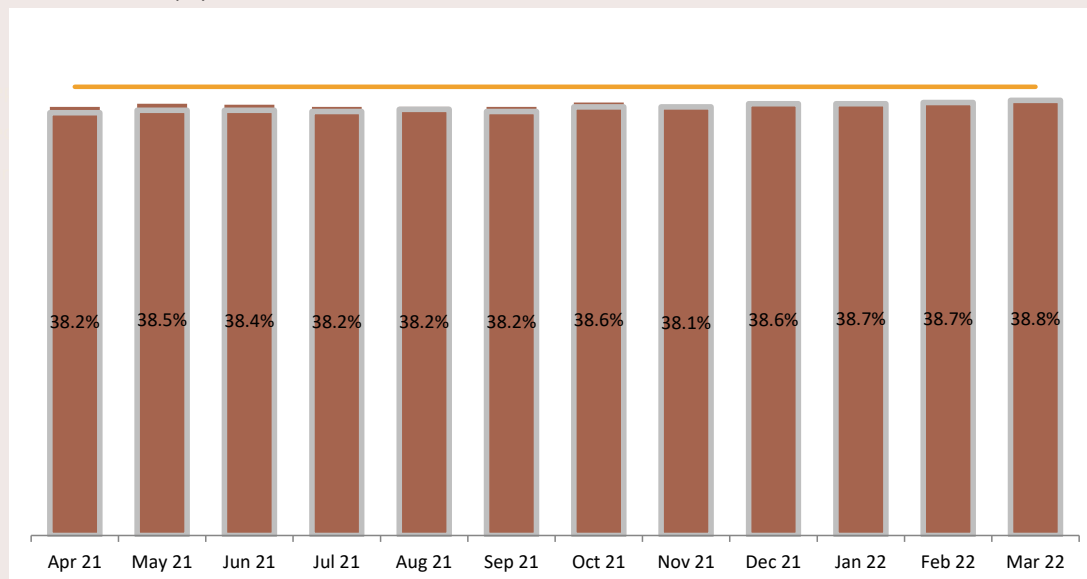
Target

40%

Recalculated:
38.6%

Source:

Carefirst service agreements. The proportion of clients receiving an eligible care package who have at least part of it delivered via direct payment.



Reported outturn

Recalculated

Target

Commentary:

The proportion of people we provide direct payments to has improved this month, but remains short of the 40% target. However, based on the positions in the 2020-21 ASCOF measures, we are in the top quartile of all councils for this measure.

We are currently providing Direct Payments to 3,165 people, compared to 3,031 this time last year. This is out of 8,152 people who are eligible for them.

Our social care staff are encouraging people to consider direct payments when they are discussing their care, so that there is more choice and flexibility in the support they can get.

We are continuing to train our staff on direct payments. The Learning and Development Service also provides a range of training for people who receive direct payments, and their personal assistants. This training now includes input from service providers who support people with direct payments.

We are working with citizens to co-produce future improvements to our direct payment services. And in addition, the Direct Payment Challenge Forum is looking at innovations and best practice to improve the uptake of Direct Payments and new ways of engaging with the community.

Measure Owner:

John Williams

Responsible Officer:

Shazia Hanif

Frequently asked questions:

[< Previous: Changing places](#)

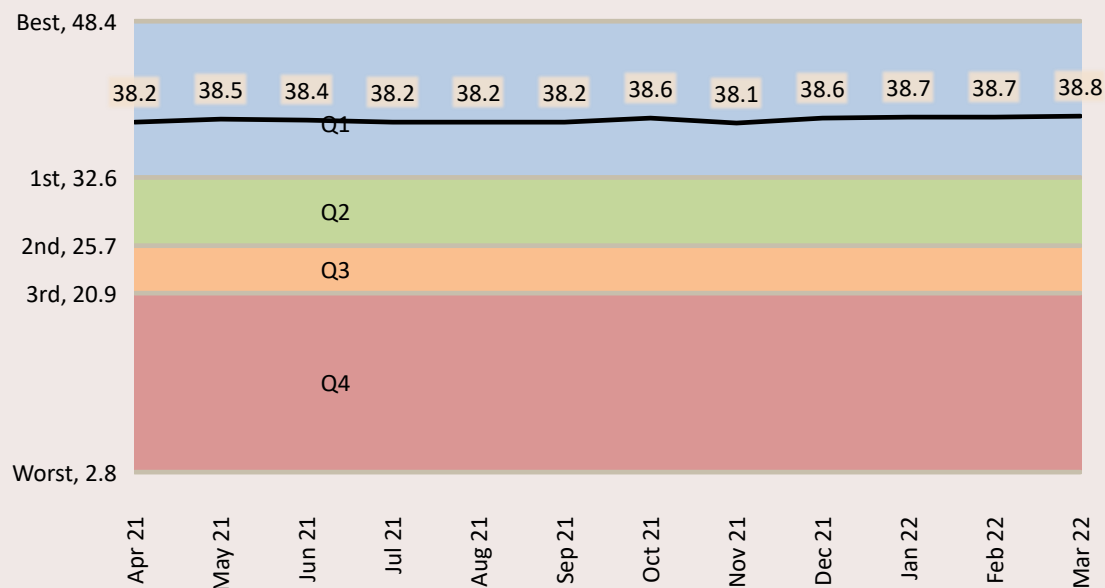
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Theme: Corporate Measures

Uptake of Direct Payments

Performance against national quartiles



Benchmarking data is taken from 2020/21 Ascof

This benchmarking is against historical results- current performance by other local authorities may differ from this.

Quartile	Score	Difference		Packages Difference
		Figure	%	
Worst	2.8%	-36.0	-93%	-2953
3rd	20.9%	-17.9	-46%	-1469
2nd	25.7%	-13.1	-34%	-1075
1st	32.6%	-6.2	-16%	-509
Birmingham	38.8%			
Best	48.4%	9.6	25%	788

Current Quartile	1st
Distance to next quartile	N/A
Distance to top quartile	N/A

[< Previous: Direct payments uptake](#)

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HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The proportion of clients receiving Residential, Nursing or Home Care or Care and Support (supported living) from a provider that is rated as Silver or Gold (Quarterly)

GREEN

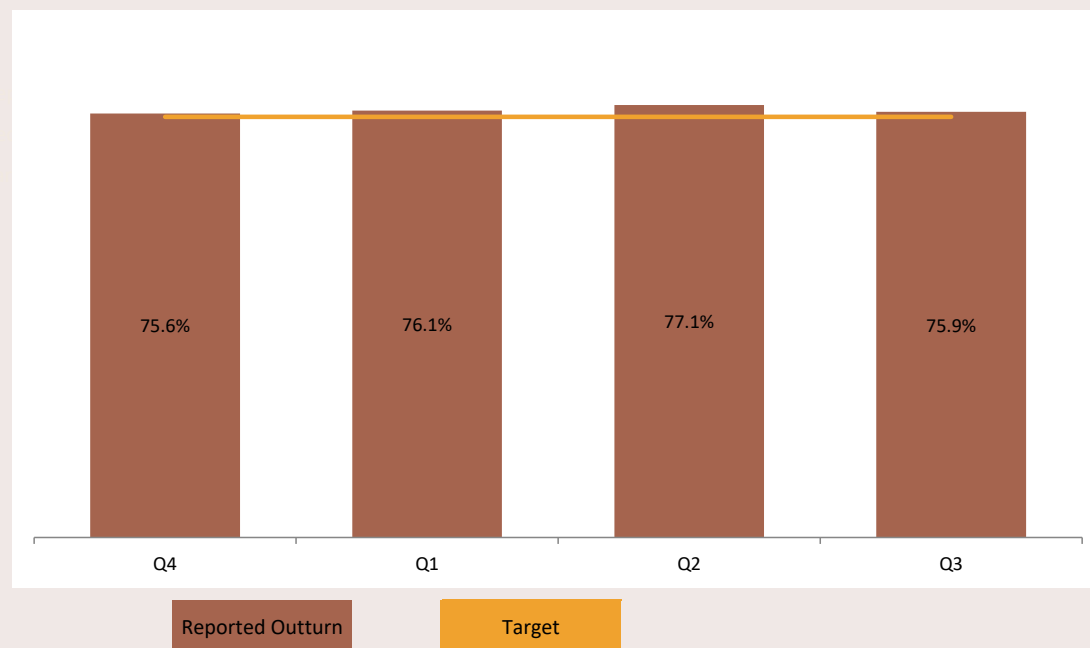
Change:

**Down
(Red)** 1.2 pp

Prev. Quarter	Latest Quarter	Target
77.1%	75.9%	75%

Source:

Carefirst service agreements and commissioning provider assessment data



Commentary:

Our performance on this measure has dropped slightly since last quarter but we continue to exceed the target of 75% of citizens placed with either a Gold or Silver rated provider. Our performance of 75.9% represents 5,626 out of 7,409 of our citizens receiving a service from a provider on our framework that is rated silver or gold. Our performance dropped because a large homecare provider who supports 84 of our citizens fell from a silver rating to bronze this quarter. Our provider ratings are based on a rigorous, evidence-based process that includes periodic visits from our commissioning officers and inspections by the Care Quality Commission (CQC). Some of this activity has been paused due to the Covid-19 pandemic, but we are due to restart it over the next three months. We will be tackling the highest-risk providers first, and as a result we expect there to be significant fluctuations in this measure over the next 12 – 18 months, particularly when we inspect providers who support a large number of people. This is part of our drive to improve overall quality, and we work with providers who are rated as inadequate to help them improve. Overall, 75% of our citizens who receive home support from us are with a provider rated as silver or gold, as are 77% of citizens receiving residential/nursing care and 74% receiving supported living services. We are working hard with inadequate providers in order to improve the overall quality of support available.

Measure Owner:
Alison Malik

Responsible Officer:

Frequently asked questions:

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[Next: Long term admissions >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The number of long-term admissions to residential or nursing care per 100,000 over 65s

N/A

Change:

Prev. Quarter

Latest Quarter

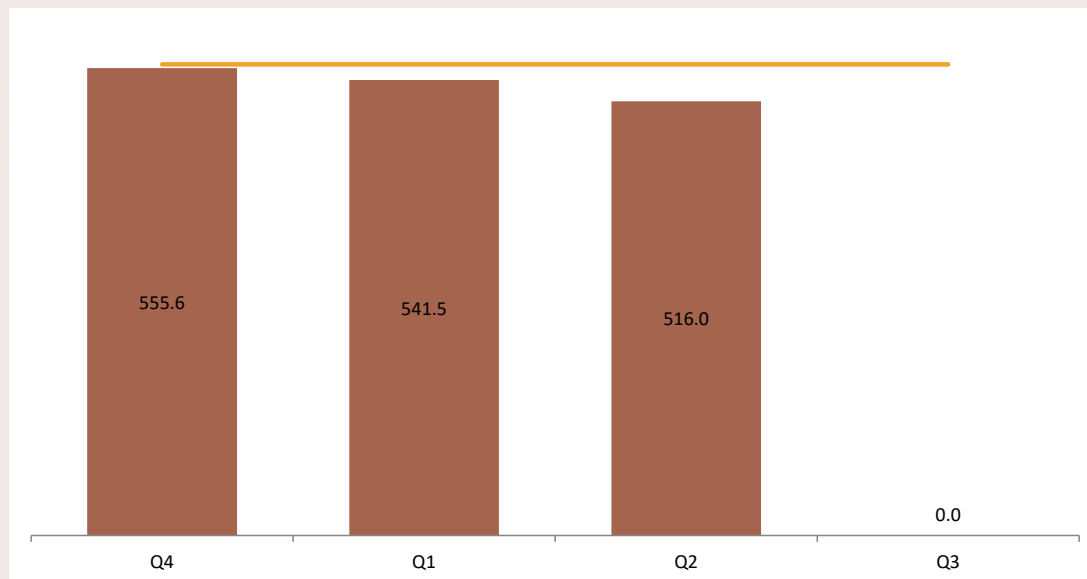
Target

516

560

Recalculated:
0

Source:
Carefirst



Reported Outturn

Recalculated

Target

Commentary:

Currently unable to report this measure due to our database moving to Eclipse

Measure Owner:

Responsible Officer:

Frequently asked questions:

[< Previous: Good provider all](#)

[Return to Scorecard](#)

[Next: Care in own home >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The percentage of people who receive Adult Social Care in their own home

GREEN

Change:

**Up
(Green)** 0.1 pp

Last Month

70.7%

Recalculated:
70.6%

This Month

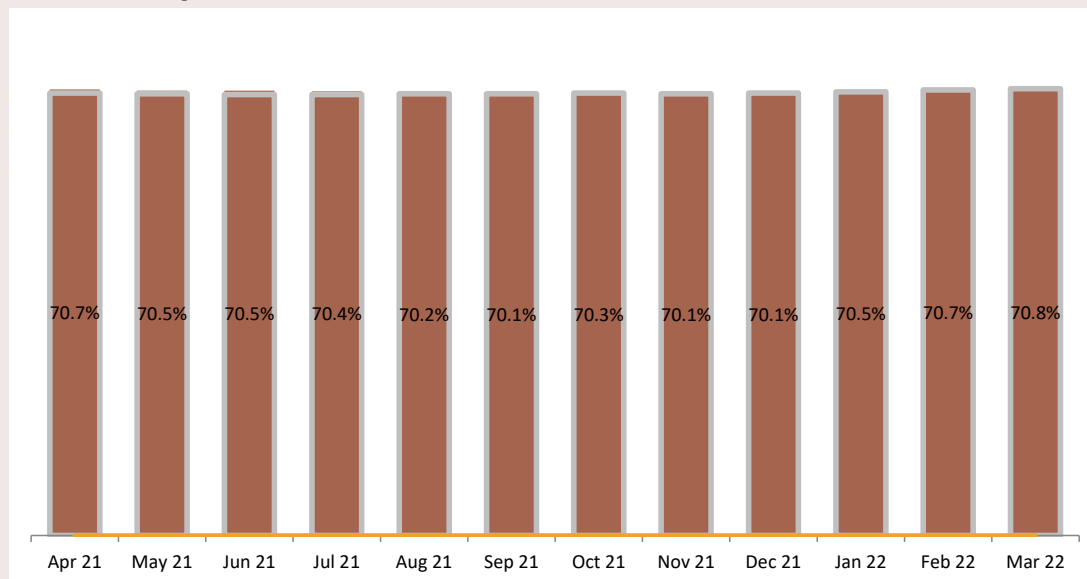
70.8%

Preferred

**Travel:
Upwards**

Source:

Carefirst via finance team. Snapshot proportion of people receiving long-term services who do not receive residential or nursing care



Reported outturn

Recalculated

Commentary:

The proportion of people receiving support from us in their own homes has increased this month. 70.8% represents 8,536 out of the 12,054 people we currently support with services.

We are continuing to help people to remain living in their communities for as long as possible, so long as it meets their care needs and does not place them at risk. We have a variety of policies and initiatives in place to support this aim. These include our Home First policy, which aims to prevent discharging people from hospital into a care home wherever we can avoid it. We have implemented a Discharge to Assess model in hospitals which means we are not undertaking any long term planning for people while they are in hospital. Instead, the assessment takes place in the community with the aim of supporting people to remain as independent as possible for as long as possible. Our Early Intervention Community Team is helping to keep people at home following discharge from hospital. With it, we aim to prevent people being admitted to care homes by providing them with an intensive period of support that helps them be as independent as possible. We are also supporting people at the hospital 'front door', linking them into their communities to avoid hospital admission and supporting them to remain at home.

Our Occupational Therapists continue to support our Social Workers to use equipment and assistive technology effectively so that people can remain in their homes for longer.

We have adopted a new Three Conversations model for social work across our teams that work in the community. As part of this model, we focus on reconnecting people with their local communities as a source of support, and this should prevent, or at least delay, them needing to move into a care home. In some cases, it can even prevent people needing support at all.

Measure Owner:

Responsible Officer:

Andrew Marsh

Frequently asked questions:

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[Next: Shared lives uptake >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The number of people who have Shared Lives

RED

Change:

Static
(Amber) 0%

Last Month

106

Recalculated:
107

This Month

106

Target

140

Source:

Carefirst service agreements

Commentary:

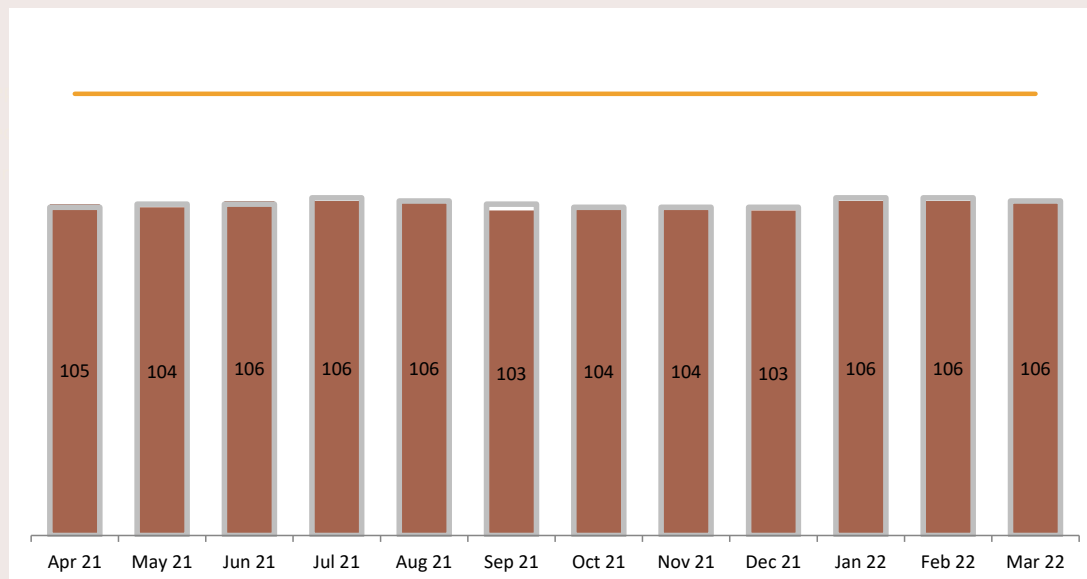
The number of people receiving a Shared Lives service remained stable this month. As well as making new placements, we have to replace placements that have ended. We have experienced some issues around people being sick with covid, both among our carers and within our small team. This has had an impact on our ability to place citizens and recruit carers. We have also been expanding our respite support too, which provides short-term placements for people and is not reflected in this KPI, but is something our commissioning team has specifically asked us to do. We have developed a pathway into Shared Lives for people being discharged from hospital, and we are working on developing and maintaining links with our teams working in hospital discharge. We are holding workshops with both council staff and NHS staff, including NHS commissioners involved in Continuing Health Care, to increase their awareness of what Shared Lives can offer, and encourage them to refer people to us. We are supporting our carers and citizens, with weekly welfare calls, and maintaining virtual carers' meetings and "open door" sessions for carers.

Measure Owner:

John Williams

Responsible Officer:

Afsaneh Sabouri



Reported outturn

Recalculated

Target

Frequently asked questions:

[< Previous: Care in own home](#)

[Return to Scorecard](#)

[Next: Reviews >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

Proportion of clients reviewed, reassessed or assessed within 12 months

N/A

Change:

Last Month

70.8%

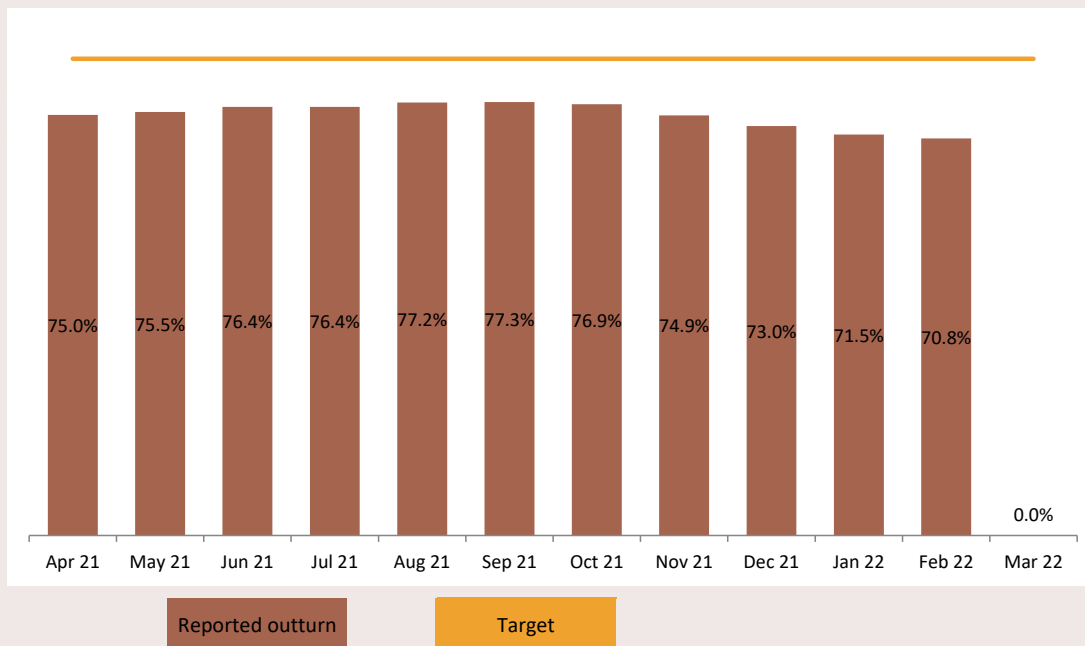
This Month

Target

85%

Source:

Carefirst snapshot. The proportion of people receiving a reviewable service who have had a recorded review, assessment or reassessment in the last 12 months



Commentary:

Please note: we are unable to report on this measure this month because the rollout of our new database has interrupted some of our reporting. We are reporting February's performance for our end-of-year result. Our performance on this measure dropped in February. Our performance of 70.8% represents 8,476 out of 11,966 eligible citizens who had a review, reassessment or assessment in the last 12 months. We have been focussing our efforts on completing reviews for people who receive Direct Payments. These are typically more complex and take longer to do than other types of review. As the latest wave of the pandemic has worsened, we have been redirecting social workers towards assessing people who are being discharged from hospital. This is so that we can support the NHS's response by helping to clear hospital beds. We have also been supporting the safeguarding team to help them deal with a backlog of work. Both these things have reduced the number of workers available to conduct reviews. In addition to the support we're providing, we have been experiencing problems with retaining social work staff, and have a number of vacancies we are struggling to fill. To address this, we have drafted a business case aimed at improving retention. This is currently with the directorate management team for approval. Each locality team continues to follow a bespoke action plan for meeting their review targets. As part of their plan, each team receives a monthly list of people they need to review, and they have to account for their progress through the list in their meeting with their Head of Service. They also discuss their review targets during supervision and appraisal meetings. The operational teams are currently working with Care First, Performance and Finance colleagues to ensure the system captures the review activity, review activity and allocation of cases is to be monitored and considered at a team level.

Measure Owner:

John Williams

Responsible Officer:

Afsaneh Sabouri

Frequently asked questions:

[< Previous: Shared lives uptake](#)

[Return to Scorecard](#)

[Next: Safeguarding MSP >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

Percentage of concluded Safeguarding enquiries where the individual or representative was asked what their desired outcomes were

GREEN

Change:

**Down
(Red)** 6 pp

Last Month

95%

Recalculated:
95%

This Month

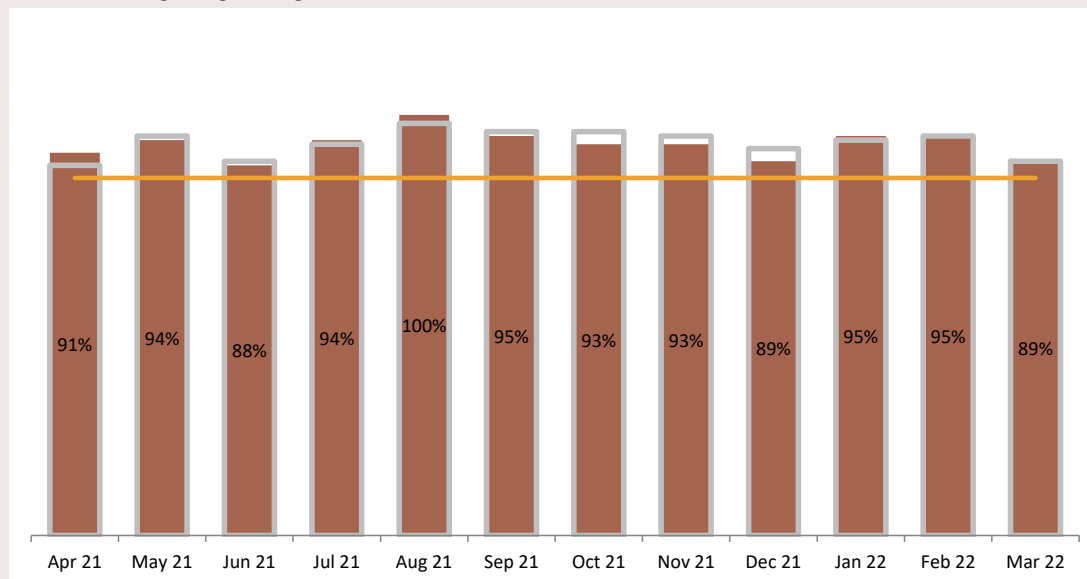
89%

Target

85%

Source:

Carefirst. Proportion of qualifying closed Safeguarding Enquiry forms where the question "Was the adult asked about their Making Safeguarding Personal Outcomes" was answered "Yes"



Reported outturn

Recalculated

Target

Commentary:

Our performance on this measure remains above the target. Our overall performance over the last 12 months is 94%. As we have noted previously, this measure is based on relatively small numbers, so we expect variations in the result from month to month. However, the consistently high performance indicates that social work staff are making efforts to include vulnerable people in their safeguarding enquiries.

Measure Owner:
John Williams

Responsible Officer:
Paul Hallam

Frequently asked questions:

[< Previous: Reviews](#)

[Return to Scorecard](#)

[Next: Safeguarding outcomes met >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The percentage of concluded Safeguarding enquiries where the desired outcomes were met during the enquiry

GREEN

Change:

Up
(Green) 6 pp

Last Month

89%

Recalculated:
89%

This Month

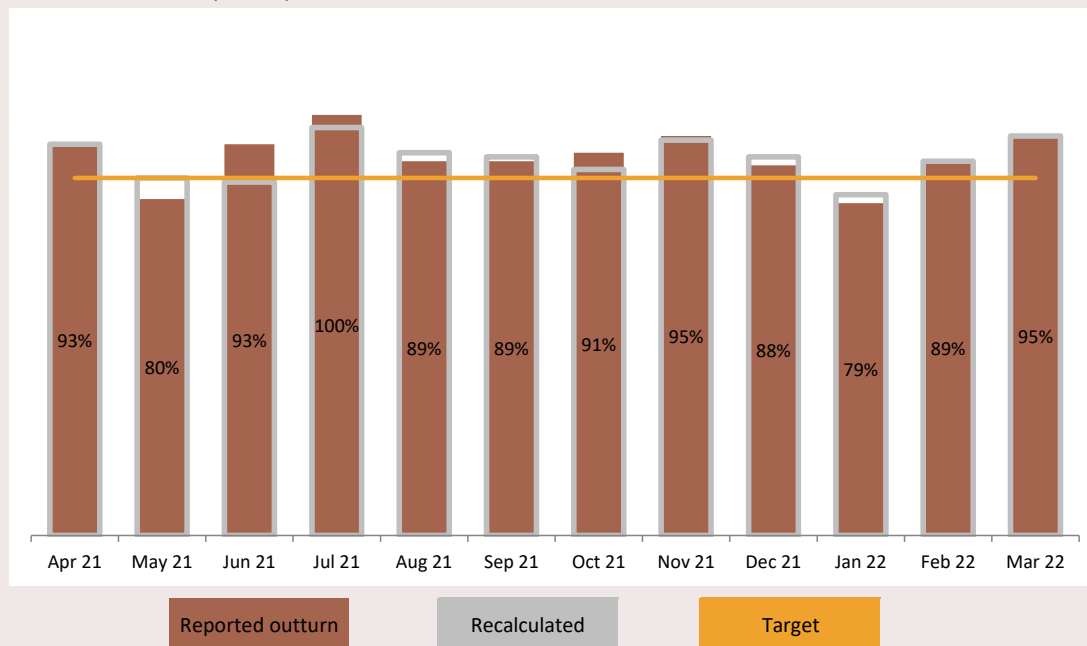
95%

Target

85%

Source:

Carefirst- safeguarding enquiry forms. Proportion of enquiries where the person expressed desired outcomes where at least one was partially met.



Commentary:

Our performance on this measure this month has improved, with 95% of the people who told us their desired outcomes for their safeguarding enquiry having at least one of them met.

Citizens providing feedback that the desired outcomes during a safeguarding enquiry has been met is at times difficult to obtain, this is further complicated due to the relatively small numbers of enquiries, this means we can see large fluctuations in our performance. However, our overall performance is at 90% for the last 12 months.

The safeguarding team has some staffing capacity challenges and senior managers are actively exploring mitigations for this. While this is probably having an effect on our performance against the two safeguarding measures here, on the whole it still tends to be above target for both of them. We currently have an action plan in place where we are using a combination of support from other social work teams and some overtime to address the impact of these challenges.

Measure Owner:
John Williams

Responsible Officer:
Paul Hallam

Frequently asked questions:

[< Previous: Safeguarding MSP](#)

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[Next: General satisfaction >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

Social work client satisfaction - postcard questionnaire.

N/A

Change:

Prev. Quarter

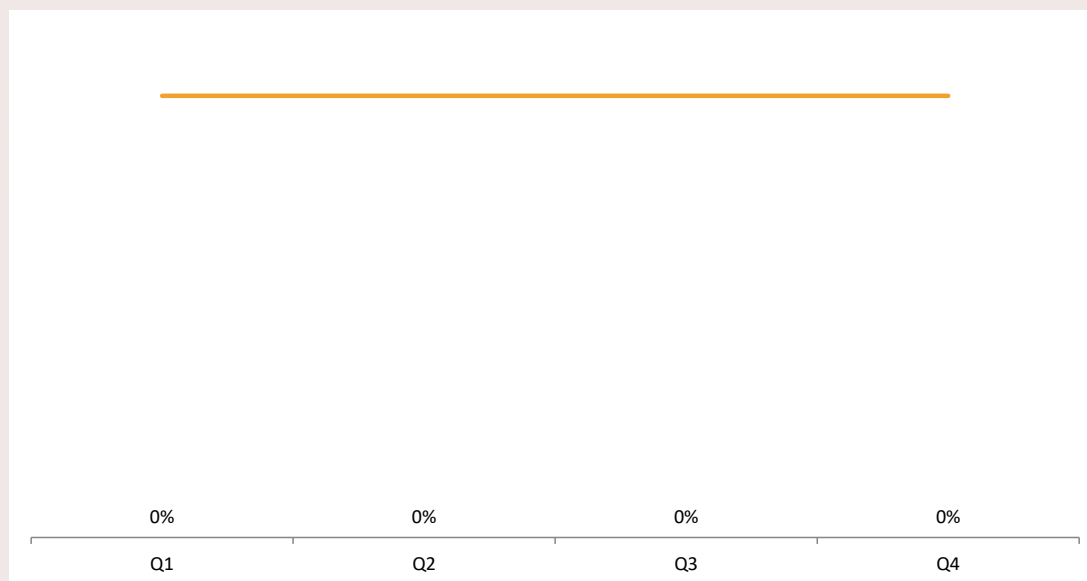
Latest Quarter

Target

70%

Source:

Postcard survey- given to people by their social worker following an assessment



Reported Outturn

Target

Commentary:

Measure suspended due to Covid 19 pandemic

Measure Owner:

Julia Parfitt

Responsible Officer:

Julia Parfitt

Frequently asked questions:

[< Previous: Safeguarding outcomes met](#)

[Return to Scorecard](#)

[Next: LD Employment >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The number of people with Learning Disabilities who have been supported into employment by the PURE Project

GREEN

Change:

**Up
(Green)** 35.7%

Prev. Quarter

14

Latest Quarter

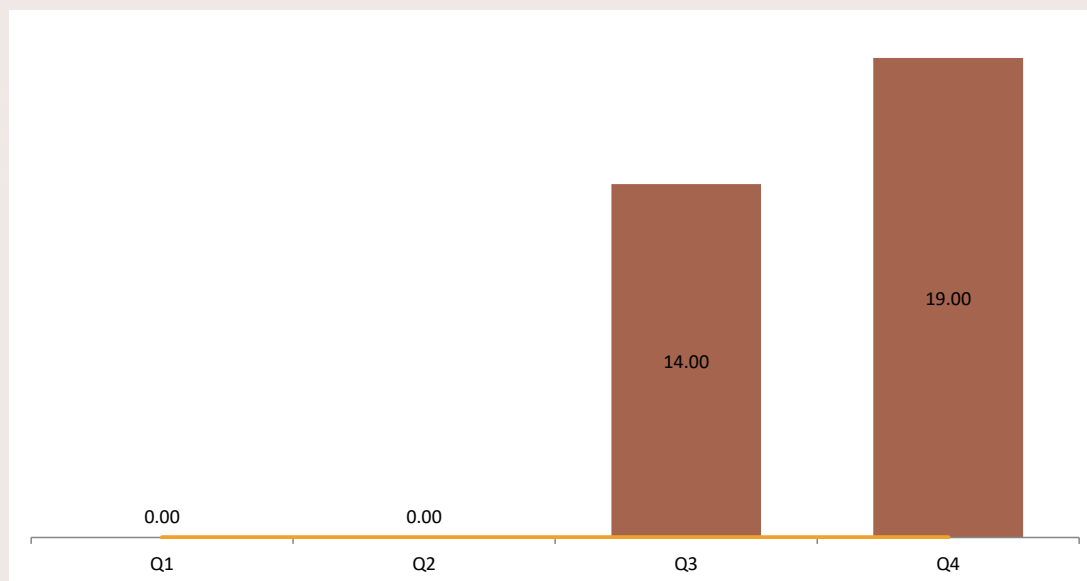
19

Preferred

Travel:
Upwards

Source:

Data supplied by PURE



Commentary:

The PURE Project continues to make positive progress since emerging from the various lockdowns we faced. With most restrictions being lifted some normality has returned. However, it is worth noting that our citizens, particularly those with a LD are still struggling to cope and understand that life continues with COVID still being around. Anxiety around coming out and receiving support still continues to be a challenge but we preserve and make adaptations and adjustments to ease them into some form of normality.

To the end of March 2022, the Pure project has now supported 19 people with learning disabilities into employment and a further 72 individuals into an education or training course which are designed to support them gain employment at a later date, if they do so wish. Overall, the project has engaged with 499 individuals with a LD and therefore these have all received some level of support from our specialist LD providers.

We have a range of incentives aimed at increasing participation, including making one-day travel cards available to participants, and £10 vouchers for our providers to use at their discretion to encourage participants in the process.

We have obtained equipment for a digital inclusion lending scheme and our partner XMA is readying them for use. We are aiming to make them available along with training support in early May.

We are also in talks with Fircroft College to develop some bespoke courses aimed at helping our participants gain valuable skills.

We have been involved in several job fairs and are now planning one specific to the PURE project which we intend to hold in the Balsall Heath area.

Measure Owner:

John Williams

Responsible Officer:

Tabriz Hussain

Frequently asked questions:

[< Previous: General satisfaction](#)

[Return to Scorecard](#)

[Next: PFA plan satisfaction count >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The number of parents or carers who are satisfied with the transition plan co-produced with their young people

RED

Change:

**Down
(Red)** 11.1%

Prev. Quarter

45

Latest Quarter

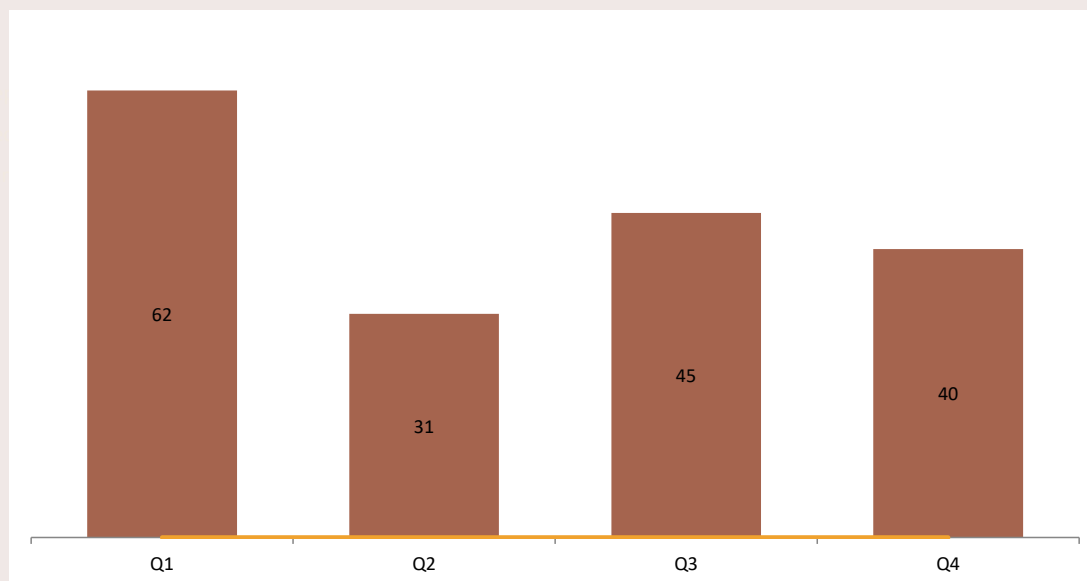
40

Preferred

Travel:
Upwards

Source:

Survey- data supplied by the Integrated Transition Team



Reported Outturn

Commentary:

This quarter, both the number (45 Jan 2022 vs 41 April 2022) and the percentage (100% Jan 22 vs 97.6% April 2022) of parents and carers who say they are satisfied with their young person's transition plan have decreased.

We included this question as mandatory on the review form this quarter, and this has improved our response rate.

The number of young people we support is currently less than the figure included in our business case. This is because we have a recruitment freeze while we carry out a formal consultation on the redesign of the Preparation for Adulthood service which is currently a proof of concept. This means that we only have 14 out of a full complement of 30 staff.

The consultation has now concluded and the final business case was signed off by SMT on 20th April. We are commencing internal recruitment into ring fenced posts week commencing 02nd May and we will advertising the remaining posts over the coming weeks. We will then have capacity to support more young people.

Measure Owner:

Responsible Officer:

Caroline Naven

Frequently asked questions:

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[Next: PFA plan satisfaction percent >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The proportion of parents or carers who are satisfied with the transition plan co-produced with their young people

AMBER

Change:

**Down
(Red)** 2.4 pp

Prev. Quarter

100%

Latest Quarter

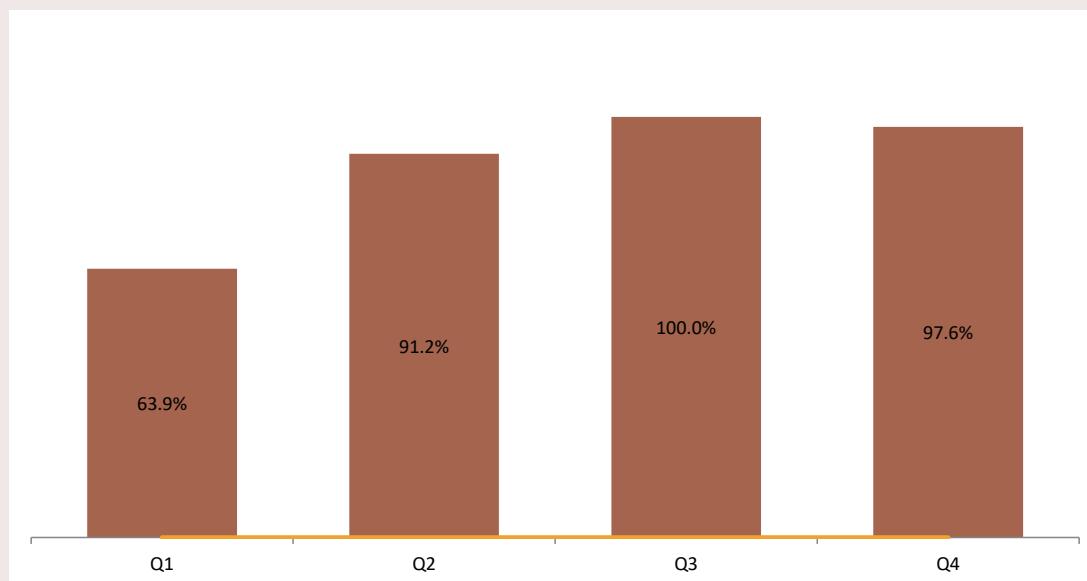
97.6%

Preferred

Travel:
Upwards

Source:

Survey- data supplied by the Integrated Transition Team



Reported Outturn

Commentary:

This quarter, both the number (45 Jan 2022 vs 41 April 2022) and the percentage (100% Jan 22 vs 97.6% April 2022) of parents and carers who say they are satisfied with their young person's transition plan have decreased.

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Measure Owner:

Responsible Officer:

Caroline Naven

Frequently asked questions:

[< Previous: PFA plan satisfaction count](#)

[Return to Scorecard](#)

[Next: PFA can achieve outcome count >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The number of young people aged 14-30 transitioning to the Integrated Transition Team who feel that they can achieve their outcomes.

Source:

Survey- data supplied by the Integrated Transition Team

GREEN

Change:

Up
(Green) 20.4%

Prev. Quarter

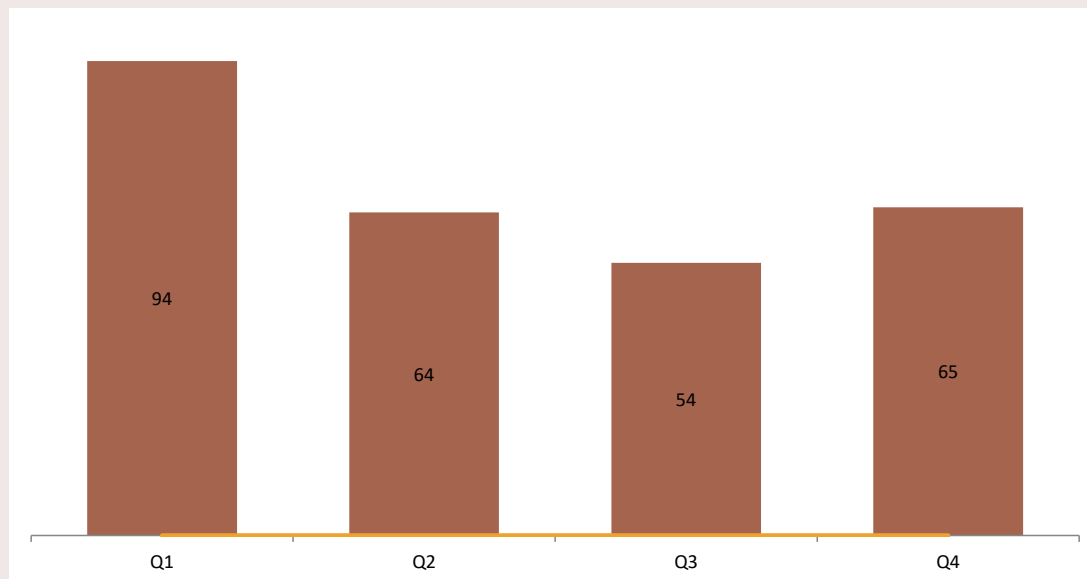
54

Latest Quarter

65

Preferred

Travel:
Upwards



Reported Outturn

Commentary:

This quarter, the percentage of young people who felt they could achieve their outcomes decreased (100% Jan 2022 vs 98.5% April 2022), however the number of young people being supported increased (54 Jan 2022 vs 65 April 2022). We don't have a target for this measure because the Preparation for Adulthood service is currently a pilot and there was no existing data to base one on. As a result, our RAG rating is based on direction of travel only.

We included this question as mandatory on the review form this quarter, and this has improved our response rate.

The number of young people we support is currently less than the figure included in our business case. This is because we have a recruitment freeze while we carry out a formal consultation on the redesign of the Preparation for Adulthood service which is currently a proof of concept. This means that we only have 14 out of a full complement of 30 staff. The consultation has now concluded and the final business case was signed off by SMT on 20th April. We are commencing internal recruitment into ring fenced posts week commencing 02nd May and we will advertising the remaining posts over the coming weeks. We will then have capacity to support more young people.

Measure Owner:

Responsible Officer:

Caroline Naven

Frequently asked questions:

[< Previous: PFA plan satisfaction percent](#)

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[Next: PFA can achieve outcome percent >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The proportion of young people aged 14-30 transitioning to the Integrated Transition Team who feel that they can achieve their outcomes.

Source:

Survey- data supplied by the Integrated Transition Team

AMBER

Change:

**Down
(Red)** 1.5 pp

Prev. Quarter

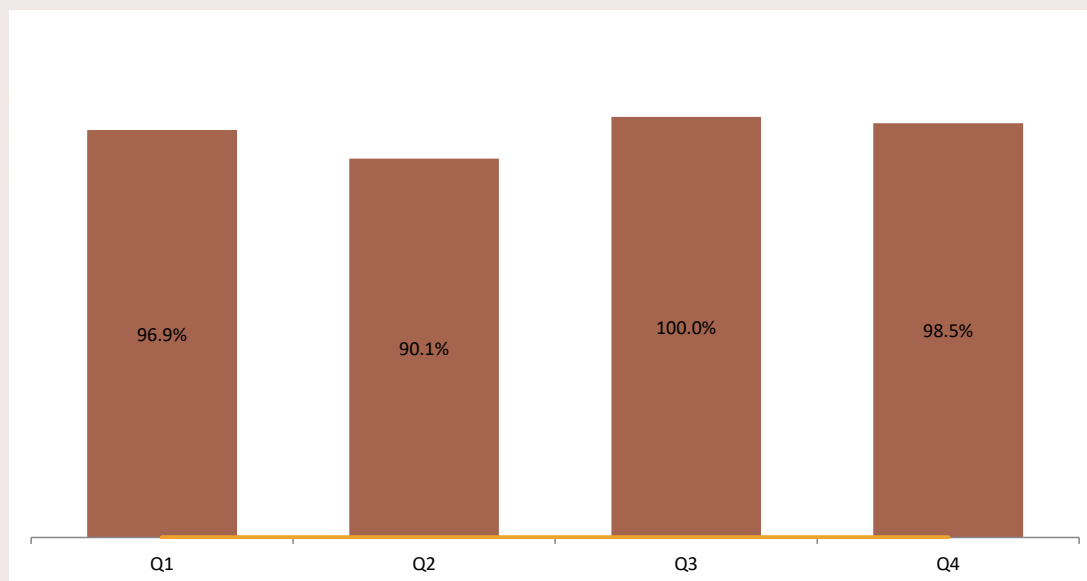
100%

Latest Quarter

98.5%

Preferred

Travel:
Upwards



Reported Outturn

Commentary:

This quarter, the percentage of young people who felt they could achieve their outcomes decreased (100% Jan 2022 vs 98.5% April 2022), however the number of young people being supported increased (54 Jan 2022 vs 65 April 2022). We don't have a target for this measure because the Preparation for Adulthood service is currently a pilot and there was no existing data to base one on. As a result, our RAG rating is based on direction of travel only.

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Measure Owner:

Responsible Officer:

Caroline Naven

Frequently asked questions:

[< Previous: PFA can achieve outcome count](#)

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[Next: PFA outcomes achieved count >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The number of young people who achieve their outcomes following support from the Integrated Transition Team.

GREEN

Change:

**Up
(Green)** 180%

Prev. Quarter

45

Latest Quarter

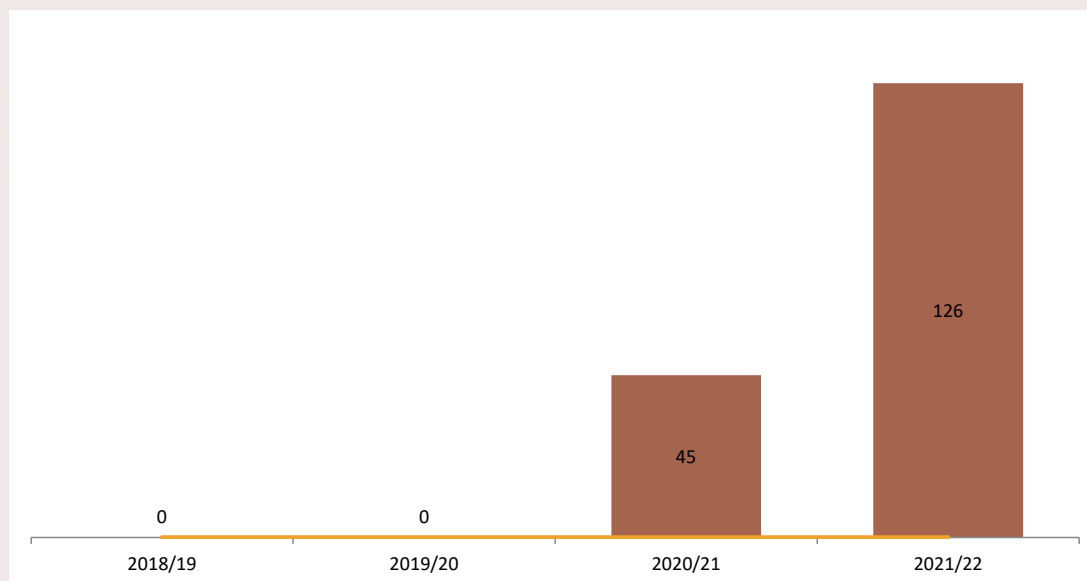
126

Preferred

**Travel:
Upwards**

Source:

Survey- data supplied by the Integrated Transition Team



Reported Outturn

Commentary:

This is a new measure relating to a service which is still in its infancy, so there is little historic data and we are still building up a baseline idea of what "normal" looks like. We have now completed full support with a total of 202 young people (81 young people still receiving support), of which 126 (62.4%) have achieved outcomes following support from the Preparation for Adulthood service.

Preparation for Adulthood (PFA) is a two-year proof of concept which commenced in April 2020. Our service has three elements: Integrated Transitions Team (ITT), Vulnerable Adults Team (VAT) and a Transitions & Wellbeing Hub. The ITT, which works primarily with young people with additional needs, launched in September 2020. The VAT, which works with young people who have endured trauma which may make them vulnerable as adults, launched in January 2021. We awarded the contract for running the Hub to St Basils and this service commenced in July 2021.

PFA started operating during the Covid-19 pandemic. This meant our service needed to work in creative and innovative ways. Initially we were engaging with the young people we support virtually, but once restrictions were eased we have worked with them throughout the pandemic face to face. Since our launch, we have received 622 connection requests, which have led to us working with 283 young people to date, across the Integrated Transitions team and the Vulnerable Adults team.

Our service focusses on assisting young people, aged 14-30, to achieve outcomes around employment, housing, health, relationships and community. Our approach is one of co-production with our citizens, specifically the young people we aim to support. Young people have been involved in the recruitment to all posts within the service. The Youth Empowerment Squad, known as the YES! Group continues to go from strength to strength and they have supported us to produce marketing materials as well as being a sounding board for initiatives such as the online programme of activities known as Jump Start.

We monitor our team's performance, both with measures like this and by looking at 'stories of difference'. Our colleagues capture information throughout each young person's time with us to show what difference our service has made to them and put it together as a 'story of difference'.

We have our own data analyst and all this information is collated for reports to external bodies, such as Ofsted. We also report to our internal governance in the form of the bi-monthly Preparation for Adulthood Board, which is chaired by the Children's Trust, and the monthly Prevention and Early Intervention Board which is chaired by the Director of Adult Social Care. We share bi-monthly reports with the Cabinet Members for Adult Social Care and Health and Children's Services, as well as the Chairs of the associated Overview and Scrutiny Committees. In addition, we attended Overview and Scrutiny Committee earlier this year with an evaluation report conducted by the University of Warwick who are researching the innovation of our work.

Measure Owner:

Responsible Officer:

Caroline Naven

Frequently asked questions:

[< Previous: PFA can achieve outcome percent](#)

[Return to Scorecard](#)

[Next: PFA outcomes achieved percent >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The proportion of young people who achieve their outcomes following support from the Integrated Transition Team.

GREEN

Change:

**Up
(Green)** 6.8 pp

Prev. Quarter

55.6%

Latest Quarter

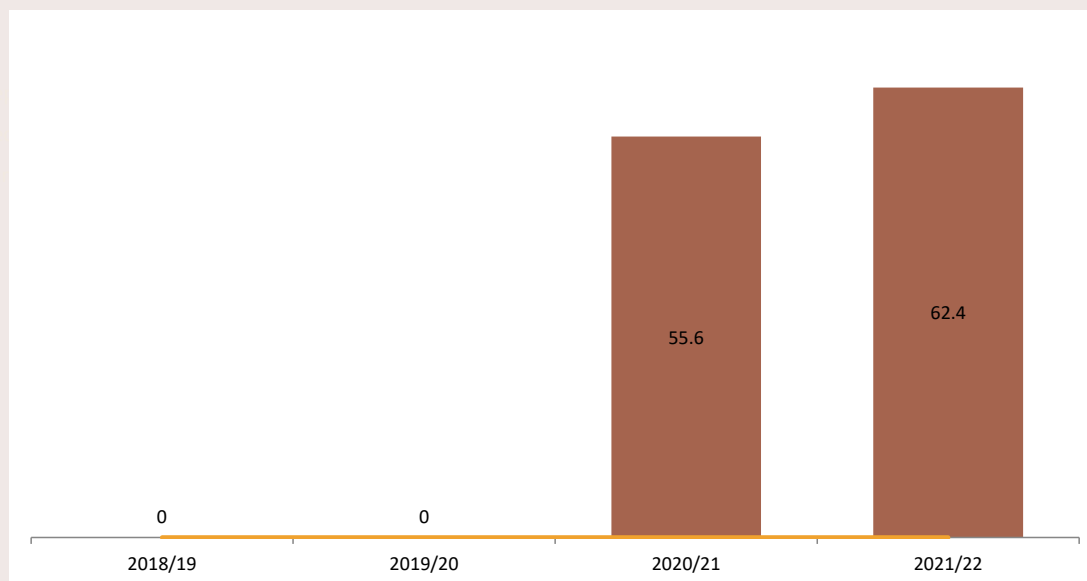
62.4%

Preferred

Travel:
Upwards

Source:

Survey- data supplied by the Integrated Transition Team



Reported Outturn

Commentary:

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Measure Owner:

Responsible Officer:

Caroline Naven

Frequently asked questions:

[< Previous: PFA outcomes achieved count](#)

[Return to Scorecard](#)

[Next: Changing places >](#)

HOSC Scorecard Q4 2021/22

Theme: Corporate Measures

The number of Changing Places across the city (annual measure, placeholder)

GREEN

Change:

Static
(Amber) 0%

Prev. Quarter

13

Latest Quarter

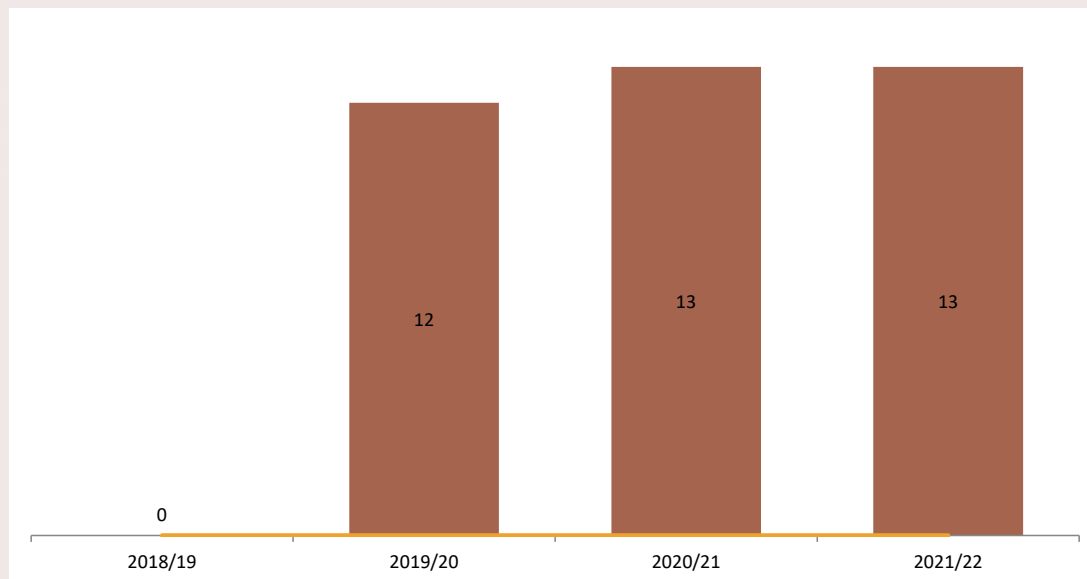
13

Preferred

Travel:
Upwards

Source:

Changing Places Consortium



Reported Outturn

Commentary:

Measure Owner:

Responsible Officer:

Frequently asked questions:

[< Previous: PFA outcomes achieved percent](#)

[Return to Scorecard](#)