CITY OF WOLVERHAMPTON COUNCIL

Cabinet (Performance Management) Panel
12 June 2017

Time   5.00 pm   **Public Meeting?**   YES   **Type of meeting**   Executive

Venue   Committee Room 2 - 3rd Floor - Civic Centre

Membership

Chair   Cllr Milkinderpal Jaspal (Lab)

Labour

Cllr Peter Bilson
Cllr Claire Darke
Cllr Steve Evans
Cllr Val Gibson
Cllr Andrew Johnson
Cllr Roger Lawrence
Cllr John Reynolds
Cllr Sandra Samuels OBE
Cllr Paul Sweet

Quorum for this meeting is five Councillors.

Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

Contact   Dereck Francis
Tel/Email   Tel: 01902 555835 or dereck.francis@wolverhampton.gov.uk
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                Wolverhampton WV1 1RL

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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

Agenda

Part 1 – items open to the press and public

Item No.   Title

MEETINGS BUSINESS ITEMS

1   **Apologies for absence**

2   **Declarations of interests**

3   **Minutes of the previous meeting - 27 February 2017** (Pages 3 - 8)
[For approval]

4   **Matters arising**
[To consider any matters arising from the minutes of the previous meeting]

DECISION ITEMS (AMBER - DELEGATED TO CABINET (PERFORMANCE MANAGEMENT PANEL)

5   **Information Governance Performance Report - Quarter Four 2016/17**
(Pages 9 - 18)
[To receive and comment on the quarter four performance]

6   **Housing Managing Agents Performance Monitoring Report - Quarter Four 2016/17** (Pages 19 - 46)
[To receive and comment on the quarter four performance]

7   **Outcome Based Accountability and Outcome Based Budgeting Update**
(Pages 47 - 72)
[To note the report]

Agenda Item No: 3

CITY OF WOLVERHAMPTON COUNCIL

Meeting of the Cabinet (Performance Management) Panel Minutes - 27 February 2017

Attendance

Members of the Cabinet (Performance Management) Panel

Cllr Milkinderpal Jaspal (Chair)
Cllr Peter Bilson
Cllr Claire Darke
Cllr Steve Evans
Cllr Val Gibson
Cllr Andrew Johnson
Cllr Roger Lawrence
Cllr John Reynolds
Cllr Sandra Samuels
Cllr Paul Sweet

Employees

Kenny Aitchison	Service Manager Housing Strategy/Development
Jayne Goddard-Mills	Insurance Services Manager
Keith Ireland	Managing Director
Rachel King	Deputy Head of Social Inclusion
Helena Kucharczyk	Business Intelligence Manager
Lesley Roberts	Strategic Director - Housing
Martyn Sargeant	Head of Democratic Services
Mark Taylor	Director
Andrew Wolverson	Head of Service, Early Intervention
Dereck Francis	Democratic Services Officer

Part 1 – items open to the press and public

Item No.   Title

1   **Apologies for absence**
        No apologies for absence were received.

2   **Declarations of interests**
        No declarations of interests were made.

3   **Minutes of the previous meeting - 28 November 2016**
Resolved:
> That the minutes of the meeting held on 28 November 2016 be approved as a correct record and signed by the Chair.

4   **Matters arising**
There were no matters arising from the minutes of the previous meeting.

5   **Children's Services Transformation - Impact of Early Intervention**
Andrew Wolverson, Head of Early Intervention presented the report on the emerging impact early intervention was having on the system of transformation works overarching aim of keeping children safely at home. He also reported on progress made under the four key principles which underpinned the transformation work.

Members of the Panel welcomed the report and the impact the measures and support put in place were having. Amongst the achievements they noted a 22% reduction in the Looked After Children figure in Wolverhampton from just over 800 as of January 2017 to the current figure 641; and the 80% take up of the Council's nursery offer for two year olds. They were particularly pleased with the progress made given the pressure on the Council's budget. The whole systems approach and working with partners meant that the service area was on the right trajectory.

Responding to questions the Head of Early Intervention informed the Panel that the impact worker allocated to work intensively with identified clients was from the Youth Employment Initiative. The worker would take a co-ordinating role and was supported by eight champions within the Strengthening Families Hubs. The Hubs also had in place clear data sharing agreements with schools and health agencies.

Resolved:
1. That the impact of the Children's Services transformation programme on the 2078 children that the Early Intervention Service have supported between April to September 2016 be acknowledged.

2. That the ongoing work to maintain families at an early intervention level which has led to only 5% of cases within the first six months requiring escalation to social care, achieving the aim of delivering the right services at the right level and right time be endorsed.

3. That the importance of the wider impact of early intervention services in supporting people back into employment through the successful implementation of the youth employment initiative within early intervention be recognised.

4. That the recruitment of 21 parent champions and the positive impact this has had, particularly for five who have moved into employment or are actively seeking jobs be celebrated.

5. That the work undertaken by universal service practitioners in supporting the council to improve its take-up of two-year nursery places to 80% be endorsed.

6. That the work undertaken with partners through the recent successful locality conferences which saw 276 partners across the city engage in dialogue about early intervention be acknowledged.

7. That the pathways that are being developed with key stakeholders, in relation to domestic abuse and housing to secure the best outcomes for families be endorsed

6   **Update on Progress and Impact of the Specialist Support Service**
    Rachel King, Head of Specialist Support presented the report on the progress and impact of the Specialist Support service since its implementation in April 2016.

    Members of the Panel welcomed the report and the progress made and placed on record their thanks to all those involved in the transformation of Children's Services.

    Cllr Andrew Johnson added that this report and the previous agenda item justified the Council's decision to make investments in early intervention and support and the transformation of the service. He commended it as a model for the rest of the Council.

    Resolved:
    1. That the overall positive impact of the Specialist Support service, following the Children's Service redesign, on children and families in Wolverhampton, in respect of its aims of safely preventing family breakdown be acknowledged.

    2. That the significant reduction in Looked After Children as a result Children's Services transformation work be acknowledged.

    3. That the increase in the range of services available to support families in crisis and on the edge of care be acknowledged.

    4. That the impact of the Intensive Family Support team, Family Group Conferencing and Upper Pendeford Short Break interventions have had on keeping families together safely be acknowledged.

    5. That the benefits of the Vulnerable Young Person's team in dealing with vulnerability as a whole resulting in earlier and effective safeguarding of young people be acknowledged.

    6. That the opportunities to further develop the work of the Specialist Support service, specifically with regards to developing the workforce and the further support to vulnerable families via therapeutic support and the Supporting Women in the Community and at Home (SWITCH) project be acknowledged.

7   **Housing Managing Agents Performance Monitoring Report - Quarter Three October to December 2016**
    Kenny Aitchison, Service Manager Housing Strategy and Development presented the report on quarter two performance of Wolverhampton Homes (WH) and the Tenant Management Organisations (TMOs) management and maintenance of council owned properties. Overall there had been strong performance by WH and the TMO's other than in the areas of rents management, Homes Direct calls and governance in TMOs. The Service Manager Housing Strategy and Development elaborated on the reasons for the performance in the three areas and the actions put in place to manage and monitor the performance. He also corrected an error at paragraph 3.3.6 of the report where the 'X' should be substituted for 'Nil'

In response to a question on housing direct calls, the Strategic Director City Housing reported that they related to rents, housing management issues and repairs. The calls took longer to deal with because operatives talked the caller through the process of dealing with their enquiry. The issue of call answering was about striking a balance between focusing on digital options as the primary channel of communication and operatives helping callers to deal with their enquiry. If you answer calls right away there was no incentive for the caller to access the information online. The Strategic Director undertook to provide the Panel with information on the progress with the digital transformation agenda.

Resolved:
1. That the performance of the housing management agents for the quarter three of 2016/17 be noted.

2. That further data on the impact the Channel Shift and Digital First programmes are having on customer care performance be included in future monitoring reports.

8 **Information Governance Performance Report - Quarter Three 2016/17**
Martyn Sargeant, Head of Democratic Services presented the report on the performance of Information Governance for quarter three (October to December 2016). The report showed sustained high performance by the Council in its response to Freedom of Information (FOI)/ Environmental Information Requests (EIR) and Subject Access Requests (SARs) received.

Referring to the increase in reported information incidents during the quarter, the Head of Democratic Services informed the Panel that the reporting arrangements were improving but there was an underlying issue. The Information Governance (IG) Team were monitoring this and the Council's Strategic Executive Board also had it under review. Where there were issues of repeated incidents the IG Team would meet with the service and provide targeted support.

Resolved:
That the performance of Information Governance for quarter three of 2016/17 be noted.

9 **Performance Management Information Legal Liability Claims**
Jayne Goddard-Mills, Corporate Assurance Manager presented the report on the outcome of a benchmarking exercise on the Council's performance relating to the handling of legal liability claims compared to the national performance of defendants in the UK both within the public and private sector. National performance information was published by Claims Portal Ltd acting on behalf of the Ministry of Justice.

Cllr Andrew Johnson congratulated the Service on the level of performance it was achieving. The excellent figures were well below the national average. Keith Ireland, Managing Director added his congratulations to the Corporate Assurance Manager and her team.

Resolved:
That it be noted that there is a high level of assurance that the Council has robust and compliant claims handling processes in place which reduces the financial exposure to the lowest possible level on claims the Council is legally liable to settle.

10 **City Scorecard, Corporate Plan and Outcomes Based Planning Update**
Helena Kucharczyk, Insight and Performance Manager presented a report on progress made to develop an oversight and monitoring system for corporate plan priorities and other key performance indicators via QlikView (a business intelligence software application). The report also updated the Panel on the work to define and implement the Council's approach to outcome-based accountability. The Insight and Performance Manager also gave a demonstration of the QlikView application.

During the ensuing discussion on the demonstration and the content in the module, members of the Panel commented on the need for appropriate caveats to be included alongside some of the data to avoid significant distortion or inaccurate interpretation of the actual picture. The Panel also welcomed that more data would be available through the QlikView application but felt that more employees with the skills to interpret the data were required. The Insight and Performance Manager added that once the data was uploaded it would automatically be updated which would then free up more time for the analysts to perform health checks on the data.

Cllr John Reynolds suggested that in terms of user experience, graphs, charts and symbols would be more preferable to the numerical data. Keith Ireland, Managing Director reported that another layer of work was taking place which would make the application easier for people to look at and navigate.

Cllr Andrew Johnson welcomed the work on evidence based decision making. Children's Services had led the way on this approach during its budget considerations and he suggested that the approach should be replicated in the other service areas of the Council. He added that it would be valuable if the outcome based budgeting approach could be applied to the production of a city based budget to make a difference to the lives of the city's residents.

The Chair welcomed that several different sources of data would be located in a single place. He noted that the application would also assist the Council with responding to Freedom of Information requests. He asked that the application and approach be shared more widely with the rest of the Council.

Resolved:
1. That the development of QlikView corporate performance applications be endorsed and progress to date to develop an oversight and monitoring system for corporate plan priorities and other key performance indicators in QlikView be noted.

2. That the Council's approach to implementing a new outcome-based planning corporate performance framework be endorsed and progress to date be noted.

3. That arrangements be made to demonstrate the QlikView corporate performance application and their benefits to a wider group of Councillors.

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Agenda Item No: 5

CITY OF WOLVERHAMPTON COUNCIL

Cabinet (Performance Management) Panel
12 June 2017

Report title	Information Governance Performance Report – Quarter Four 2016/17
Decision designation	AMBER
Cabinet member with lead responsibility	Councillor Milkinderpal Jaspal Governance
Key decision	No
In forward plan	No
Wards affected	All
Accountable director	Kevin O'Keefe, Governance
Originating service	Democratic Services
Accountable employee(s)	Anna Zollino-Biscotti Information Governance Manager Tel 01902 555166 Email Anna.zollino-biscotti @wolverhampton.gov.uk
Report to be/has been considered by	Scrutiny Board 1 July 2017 Information Governance Board 21 June 2017

Recommendations for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the quarter four performance for Information Governance

2. Identify and feedback any further action that may be necessary.

Recommendations for noting:

The Cabinet (Performance Management) Panel is asked to note:

1. The IG performance figures for 2016/2017 for Freedom of Information (FOI)/Environmental Information (EIR) requests and Subject Access requests (SAR).

2. The year on year performance figures for both regimes.

1.0   Purpose

1.1   To report on the performance of Information Governance for quarter four (January –
        March 2017).

2.0   Background

2.1   The Information Commissioner's Office (ICO) conducted consensual audits of the
        Council in October 2011 and July 2012.

2.2   The October 2011 audit covered requests for personal data and requests made under
        the Freedom of Information Act 2000 (FOI). The ICO's subsequent overall opinion was
        that there was a very limited assurance that processes and procedures were in place and
        being adhered to.

2.3   The ICO carried out a further audit on 19 July 2012 to measure the extent to which
        Wolverhampton City Council had implemented the agreed recommendations and identify
        any subsequent change to the level of assurance previously given. This was based on an
        update provided in March 2012 and subsequent management information. The ICO
        raised the Council's status from Red "Very Limited Assurance" to Amber "Limited
        Assurance" as an acknowledgement that progress had been made.

2.4   The Council provided a final management update to the ICO on 20 December 2012, after
        which the ICO confirmed that the audit process has been brought to a conclusion.
        Throughout 2013, work continued to ensure that a strategic approach was adopted to
        how the Council manages information assets.

2.5   In February 2014 the ICO asked for further updates on our progress, as a result of
        information incidents the Council was managing. The Council was then placed under an
        enforcement notice to achieve 100% of employees having undertaken the mandatory
        'protecting information training'.

2.6   In June 2014 the Council complied with the enforcement notice and achieved 100% of
        employees completing the 'protecting information' training.

2.7   In June 2016, as a result of an information incident, the Council signed a written
        undertaking with the ICO to ensure that all staff handling personal data receive data
        protection training and that it is refreshed at regular intervals not exceeding two years. In
        addition, the Council was also required to devise and implement a system to monitor
        training.

2.8   In order to ensure ongoing improvements with information governance this report
        outlines current performance.

3.0   Progress

3.1   The IG performance figures for quarter four are contained in appendix A.

3.2   318 requests were received for Freedom of Information /Environmental Information which is 42 more than those received in quarter three. All requests were responded to within the statutory 20 day timeframe, which equates to a 100 percent response rate.

3.3   79 requests were received for Data Protection which is 2 less than the numbers received last quarter. All requests, with the exception of one request, were responded to within the statutory 40 day timeframe. This equates to a 99 percent response rate for the quarter.

3.4   The number of information incidents reported for the quarter has increased. 22 incidents were reported this quarter, which is four more than the number reported in quarter three. Similar to the last quarter, 18 of the 22 incidents reported (82%) were of the incident type "Disclosed in error".

3.5   There were 79 new starters in quarter four whose role requires them to deal with personal data on a regular basis; this is lower than the number who joined the council in quarter three. Out of this number, 44 completed the mandatory protecting information module, which only equates to 56 percent.

3.6   A summary of the performance figures for both Freedom of Information /Environmental Information requests and Data Protection Requests for the year 2016/2017 are contained in Appendix B.

3.7   The first two graphs show the volumes of information requests received for both regimes for the year. In summary, the volume of FOI/EIR requests remained static for the first two quarters of the year; however a steady increase can be seen in quarters three and four. This is opposite to the volumes received for SAR requests, with volumes decreasing between quarter one and two and then almost remaining on a plateau in quarters three and four.

3.8   The last graph titled "FOI/EIR and SAR year on year" also shows the volumes of information requests received into the Council year on year since 2010/2011 (FOI/EIR requests) and 2014/2015 (SAR). Please note that performance figures for subject access requests (SAR) were not recorded centrally prior to 2014.

3.9   In summary, the graph shows that the numbers of FOI/EIR requests received into the Council peaked in 2014/15. The number of requests received for this year, are again lower than last year – thus showing a downward trend in volumes for the last two years.

3.10   The same pattern is also evident in relation to the volumes of SAR requests received; as again fewer requests have been received than last year which again replicates the downward trend in volumes as per FOI/EIR requests.

3.11   In terms of performance, the graph shows that for both FOI/EIR and SAR requests, our response rate has continued to increase. In general, FOI/EIR performance has steadily increased from a response rate of 71 percent recorded for 2010/11 to 99.63 percent achieved this year. Similarly, the response rate for SAR requests has also increased from 82 percent in 2014 to 99 percent this year.

4.0　　Financial implications

4.1　　There are no financial implications associated with the recommendation in this report as Councillors are requested to review the progress made on information governance.

4.2　　It is worth noting, however, that a failure to effectively manage information governance carries a financial risk. Inaccurate and out of date information can lead to poor decision making and a potential waste of financial resources. In addition to this, poor information governance can actually result in a fine of up to £500,000 from the ICO. [MH/02062017/T]

5.0　　Legal implications

5.1　　The Council has a legal duty under the Data Protection Act 1998, Freedom of Information Act 2000 and Environmental Information Regulations 2004 to appropriately manage and protect information assets.

5.2　　The integration of Public Health into the Council in April 2012 required the Council to provide assurance to the NHS that it had in place suitable Information Governance policies, procedures and processes.

5.3　　Failure to effectively manage information governance could increase risk of exposure to fraud and malicious acts, reputational damage, an inability to recover from major incidents and potential harm to individuals or groups due to inappropriate disclosure of information.

5.4　　The Information Commissioner has the legal authority to:
  • Fine organisations up to £500,000 per breach of the Data Protection Act or Privacy & Electronic Communication Regulations
  • Conduct assessments to check organisations are complying with the Act
  • Serve Enforcement Notices and 'stop now' orders where there has been a breach of the Act, requiring organisations to take (or refrain from taking) specified steps in order to ensure they comply with the law
  • Prosecute those who commit criminal offences under section 55 of the Act
  • Conduct audits to assess whether organisations processing of personal data follows good practice
  • Report issues of concern to Parliament.
[TS/02062017/Q]

6.0　　Equalities implications

6.1　　There are no equality implications arising from this report and its recommendations.

6.2　　All policies and procedures developed as part of the information governance maturity model will undergo an equalities analysis screen and full analysis if appropriate.

7.0　　Environmental implications

7.1　　There are no environmental implications arising from this report.

8.0   Human resources implications

8.1   All employees are required to comply with Information Governance legislation and are required to complete the mandatory 'protecting information training'.

9.0   Corporate landlord implications

9.1   There are no corporate landlord implications arising from this report.

10.0   Schedule of background papers

10.1   Update on Information Governance report to Cabinet – 26 March 2014.

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Information Governance Summary Quarter Four - 2016/2017

Freedom of Information (FOI) requests received by Directorate Q4 2016/2017

FOIs by Directorate	January		February		March	
	Total	%	Total	%	Total	%
Corporate	44	100%	42	100%	36	100%
Education	5	100%	11	100%	8	100%
Housing	4	100%	1	100%	8	100%
People	22	100%	18	100%	25	100%
Place	36	100%	20	100%	33	100%
WMPF	3	100%	0	100%	2	100%
BC Transport	0		0		0	
WM Transport	0		0		0	
Overall	114	100%	92	100%	112	100%

Training Q4 2016/2017

New Starters
79

44 - completed 56%
35 - not completed 44%

Data Protection (DP) requests received by Directorate Q4 - 2016/2017

DPs Directorate	January		February		March	
	Total	%	Total	%	Total	%
Corporate	11	100%	18	100%	15	100%
Education	3	100%	0		0	
Housing	0		0		0	
People	5	100%	0		6	100%
Place	8	100%	6	100%	6	100%
WMPF	0		0		1	0%
BC Transport	0		0		0	
WM Transport	0		0		0	
Overall	27	100%	24	100%	28	99%

Freedom of Information (FOI) Response Rates Q4

Janu 100%
Feb 100%
Mar 100%

Information Incidents Q4

22

WMPF 9%
Corporate 18%
Place -5%
People 68%
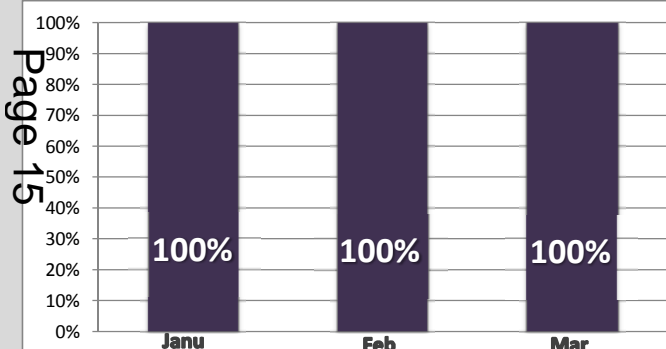
Data Protection Request (DP) Response Rates Q4

Jan 100%
Feb 100%
Mar 99%
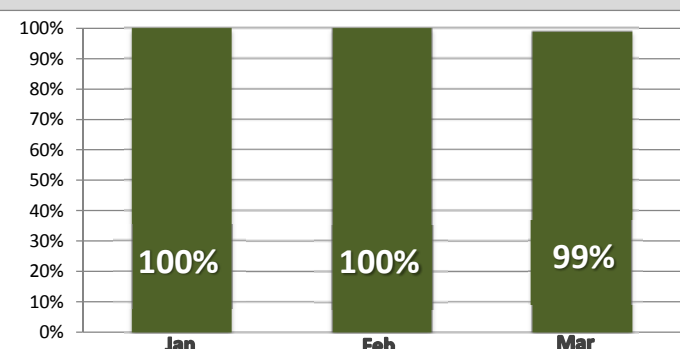
Quarter 4 2016/17
100%
FOI Response Rate

cumulative to date 2016/17
99.91%

Quarter 4 2016/17
98.73%
DP Response Rate

cumulative to date 2016/17
99.43%

Produced by the Information Governance Team, 12 May 2017

CITY OF WOLVERHAMPTON COUNCIL

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FOI and SAR requests received month by month - 2016/2017

	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
FOI	83	95	71	81	79	83	94	98	84	114	92	112
SAR	32	42	38	22	32	29	24	19	34	27	24	28

FOI and SAR requests received & completed within statutory timeframes - 2016/2017

	Q1 FOI	Q1 SAR	Q2 FOI	Q2 SAR	Q3 FOI	Q3 SAR	Q4 FOI	Q4 SAR
Recvd	249	112	243	83	276	77	318	79
In time	249	112	243	82	275	77	318	78
% Complete	100.00%	100.00%	100.00%	98.80%	99.64%	100.00%	100.00%	98.73%

2016/2017

FOI/EIR and SAR Year on Year

Year	FOI Recvd	FOI In time	SAR Recvd	SAR In time
2010/2011	770	550		
2011/2012	902	640		
2012/2013	803	465		
2013/2014	1202	1030		
2014/2015	1245	1185	632	520
2015/2016	1155	1149	476	470
2016/2017	1086	1085	351	349

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Agenda Item No: 6

CITY OF WOLVERHAMPTON COUNCIL

Cabinet (Performance Management) Panel
12 June 2017

Report title	Housing Managing Agents Performance Monitoring Report – Quarter Four January 2017 to March 2017
Decision designation	AMBER
Cabinet member with lead responsibility	Councillor Peter Bilson City Housing and Assets
Key decision	No
In forward plan	No
Wards affected	All
Accountable director	Lesley Roberts, Housing
Originating service	Housing Services
Accountable employee(s)	Jenny Lewington Service Lead – Housing Strategy – Housing Services
	Tel 01902 554845
	Email Jenny.Lewington@wolverhampton.gov.uk
Report to be/has been considered by	N/A

Recommendations for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the performance of the housing management agents for quarter four 2016/17 and any areas for improvement.

1.0   Purpose

1.1   The primary purpose of this report is to provide Councillors with an evaluation of the performance of Wolverhampton Homes and the Tenant Management Organisations (TMOs) in managing and maintaining Council owned dwellings during the 2016-17 financial year.

2.0   Background

1.1   This report assists in clarifying and highlighting areas of performance and in particular where performance data suggests that intervention or revised working may be required or has been undertaken.

1.2   This report illustrates performance from quarter four 2015-16 to quarter four 2016-17 inclusively to allow comparison over the year.

1.3   The performance for each of the managing agents is grouped under three headings:

   a)   Rents management
   b)   Repairs management
   c)   Voids and allocations

1.4   Wolverhampton Homes additionally reports on business planning, satisfaction with the handling and outcome of the Anti-Social Behaviour (ASB) process, Stock Investment, Customer Care and Estate Services.

1.5   Tables indicate both the direction in which performance needs to move for improvement and performance trends between the current and the previous quarter.

1.6   Additionally, performance is categorised as:

   a)   GREEN – where performance is in target and:
       (i)   Was in target the previous quarter, or
       (ii)   Was marked as Amber in the previous quarter.

   b)   AMBER – where performance is:
       (i)   Off target this quarter and was marked as Green in the previous quarter, or
       (ii)   In target this quarter and was marked as Red in the previous quarter.

   c)   RED – where performance is off target and,
       (i)   Was marked as Amber in the previous quarter, or
       (ii)   Was marked as Red in the previous quarter, or
       (iii) Gives clear cause for concern

   The left hand column of the table will show G, A, R or where there is no data available ND.

1.7   Governance

1.7.1   The Housing Strategy Team continues to monitor the governance of the housing management organisations.

1.7.2   The Service Manager Housing Strategy and Development attends Wolverhampton Homes' board meetings as an observer. Wolverhampton Homes' board, committee and other minutes and papers are available on request to Council employees.

1.7.3   The TMOs have provided agendas, minutes and other documents from their regular meetings. Housing Services employees have observed TMO board and committee meetings where resources have permitted.

3.0   Progress for Wolverhampton Homes

3.1   This section gives an outline of Wolverhampton Homes' performance for quarter four 2016/17. Performance details are available in Appendix 1a and 1b. Details of digital performance are attached at appendix 1c.

3.2   Wolverhampton Homes manages 20,295 properties on behalf of City of Wolverhampton Council. Generally, good performance has been maintained in the fourth quarter of the year and remains good overall. Of the twenty-two indicators included in this report;
   - performance for fifteen of the twenty-two with targets set are in target.
   - performance has been maintained or improved for fourteen of the twenty-two compared to the previous quarter.
   - for the seven indicators where performance is not in target, the causes have been identified and addressed below.

3.3   **Rents Management**

3.3.1   Changes in housing benefit brought about by Welfare Reform have had an impact on resources for Wolverhampton Homes. Some staffing resources have been diverted to respond to the needs of tenants and the organisation, including income/arrears collection and the provision of money and debt advice for example undertaking detailed financial assessments. Partnerships have also been developed, most notably with the CAB and Refugee and Migrant Centre, providing specialist advice and information which is tailored to meet the needs of individual households.

3.3.2   Performance, across the rents management suite of indicators, remains within the top quartile of benchmarked housing organisations.

3.3.3   Performance for rents management was mixed in the fourth quarter of 2016-17, meeting one of the four targets; 'rent collected as a percentage of rent owed' is in target, but slightly lower than the previous year.

3.3.4   Performance for three of the rent indicators has weakened. 'Tenants with more than seven weeks' arrears' is outside of target due to the challenging climate, but remains within the top quartile of bench marked housing organisations.

3.3.5   Performance has reduced slightly year-on-year for 'tenants evicted for rent arrears', again due to the challenging climate. Wolverhampton Homes continues to advise and support tenants identified as having difficulty in maintaining their tenancy. The process of eviction is only taken when all other options have been exhausted. The 0.03 over target relates to 6 cases.

3.4   Repairs Management

3.4.1   Repairs performance was good in quarter four, two of the three performance indicators are in target and all three have improved compared to the previous year.

3.4.2   Performance for the 'response repairs completed within target' was outside of target, but has improved compared to the previous year.

3.4.3   In the previous 12 months, the methodologies for the repairs performance indicators have been reviewed by Wolverhampton Homes. The service has been delivered through AM and PM appointments as of April 2016, rather than the two-hour time slots introduced as part of Vision, to increase efficiency and improve the service to customers.

3.5   Voids and Allocations

3.5.1   The methodology for the 'average time to re-let property' indicator has been reviewed by Wolverhampton Homes, with data for 2015-16 being back dated to reflect the new measure.

3.5.2   Performance for voids and allocations was good in the fourth quarter of 2016-17, meeting all targets. Performance for all voids and allocation performance indicators has improved compared to the previous years.

3.5.3   Throughout 2016-17 Wolverhampton Homes' process for allocating properties has been monitored using a random sample of cases. No issues were flagged and good practise and adherence to the Councils allocations policy was demonstrated.

3.6   Business Planning

3.6.1   Performance for average days lost through employee illness continues to be very good, remaining within target.

3.7   Anti-Social Behaviour

3.7.1   Performance for tenant satisfaction with the anti-social behaviour service remains in target with improvements on the previous quarter and the previous year.

3.8   Stock Investment

3.8.1   Although the decent homes backlog funding has now come to an end, the Housing Capital Works programme for financial year 2016-17 and subsequent years includes budgetary allowances for continuing decent homes work, both to properties in the City

that have not yet received decent homes work and for properties that fall out of decency over time.

3.8.2   Performance for stock investment has been mixed in quarter four. The percentage progress with the delivery of capital projects is in target.

3.8.3   There are four indicators which have either not been collected in 2016-2017, or which ceased to be collected part way through the year. As such, full year performance is not available. These will be removed from the suite of performance monitoring for 2017-2018.

3.9   **Customer Care**

3.9.1   Wolverhampton Homes' Channel Shift programme aims to encourage tenants to utilise on-line facilities for making contact and reporting issues, in turn allowing officer time to be put to better use, for example, engaging with vulnerable tenants.

3.9.2   Performance for two of the four indicators at quarter four is off target. Three of the four indicators are off target for the full year.

3.9.3   One of the two indicators for Homes Direct shows an improvement from quarter three to quarter four, and the average performance over the year is well within the targets set.

3.9.4   Performance for 'complaints responded to in target time' is off target and has weakened when compared to the previous quarter. Performance in previous quarters was affected by resourcing issues which contributed to delays. Low numbers of cases affect the result. E.g. 1 case accounts for a 5.26% reduction in March.

3.9.5   Performance for 'Member enquiries responded to within 14 calendar days' was maintained year-on-year but slightly below target. The 0.69 short of target was lost in the early part of the year. Quarter 4 performance shows a significant improvement and is on target.

3.10   **Estate and Concierge Services**

Performance for fire safety inspections on low and medium rise blocks and on high rise blocks continues to be excellent, maintaining 100% checks completed since the same quarter last year.

4.0   Progress for Bushbury Hill Estate Management Board (EMB)

4.1   This section gives an outline of Bushbury Hill EMB's performance for quarter four 2016-17. Performance details are available in Appendix 2.

4.2   Bushbury Hill EMB manages 832 properties on behalf of City of Wolverhampton Council. Generally, performance has been good this quarter. Of the eight indicators, all are in target, two have improved when compared to the same quarter last year and performance for four of the indicators have improved when compared to the previous quarter.

4.3   **Rents Management**

4.3.1   Performance for rents management was good in the fourth quarter of 2016-17, meeting all targets. Year on year, performance for the three performance indicators for rents management has weakened.

4.3.2   The TMO has made efforts to reduce the 'percentage of tenants with more than seven weeks (gross) rent arrears' by focusing on collections, incentivising payment by Direct Debit, and producing literature on priority debts to support tenants in sustaining their tenancies. This has reduced the figure from 2.16% at quarter three to 1.70 at quarter four, well within the annual target of 2.50%.

4.4   **Voids and Allocations**

4.4.1   The TMO operates a local lettings plan and its own choice-based lettings scheme - Bushbury Choose Your Home. The Housing Strategy team is currently monitoring the processes and indications suggest that it is effective and well run.

4.4.2   Performance for voids and allocations has been good this quarter. The 'average time to re-let housing' over the year is well within target, with improved performance when compared with the same quarter last year.

4.4.3   Void loss performance has weakened compared to the same quarter last year, but remains in target.

4.4.4   Throughout 2016-17 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.

4.5   **Repairs**

4.5.1   Bushbury Hill EMB delivers its repairs service to tenants through a contract with Wrekin Housing Trust and offers tenants a 'same day' repairs service. The methodology the Council uses to measure repairs performance cannot measure this service. As the focus on repairs services shifts to customer convenience rather than government timescales, Bushbury Hill EMB has developed a suite of repairs indicators that will enable it to measure its performance.

4.5.2   Performance is good with all indicators in target. 'Repairs attended within time (WHT & WH) improved compared to the same quarter last year.

4.5.3   Performance for 'rapid response repairs attended same day' and 'rapid response completed same day' weakened compared to the same quarter last year, the latter also weakened from quarter three to quarter four.

4.6   **General Governance**

4.6.1   Governance of Bushbury Hill EMB is good. There is a strong active board with clear leadership from the chair. Officers support the board and strive to improve and widen the

services provided to tenants. For example, through its relationship with Wrekin Housing Trust, BHEMB offers money advice to tenants. The EMB also operate life skills and getting ready for tenancy training courses from its offices.

4.6.2 As recommended in the Governance Review, Bushbury Hill EMB has adopted a Risk Register which will be monitored quarterly to mitigate against risks to the organisation.

5.0 Progress for Dovecotes Tenant Management Organisation (TMO)

5.1 This section gives an outline of Dovecotes TMO's performance for quarter four 2016-17. Performance details are available in Appendix 3.

5.2 Dovecotes TMO manages 809 properties on behalf of City of Wolverhampton Council. Generally performance is good this quarter. Of the ten indicators nine are in target, seven have improved or been maintained this quarter and five have improved or been maintained when compared to the same quarter last year.

5.3 Rents

5.3.1 Performance for rents management was generally good in the fourth quarter of 2016-17, meeting all but one target. The percentage of tenants with more than seven weeks rent arrears remains off target. The TMO has referred some tenants to Wolverhampton Homes' Money Smart to assist with tenancy sustainment.

5.4 Voids and Allocations

5.4.1 Performance for voids and allocations has weakened this quarter, however both the levels of void loss and the 'average re-let time housing' are within target.

5.4.2 The performance for average time for re-let has been corrected in this report for Quarter one and two, following a review of the reporting process which identified errors in the figures reports. Performance is in target, following an upward revision of the target in quarter two, from 21 days to 30 days.

5.4.3 Throughout 2015-16 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.

5.5 Repairs

5.5.1 Performance for repairs is good with all indicators in target, three improved when compared to the previous quarter and three improved when compared to the same quarter last year.

5.6 Governance

5.7   The TMO has engaged with a consultant from Open Communities Ltd to develop a new training plan and deliver bespoke training sessions where appropriate.

5.8   A HR consultant has been briefed to carry out an Organisation and Staff Review.

6.0   Progress for New Park Village Tenant Management Co-operative (TMC)

6.1   This section gives an outline of New Park Village TMC's performance for quarter four 2016-17. Performance details are available in Appendix 4.

6.2   New Park Village TMC manages 297 properties on behalf of City of Wolverhampton Council. Generally, performance has improved this quarter. Of the nine indicators eight are in target, eight have improved or been maintained when compared to the previous quarter and five have improved or been maintained when compared to the same quarter last year.

6.3   **Rents**

6.3.1   Performance for rents management was good in the fourth quarter of 2016-17, with all indicators in target.

6.3.2   'Tenants with more than seven weeks (gross) rent arrears was improved greatly from quarter three to quarter four and performance is well within the target of 6%.

6.3.3   Arrears as a percentage of the rent roll has improved when compared to the previous quarter and the same quarter last year and is well within target.

6.4   **Voids and Allocations**

6.4.1   New Park Village has reported difficulties in letting some of the properties on the estate, due to the size of the third bedroom. This has, on a number of occasions, lead to tenancy offers being declined and in some cases to new tenants leaving the estate and entering the private rented market.

6.4.2   Performance for voids and allocations has been good this quarter. The level of void loss is within target and has improved when compared to the previous quarter.

6.4.3   The average re-let time is much improved. At its lowest for the previous four quarters, reducing the overall yearly average to 19.67 days, it is well within the target of 35 days. The considerable improvement in performance highlights the TMOs efforts to improve its allocations processes, including small alterations to the policy for difficult to let properties and the introduction of the 'immediately available property' scheme.

6.4.4   Throughout 2016-17 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.

6.5   **Repairs**

6.5.1   Performance for quarter four has improved, with three indicators in target, compared to two in the previous quarter.

6.5.2   'Average time taken (calendar days) to complete non-urgent repairs' has been maintained for the previous four quarters at one day, consistently below the target of five days. 'Routine repairs completed on time' was outside of the target in quarter four, but remained within the target of 97% for the year due to stronger performance in the first three quarter of the year.

6.5.3   Performance for 'emergency repairs completed on time' is outside of the target for the year. Due to a small number of repairs cases, even one repair not completed on time, as was the case in quarter 3, causes a significant dip in performance when expressed as a percentage.

6.6   **Governance**

6.6.1   As recommended in the Governance Review, New Park Village TMC has adopted a Risk Register which will be monitored quarterly to mitigate against risks to the organisation.

7.0   Progress for Springfield Horseshoe Housing Management Co-operative (HMC)

7.1   This section gives an outline of Springfield Horseshoe HMC's performance for 2016-17. Performance details are available in Appendix 5.

7.2   Springfield Horseshoe HMC manages 266 properties on behalf of City of Wolverhampton Council. Performance has been very good this quarter. Of the nine indicators, all are in target, seven have improved or been maintained this quarter and eight have improved or been maintained when compared to the same quarter last year.

7.3   **Rents Management**

7.3.1   Performance for rents management was good in the fourth quarter of 2016-17, with all indicators well within target and improving or maintained compared to the previous quarter.

7.3.2   Performance for 'tenants with more than seven weeks (gross) rent arrears 'has improved with each quarter in 2016-2017; the figure for quarter one and two were outside of target. Improved performance in quarters three and four has resulted in the annual target being met.

7.3.3   The TMO is pursuing arrears cases to encourage tenants to seek advice and assistance where necessary. Continued improvements in this area are sought to ensure continued performance with target.

7.4   **Voids and Allocations**

7.4.1   Performance for voids and allocations has been very good this quarter. Levels of void loss and the 'average time to re-let housing' are both well within target and improved when compared to the same quarter last year. Over the year properties were re-let in an average of 15.00 days.

7.4.2   Throughout 2016-17 the TMO's process for allocating properties has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.

7.5   **Repairs**

7.5.1   Performance for repairs remains excellent with all indicators in target and all performance maintained at very high levels. All repairs are completed within timescales with the average time to complete non-urgent repairs being one day.

8.0   Re-negotiation of Tenant Management Organisation Management Agreements

8.1   Each of the TMOs has now completed their internal approval process for adoption of the new Management Agreement.

8.2   Each of the TMOs completed a Governance Review.

8.3   The Council has worked with each of the TMOs to develop a Risk Register, as recommended by the Governance Reviews. Bushbury Hill EMB and New Park Village TMC have formally adopted their Risk Registers and Springfield Horseshoe HMC are due to adopt theirs by the end of May. Council Officers continue to work with Dovecotes TMO to agree a Risk Register to be presented to the Board.

8.4   The performance monitoring framework will be reviewed and updated as part of the new Management Agreement, at which stage the Council and TMOs will sign the agreement.

9.0   Financial implications

9.1   The performance of the managing agent, and in particular Wolverhampton Homes, impacts on the Council's Housing Revenue Account Business Plan. The financial impact is reflected in the quarterly financial monitoring of the HRA which is included as part of the quarterly corporate budget monitoring reports to Cabinet (Resources) Panel. [JM/24052017/F]

10.0   Legal implications

10.1   The services provided by the managing agents relates to the discharge of the Council's duties to its tenants. Failure to undertake relevant repairs to housing stock within a reasonable time following notice to the Council of disrepair can result in a tenant

commencing proceedings in the civil courts against the Council for breach of repairing obligations under S11 of the Landlord and Tenant Act 1985.
[TS/23052017/Q]

11.0 Equalities implications

11.1 There are no direct equality implications arising from this report, however the delivery of housing management services has an impact on the accessibility of housing for residents in the city.

12.0 Environmental implications

12.1 There are no direct environmental implications arising from this report, however the proper management of the Council's housing stock including investment to repair and improve properties considerably enhances the built environment.

13.0 Human resources implications

13.1 This report has no human resources implications.

14.0 Corporate landlord implications

14.1 This report relates to the performance of the housing management agents and council housing stock and therefore has no corporate landlord implications.

15.0 Schedule of background papers

Appendix 1a:
Wolverhampton Homes – 2016-17 Quarter Four Performance (by category)

Appendix 1b:
Wolverhampton Homes – 2016-17 Quarter Four Performance (by Green Amber Red)

Appendix 1c:
Wolverhampton Homes – Digital First

Appendix 2:
Bushbury Hill EMB – 2016-17 Quarter Four Performance (by category)

Appendix 3:
Dovecotes TMO – 2016-17 Quarter Four Performance (by category)

Appendix 4:
New Park Village TMC – 2016-17 Quarter Four Performance (by category)

Appendix 5:
Springfield Horseshoe HMC – 2016-17 Quarter Four Performance (by category)

Appendix 1a Wolverhampton Homes by category	Good is	EOY 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	EOY 16/17	Target Profile Or Annual	Comment	Trend Q-O-Q
Anti-social behaviour										
G	% satisfied with the way their ASB complaint was dealt with	H	96.50	97.03	98.55	98.65	100.00	98.73	**97.00**	Performance has improved year-on-year and is on target.	+
G	% satisfied with the outcome of their ASB complaint	H	94.76	96.04	97.10	98.65	99.39	98.00	**96.00**	Performance has improved year-on-year and is on target.	+
Business planning										
G	Average days lost through illness	L	5.97	6.86	7.10	6.42	6.50	6.50	**6.50**	Performance is on Target but slightly lower than last year.	+
Customer care										
R	Homes Direct - Average call answer wait time (in seconds)	L	86.00	130.00	159.00	218.00	174.00	174.00	**120.00**	Performance has weakened year-on-year and has missed target. However, it shows significant improvement since changes made in October 16 and is expected to reach target April 17.	-
G	Homes Direct - % of calls abandoned	L	14.50	16.50	19.30	19.40	12.70	17.20	**20.00**	Performance is on Target but lower than last year.	+
A	Councillor enquiries responded to in 14 days	H	94.00	92.99	91.76	93.75	97.55	94.31	**95.00**	Performance maintained year-on-year but slightly below target. The 0.69 short of target was lost in the early part of the year. Quarter 4 performance shows a significant improvement and is on target.	=
A	Complaints responded to in target timescales - %	H	90.53	87.27	86.21	94.67	93.02	90.48	**95.00**	Performance has been maintained year-on-year. Low numbers are affecting the result. E.g. 1 case accounts for a 5.26% reduction in March.	=

Estate services

G	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	**99.00**	Performance has been maintained year-on-year and is on target.	=
G	% of fire safety inspections completed on high rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	**99.00**	Performance has been maintained year-on-year and is on target.	=

Rent management

G	Rent collected as a percentage of rent owed	H	98.37	96.83	97.08	97.67	98.17	98.17	**97.50**	Performance is on Target but slightly lower than last year.	+
R	Tenants with more than 7 weeks arrears as a percentage of all tenants	L	1.74	1.90	2.20	2.40	2.49	2.49	**1.90**	Performance remains top quartile. It has reduced slightly year-on-year and has missed target due to the challenging climate.	-
A	% of Tenants evicted for rent arrears as a percentage of all tenants	L	0.47	0.12	0.23	0.36	0.51	0.51	**0.48**	Performance has reduced slightly year-on-year due to the challenging climate. Eviction is seen as a last resort. The 0.03 over target relates to 6 cases.	-
R	Rent arrears of current tenants as a % of the rent roll (WH only)	L	0.98	1.46	1.75	1.57	1.18	1.18	**0.98**	Performance remains top quartile. It has reduced slightly year-on-year and has missed target due to the challenging climate.	-

Repairs											
G	% of responsive repairs for which an appointment was made & kept	H	95.58	96.06	96.13	95.47	96.35	95.99	**95.00**	Performance has improved year-on-year and is on target.	+
G	% of valid gas certificates for tenanted properties	H	99.99	99.99	99.98	99.98	100.00	100.00	**99.60**	Performance has improved year-on-year and is on target.	+
A	% total response repairs completed within target	H	96.70	98.23	97.35	96.98	97.09	97.28	**99.00**	Performance has improved year-on-year but is short of the challenging target.	+
Stock investment											
G	% progress (by Value) with the delivery of capital projects	+/- 5%	95.61	23.91	24.26	23.47	22.25	93.89	**95.00 (23.75 per quarter)**	Performance has been maintained year-on-year and is on target.	=
N/A	% of properties that were non-decent in 2010 and are still non-decent	L	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not collected 16/17	
N/A	% of newly arising properties that are non-decent	L	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not collected 16/17	
N/A	Tenant satisfaction with the completed work	H	96.64	94.98	97.17	N/A	N/A	N/A	**95.00**	PI Ended in Quarter 2.	
N/A	% of workforce who are local labour	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not collected 16/17	

Voids and allocations										
G	Average time taken to re-let standard voids	L	28	21	19	17	18	19	**30.00**	Performance has improved year-on-year and is on target.	**+**
G	Average time taken to re-let major works voids	L	15	9	8	8	7	8	**15.00**	Performance has improved year-on-year and is on target.	**+**
G	% of tenancy offers accepted first time	H	84.05	84.04	84.69	85.13	85.25	84.74	**80.00**	Performance has improved year-on-year and is on target.	**+**
G	% Rent lost through properties being vacant	L	1.44	0.92	0.88	0.81	0.79	0.79	**0.94**	Performance has improved year-on-year and is on target.	**+**
G	Council Tax Liability - Average number of management voids	L	120.04	109.92	109.92	81.00	106.69	101.88	**120.00**	Performance has improved year-on-year and is on target.	**+**

Appendix 1b Wolverhampton Homes by RAG	Good is	EOY 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	EOY 16/17	Target Profile Or Annual	Comment	Trend Q-O-Q
Anti-social behaviour - Green										
G % satisfied with the way their ASB complaint was dealt with	H	96.50	97.03	98.55	98.65	100.00	98.73	**97.00**	Performance has improved year-on-year and is on target.	+
G % satisfied with the outcome of their ASB complaint	H	94.76	96.04	97.10	98.65	99.39	98.00	**96.00**	Performance has improved year-on-year and is on target.	+
Business planning - Green										
G Average days lost through illness	L	5.97	6.86	7.10	6.42	6.50	6.50	**6.50**	Performance is on Target but slightly lower than last year.	+
Customer Care - Green										
G Homes Direct - % of calls abandoned	L	14.50	16.50	19.30	19.40	12.70	17.20	**20.00**	Performance is on Target but lower than last year.	+
Estate services - Green										
G % of fire safety inspections completed on low rise & medium rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	**99.00**	Performance has been maintained year-on-year and is on target.	=
G % of fire safety inspections completed on high rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	**99.00**	Performance has been maintained year-on-year and is on target.	=

Rent management - Green

G	Rent collected as a percentage of rent owed	H	98.37	96.83	97.08	97.67	98.17	98.17	**97.50**	Performance is on Target but slightly lower than last year.	+

Repairs - Green

G	% of responsive repairs for which an appointment was made & kept	H	95.58	96.06	96.13	95.47	96.35	95.99	**95.00**	Performance has improved year-on-year and is on target.	+
G	% of valid gas certificates for tenanted properties	H	99.99	99.99	99.98	99.98	100.00	100.00	**99.60**	Performance has improved year-on-year and is on target.	+

Stock investment - Green

G	% progress (by Value) with the delivery of capital projects	+/- 5%	95.61	23.91	24.26	23.47	22.25	93.89	**95.00 (23.75 per quarter)**	Performance has been maintained year-on-year and is on target.	=

Voids and allocations - Green

G	Average time taken to re-let standard voids	L	28	21	19	17	18	19	**30.00**	Performance has improved year-on-year and is on target.	+
G	Average time taken to re-let major works voids	L	15	9	8	8	7	8	**15.00**	Performance has improved year-on-year and is on target.	+
G	% of tenancy offers accepted first time	H	84.05	84.04	84.69	85.13	85.25	84.74	**80.00**	Performance has improved year-on-year and is on target.	+
G	% Rent lost through properties being vacant	L	1.44	0.92	0.88	0.81	0.79	0.79	**0.94**	Performance has improved year-on-year and is on target.	+
G	Council Tax Liability - Average number of management voids	L	120.04	109.92	109.92	81.00	106.69	101.88	**120.00**	Performance has improved year-on-year and is on target.	+

Customer Care - Amber										
A	Councillor enquiries responded to in 14 days	H	94.00	92.99	91.76	93.75	97.55	94.31	**95.00**	Performance maintained year-on-year but slightly below target. The 0.69 short of target was lost in the early part of the year. Quarter 4 performance shows a significant improvement and is on target.	=
A	Complaints responded to in target timescales - %	H	90.53	87.27	86.21	94.67	93.02	90.48	**95.00**	Performance has been maintained year-on-year. Low numbers are affecting the result. E.g. 1 case accounts for a 5.26% reduction in March.	=
Rent management - Amber										
A	% of Tenants evicted for rent arrears as a percentage of all tenants	L	0.47	0.12	0.23	0.36	0.51	0.51	**0.48**	Performance has reduced slightly year-on-year due to the challenging climate. Eviction is seen as a last resort. The 0.03 over target relates to 6 cases.	-
Repairs - Amber										
A	% total response repairs completed within target	H	96.70	98.23	97.35	96.98	97.09	97.28	**99.00**	Performance has improved year-on-year but is short of the challenging target.	+
Customer Care - Red										
R	Homes Direct - Average call answer wait time (in seconds)	L	86.00	130.00	159.00	218.00	174.00	174.00	**120.00**	Performance has weakened year-on-year and has missed target. However, it shows significant improvement since changes made in October 16 and is expected to reach target April 17.	-

Rent management - Red											
R	Tenants with more than 7 weeks arrears as a percentage of all tenants	L	1.74	1.90	2.20	2.40	2.49	2.49	**1.90**	Performance remains top quartile. It has reduced slightly year-on-year and has missed target due to the challenging climate.	-
R	Rent arrears of current tenants as a % of the rent roll (WH only)	L	0.98	1.46	1.75	1.57	1.18	1.18	**0.98**	Performance remains top quartile. It has reduced slightly year-on-year and has missed target due to the challenging climate.	-

Stock investment - N/A											
N/A	Tenant satisfaction with the completed work	H	96.64	94.98	97.17	N/A	N/A	N/A	**95.00**	PI Ended in Quarter 2.	
N/A	% of workforce who are local labour	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not collected 16/17	
N/A	% of properties that were non-decent in 2010 and are still non-decent	L	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not collected 16/17	
N/A	% of newly arising properties that are non-decent	L	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not collected 16/17	

Digital First

Summary of our digital journey

2012: reducing digital exclusion-- Computers and broadband installed in several communal properties and free broadband for the Hickman high rise blocks.

2014: Channel shift - move emphasis of customer contact away from face to face and telephone towards electronic means & moving suitable services online. Link to Government welfare reforms where benefits can only be accessed online.

2016: launch of Digital First. Focus for digital to become the primary channel for all new forms of communication and transaction. Fully accepting that some tenants will never engage online & we commit to providing other means for those who can't.

Benefits for tenants

Wolverhampton Homes' online service provides tenants with the convenience of being able to access our services at any time over the internet. The service is available 24/7 and allows tenants direct access to information and core services. Tenants can raise requests in evenings, early morning or weekends without having to wait for the call-centre to open. Tenants can:

- check and update their personal information.
- check their account balance and see their past payment transactions.
- pay their rent and other housing charges securely online using a debit or credit card.
- report a repair using a simple diagnostic system to identify the problem, choose when they are available and the system will make them an appointment.
- see progress of any repair requests online as well as a history of all jobs raised. They are also able to see any planned work in their property or block such as gas servicing or electrical inspections.
- change their appointment or cancel it
- get a text to say the trades colleague is on their way to do the repair

Online accounts have been created for all our tenants and each has received a welcome letter and their logon details. If the tenant forgets their password they can reset it online.

All new tenants will have received instruction in the use of our online service during their 'are you ready workshop' session.

If a tenant requires help with their online account, then we have information available on our website in the form of frequently asked questions and instruction videos. If they need further help or guidance they can contact the call centre via the integrated web chat feature on our website or using the normal call centre telephone number.

The self service facilities on our website are continuing to improve and evolve. Recent changes include:

- improving the logon process to make it easier for tenants and allow them to save their password when using their own devices.

- The service is now fully mobile responsive which means it can be used on smart phone as well as any internet connected computer.

We are aware that not all tenants are comfortable with modern technology which is why we offer a friendly and helpful support and guidance in our One Stop Shops. Our digital apprentices will help our tenants with any aspects of the digital world and provide basic training, whether it is using our online service or advise on the use of smartphones or computers.

In 2016 we accessed funding from Building Better Opportunities, The Big Lottery Fund and The European Social Fund to train our tenants. This resulted in our Black Country Click Start project. The aim of the project is to help 320 people across the Black Country tackle any digital/financial barriers they face, to gaining and sustaining employment and accessing education and training over the next 3 years. The training has been broken down into 10 modules, and is personally tailored to suit the tenant's interests and needs. The training is delivered in the tenant's home at their convenience.

Business & other Benefits

Lettings:

Virtually all housing applications are made online (paper or guided application available if needed), which is a major reduction in paper usage and printing for the lettings process.

An electronic signup process has been implemented utilising tablets and electronic signatures.

Homes Direct:
Our Homes Direct team have been busy promoting self-service and the use of our website. We have integrated webchat within the service which has been well received by both staff and customers and we hope this will become one of our primary communication channels.

Repairs:
Rolled out 100 iPads to our trade operatives. The iPads allow them to receive their work, access email and other corporate systems whilst mobile. They trade also have smart phones. We provide SMS updates to tenants to keep them informed of their jobs progress. Tenants can also complete the customer satisfaction survey online.

Estates:
All Estate managers have tablet computers and mobile data to allow them to access the housing systems whilst mobile.

One Stop Shops:
Payment Kiosks have replaced the cash counters in our One Stop Shops. There are public access computers and free public Wi-Fi available too.

Digital Screens have replaced paper adverts and are now used to promote our services and key messages.

Digital Apprentices and Customer Service Advisors provide help and support for our self-service product.

Anti-Social Behaviour:

We introduced the ReAct system for managing ASB issues. This is a cloud based system and has been running successfully since 2011.

Some Key Stats

Registrations 2016 - 2017

	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Tenants registered	8330	21454	21591	21475	21434	21427	21382	21323	21313	21273	21231	21167
Current tenants	26560	26516	26501	26458	26422	26409	26341	26314	26314	26232	26164	26049
% registered	31	81	81	81	81	81	81	81	81	81	81	81
Households registered	8061	20339	20333	20313	20249	20293	20234	20276	20228	20225	20191	20148
All households	20320	20352	20336	20313	20287	20315	20289	20295	20268	20241	20211	20150
% signed up	40	100	100	100	100	100	100	100	100	100	100	100

Progress on promoting self service and getting tenants signed up has been good. Last year we took the decision to sign up all main tenants and automatically register all new tenants. All households now have the main tenant registered.

Repairs 2016 – 2017

Repairs	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% Availability of self-serve system	95	95	95	95	90	94	95	94	95	95	95	95
Reported online	173	212	212	198	195	210	218	233	163	247	211	311
Fix it at your convenience	2772	2334	2722	2462	2421	2703	2711	2475	1993	3196	2805	2873
% booked online	6.2%	9.1%	7.8%	8.0%	8.1%	7.8%	8.0%	9.4%	8.2%	7.7%	7.5%	10.8%
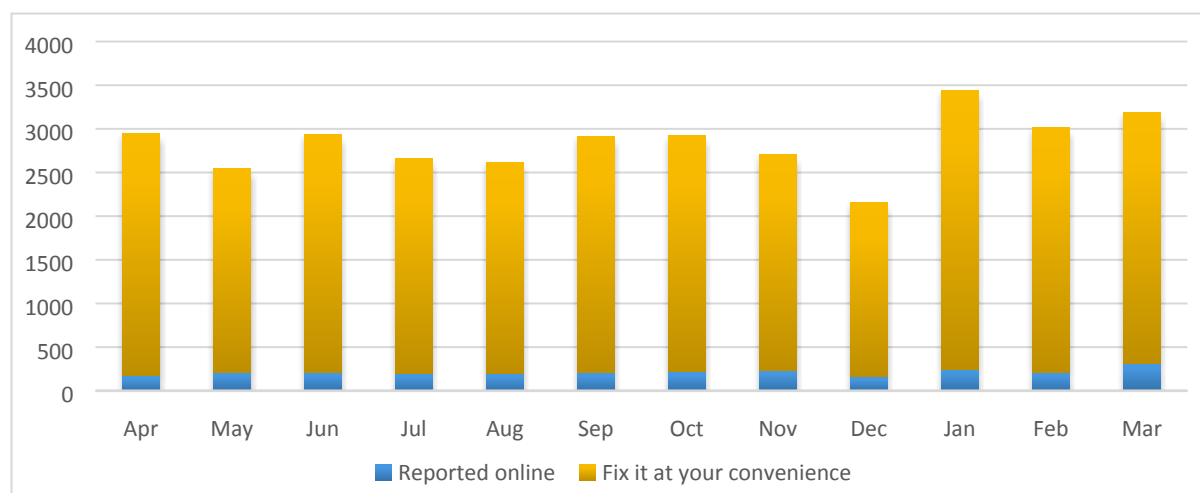
There has been a steady increase in use of the self service option. The growth has been slower than we hoped.

We are aiming on improving the take up of the repairs service as this is one of the areas that has most benefits for both tenants and Wolverhampton Homes. Again, the slow take up can be explained by the fact that the Homes Direct service is very responsive, the tenants are used to it and Homes Direct staff will log the repair on the tenants' behalf.

Homes Direct Progress

April 2017 saw new targets being introduced for 17/18 to bring them into line with the City Council.

CC1 % of customers answered within 80 seconds – target of 55%

CC1a overall % of customers answered – target of 85%

CC1b % of call abandoned – target of no more than 15%

Queue Performance by month									
01/04/2017 – 30/04/2017									
Month	Calls offered	Calls answered by advisor	Calls abandoned in the queue	Average time to abandon call	Average length of call	Average length of time to answer call	CC1 55% within 80 secs'	CC1a Answer 85%	CC1b Abandon 15%
April	12828	12134	694	00:02:15	00:04:19	00:01:21	77.8%	94.6%	5.4%
Totals	12828	12134	694	00:02:15	00:04:19	00:01:21	77.8%	94.6%	5.4%

All targets were met for April 17.

There has been a reduction in calls following various changes. This has largely been because of reducing repeat calls, as tenants and residents now know where they are in the queue, it is their choice whether to wait to be answered, or use alternative means of communication, they can decide how long they wish to wait.

In turn this has resulted in a higher number of callers being answered first time, as the table below shows.

	February 2016	February 2017	Changes compared to previous year
Calls received	22233	15926	-6307
% of calls answered	72.1%	84.6%	+12.5%
	March 2016	March 2017	
Calls received	23258	17113	-6145
% of calls answered	63.9%	92.0%	+28.1%
	April 2016	April 2017	
Calls received	20827	12828	-7999
% of calls answered	69.4%	94.6%	+25.2%

Digital services: following the introduction of Web Chat in April 2016, during the financial year 16/17 Homes Direct handled 5,549 chats. The service was initially introduced to signpost tenants and residents to our online services. It is proving popular and helps with access to services for those tenants and residents whose first language is not English and those who are hearing impaired.

The service is now being developed to include our concierge team, who will be dealing with web chat outside of office hours, resulting in this service being available 24/7.

Appendix 2 Bushbury Hill by category		Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Rents management											
G	% tenants with more than seven weeks (gross) rent arrears	L	2.00	1.74	2.14	2.16	1.70	2.02	**2.50%**	Performance has weakened year-on-year and is in target.	-
G	% of tenants evicted as a result of rent arrears	L	0.12	0.12	0.24	0.12	0.24	0.74	**1.00%**	Performance has weakened year-on-year and is in target.	-
G	Arrears as % of rent roll (cumulative)	L	0.67	1.50	1.67	1.55	0.98	0.98	**1.50%**	Performance has weakened year-on-year and is in target.	-
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.46	0.14	0.18	0.11	0.14	0.57	**1.00%**	Performance has weakened year-on-year and is in target.	-
A	Average time to re-let housing	L	30.96	23.33	29.00	20.78	28.71	25.42	**35 days**	Performance has improved year-on-year and is in target.	+

Appendix 2 Bushbury Hill by category		Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Repairs											
G	% Repairs attended within time (WHT & WH)	H	95.84	96.55	96.37	98.39	97.20	97.13	**95.00%**	Performance has improved year-on-year and is in target.	+
G	% Rapid Response Repairs attended same day (WHT only)	H	98.73	98.63	97.96	97.88	97.93	98.10	**97.00%**	Performance has weakened year-on-year and is in target.	-
G	% Rapid Response completed same day (WHT only)	H	84.64	83.30	82.64	87.03	83.93	84.23	**80.00%**	Performance has weakened year-on-year and is in target.	-

Appendix 3 Dovecotes TMO by category		Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Rent management											
R	% tenants with more than seven weeks (gross) rent arrears	L	5.88	5.68	6.29	6.63	4.98	6.15	**5.25%**	Performance has weekend year-on-year and is outside of target.	-
G	% of tenants evicted as a result of rent arrears	L	0.12	0.12	0.37	0.00	0.12	0.62	**1.50%**	Performance has been maintained and is in target.	=
G	Arrears as % of rent roll (cumulative)	L	2.53	2.89	3.13	3.12	2.47	2.47	**3.00%**	Performance has improved year-on-year and is in target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.47	0.41	0.22	0.17	0.08	0.88	**2.00%**	Performance has weekend year-on-year and is in target.	-
G	Average time to re-let housing	L	20.87	30.91	29.31	27.85	16.20	28.43	**30 days**	Performance has weekend year-on-year and is in target.	-

Appendix 3 Dovecotes TMO by category		Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Repairs											
G	% of urgent repairs completed within government time limits (Right to Repair)	H	96.18	97.67	100.00	98.95	99.18	98.97	**96.00%**	Performance has improved year-on-year and is in target.	+
G	Average time taken (calendar days) to complete non-urgent repairs	L	6.36	5.97	6.16	6.45	6.36	6.25	**9 days**	Performance has improved year-on-year and is in target.	+
G	% of responsive repairs for which an appointment was made and kept	H	95.53	97.29	97.71	97.46	96.88	97.30	**90.00%**	Performance has improved year-on-year and is in target.	+
R	% of emergency repairs completed on time	H	97.37	94.44	98.00	96.88	97.30	96.54	**96.00%**	Performance has weekend year-on-year and is in target.	-
G	% of routine repairs completed on time	H	99.52	99.53	98.25	99.32	98.82	98.98	**96.00%**	Performance has weekend year-on-year and is in target.	-

Appendix 4 New Park Village by category		Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Rent Management											
G	% tenants with more than seven weeks (gross) rent arrears	L	3.74	3.97	2.55	3.20	1.69	3.16	**6.00%**	Performance has improved year-on-year and is in target.	+
G	% of tenants evicted as a result of rent arrears	L	0.34	0.00	0.34	0.00	0.00	0.34	**3.00%**	Performance has been maintained year-on-year and is in	=
G	Arrears as % of rent roll	L	1.89	2.37	2.11	2.18	1.69	1.69	**3.00%**	Performance has improved year-on-year and is in target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.20	0.18	0.23	0.17	0.03	0.61	**2.50%**	Performance has weakened year-on-year and is in target.	-
A	Average time to re-let housing	L	24.44	21.88	19.83	19.40	10.05	19.67	**35 days**	Performance has improved year-on-year and is in target.	+

Appendix 4 New Park Village by category (continued)		Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Repairs											
G	% of urgent repairs completed within government time limits (Right to Repair)	H	100.00	100.00	100.00	96.00	100.00	99.11	**97.00%**	Performance has weakened year-on-year and is in target.	-
G	Average time taken (calendar days) to complete non-urgent repairs	L	1.00	1.00	1.00	1.00	1.00	1.00	**5 days**	Performance has been maintained year-on-year and is in target.	=
G	% of emergency repairs completed on time	H	98.00	98.00	98.00	95.00	95.00	96.87	**97.00%**	Performance has weakend year-on-year and is outside of target.	-
G	% of routine repairs completed on time	H	99.00	97.00	97.00	100.00	95.00	97.05	**97.00%**	Performance has weakened year-on-year and is in target.	-

Appendix 5 Horseshoe	Springfield by category	Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Rents management											
G	% tenants with more than seven weeks (gross) rent arrears	L	5.00	5.47	5.20	4.45	3.01	4.90	**5.00%**	Performance has improved year-on-year and is in target.	+
G	% of tenants evicted as a result of rent arrears	L	0.00	0.00	0.00	0.00	0.00	0.00	**2.00%**	Performance has been maintained year-on-year and is in target.	=
G	Arrears as % of rent roll	L	1.85	2.44	2.18	1.94	1.63	1.63	**3.00%**	Performance has improved year-on-year and is in target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.15	0.13	0.04	0.07	0.09	0.33	**2.00%**	Performance has weakened year-on-year and is in target.	-
G	Average time to re-let housing	L	25.38	20.00	16.33	7.33	14.00	15.00	**32 days**	Performance has improved year-on-year and is in target.	+

Appendix 5 Horseshoe	Springfield by category	Good is	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q4 16/17 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
Repairs											
G	% of urgent repairs completed within government time limits (Right to Repair)	H	100.00	100.00	100.00	100.00	100.00	100.00	**98.00%**	Performance has been maintained year-on-year and is in target.	=
G	Average time taken (calendar days) to complete non-urgent repairs	L	1.00	1.00	1.00	1.00	1.00	1.00	**2 days**	Performance has been maintained year-on-year and is in target.	=
G	% of emergency repairs completed on time	H	100.00	100.00	100.00	100.00	100.00	100.00	**98.00%**	Performance has been maintained year-on-year and is in target.	=
G	% of routine repairs completed on time	H	100.00	100.00	100.00	100.00	100.00	100.00	**98.00%**	Performance has been maintained year-on-year and is in target.	=

CITY OF WOLVERHAMPTON COUNCIL

Cabinet (Performance Management) Panel

12 June 2017

Report title	Outcome Based Accountability and Outcome Based Budgeting Update
Decision designation	AMBER
Cabinet member with lead responsibility	Councillor Milkinder Jaspal Governance
Key decision	No
In forward plan	No
Wards affected	All
Accountable director	Keith Ireland, Managing Director
Originating service	Insight and Performance, Communications
Accountable employee(s)	Ian Fegan Tel Email	Head of Service - Communications 01902 554286 Ian.Fegan@wolverhampton.gov.uk
	Helena Kucharczyk Tel Email	Insight and Performance Manager 01902 555440 Helena.Kucharczyk@wolverhampton.gov.uk

Report to be/has been considered by

Recommendation for noting:

The Cabinet (Performance Management) Panel asked to:

1. Note the progress to date on the continuing implementation of the outcome-based corporate performance framework.

1.0 Purpose

1.1 The purpose of this report is to update Cabinet (Performance Management) Panel on the progress that has been made in implementing the council's approach to outcome-based accountability and outcome-based budgeting.

2.0 Background

2.1 In September 2016 and February 2017, reports were presented to Cabinet (Performance Management) Panel which outlined the:
- progress that had been made in delivering a three-year outcome-based corporate plan
- development and implementation of an outcome-based accountability approach which would support the delivery of corporate plan objectives
- plans to develop a visual model which would ensure that the outputs of this work was usable and accessible.

2.1 Plans to develop a 'City Scorecard' and to finalise key performance indicators which would be used to monitor Corporate Plan delivery were also outlined.

3.0 Overview

3.1 As outlined in the previous reports, the council is currently in the process of rolling out and embedding an Outcome-Based Accountability (OBA) and Outcome-Based Budgeting (OBB) approach to business planning and performance monitoring. OBA and OBB will help underpin the organisation's approach to strategic planning, ensuring decisions are evidence-based, are explicitly linked to corporate priorities and that their delivery and success is measurable.

3.2 The City of Wolverhampton Council's approach to OBA and OBB will involve the delivery of several products, tools and processes. These include:

- An outcome-based corporate plan with clear links to the City's Vision 2030
- Business plans with clear outputs and links back to the corporate plan
- A clear understanding of the inputs in terms of costs and resources that go into delivering individual outcomes
- A City Scorecard which details key measures that are published nationally and allow The City of Wolverhampton Council's performance to be understood in the context of regional and statistical comparators
- A suite of meaningful measures that demonstrate clear outcome delivery, and enable the monitoring of progress and inform decision making
- A Qlikview application which ensures that OBA products are accessible to managers.
- A robust, end-to-end business case process which encompasses the elements listed above
- A programme of training which will enhance the analytical capability of employees.

3.3   This is a major culture change for the organisation and will take 2-3 years to fully embed. This work is being carried out in stages to ensure that the principles are fully embedded within the day-to-day work and decision making of officers, managers and leaders.

3.4   Dr. Tony Munton, a consultant with experience of implementing this approach in other council's (including Leeds City Council) and central government is working with the Insight and Performance team to develop and implement the approach and since February 2017 significant progress has been made on the mobilisation and implementation of phase 2.

4.0   Progress since February 2017

4.1   Following the endorsement of the approach by Cabinet (Performance Management) Panel in February 2017, the project has been mobilised and is in progress.

4.2   A presentation was given to over 60 heads of service and service directors at the leadership briefing on 10th May 2017, following which managers have been proactively requesting dates for their workshops. A copy of the presentation is at appendix A.

4.3   Several presentations to service management teams and workshops with heads of service have taken place, with many others booked for the coming weeks. Heads of Service and their managers have been very engaged with the work and have provided positive feedback about the methodology.

4.4   So far 77% of the presentations and 28% of the identified workshops have been completed or are scheduled:

	People	**Place**	**Corporate**	**Education**	**Total**
Completed	2 presentations, 6 workshops	1 presentations, 3 workshops	1 presentations, 1 workshop	0 presentations, 0 workshops	**4 presentations, 10 workshops**
Scheduled	1 presentation, 4 workshops	2 presentations, 0 workshops	0 presentations, 0 workshops	0 presentations, 0 workshops	**3 presentations, 4 workshops**
Arrangements in progress	0 presentations, 10 workshops	0 presentations, 13 workshops	1 presentation, 11 workshops	1 presentation, 1 workshop	**2 presentations, 35 workshops**
Total	**3 presentations, 20 workshops**	**3 presentations, 16 workshops**	**2 presentations, 12 workshops**	**1 presentation, 1 workshop**	**9 presentations, 49 workshops**

4.5   The three areas identified to test the methodology and be used as examples, have all received their workshops and work is progressing to produce tools and products from the outputs. The three areas were:

- Enterprise (Isobel Woods)
- Children in Need and Child Protection (Julian Cunningham)
- Corporate communications (Ian Fegan).

4.6   Initial analysis following the corporate communications workshop demonstrates the value of the approach with the 60 outputs identified in phase 1 being reduced to five, and appropriate and relevant performance indicators for each output identified:

60+ outputs identified in stage 1 down to 5:

Output	Customer	Performance Indicator 1	Performance Indicator 2
Strategic Communications Planning	SEB, Cabinet	% WLT satisfaction with service provided by Communications	% cabinet member satisfaction with service provided by Communications
Reputation Management	Media, Schools, partners	% overall satisfied with Council services	% residents kept informed
Stakeholder Management	Media, Schools, Partners	% agree listens and acts on concerns	% agree make decisions in best interests of City and people
Corporate Marketing Campaigns	SEB, Partners	% campaigns hit critical success measure	% WLT satisfaction with service provided by Communications
Internal Communications & Engagement	SEB, Cabinet	% employees kept informed	% understand corporate priorities and understand how contribute

4.7   An in-depth look at just one of the outputs, corporate marketing campaigns, which includes high profile campaigns such as Fostering; Cleaner, Greener, Better; Regeneration and the City Conference Programme (Business Week, Residents Week and Visitor Week), demonstrates its importance to the delivery of the corporate plan and value for money.

4.8   This output costs 34% of the Corporate Communication budget and ccontributes to:
- 8 out of 13 (62%) corporate plan aims
- 11 out of 14 (79%) corporate plan objectives
- 33 out of 87 (38%) corporate plan outcomes

4.9   When this work is completed for all service areas and outputs identified it will:

- Support managers in the production of robust business plans, budget setting and identification of savings;
- Enable councillors to see how programmes and services are aligned with the Council's priorities as set out in its strategic plan;
- Improve transparency (i.e. scrutiny) by enabling stakeholder participation in the budgeting process;
- Improves accountability by enabling councillors and officers to establish the extent to which budget objectives, plans and priorities have been achieved.

5.0   Next Steps

5.1   The timeline for the project is shown below:
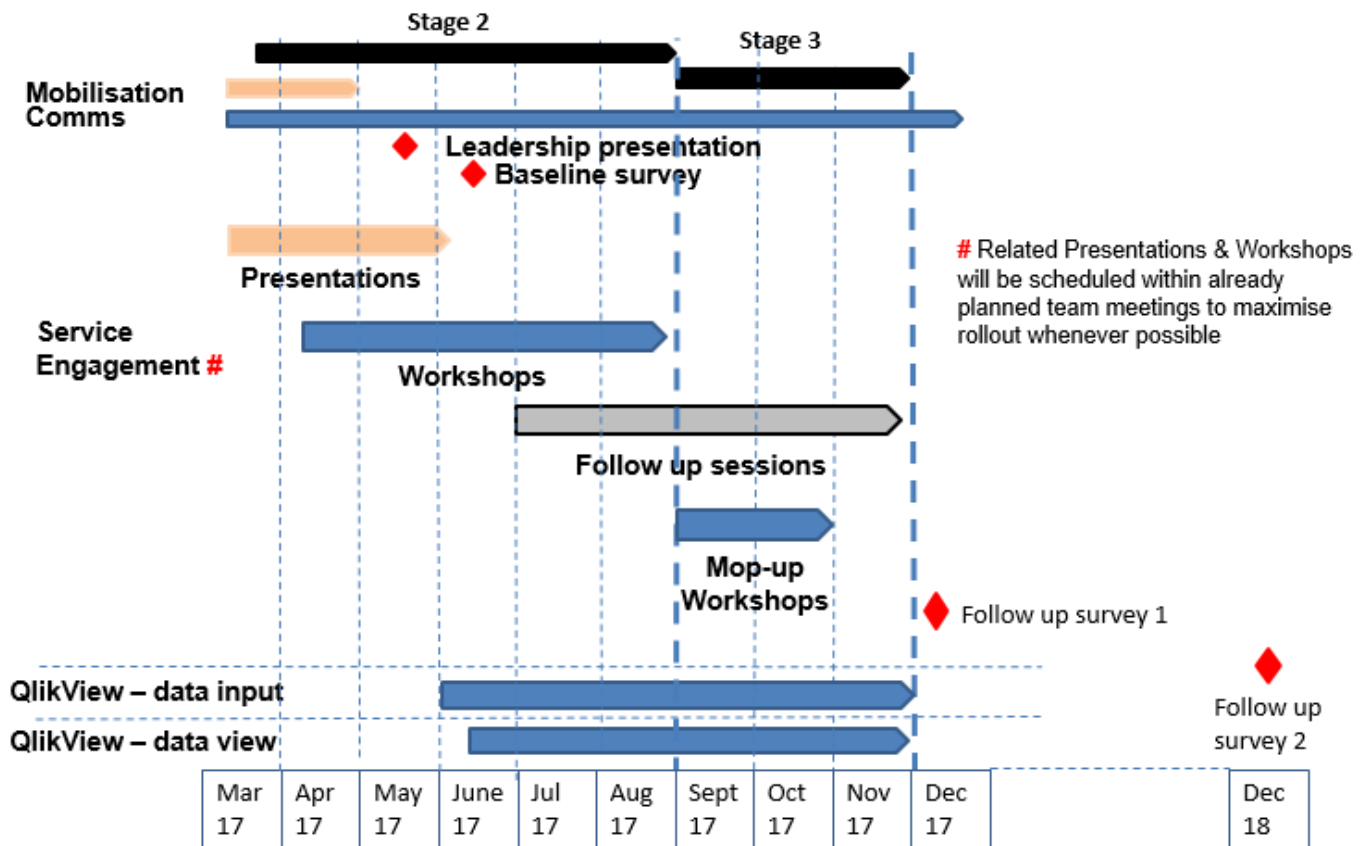
5.2   The programme of presentations and workshops with the scheduling on target to be completed by the end of June. Outputs will continue to be refined, relevant performance measures identified and current budgets and resources mapped to outputs, using the OBA/OBB methodology. When complete this will enable senior managers and councillors to understand the cost of delivering the council's strategic objectives compared with the value that is produced and support evidenced based decision making.

5.3   In addition to the workshops to be held with Heads of Service, a workshop will also be held for key services such as Insight and Performance, Finance, Projects and Programmes, Workforce Development and Business Managers so that they understand and make best use of the approach. This will ensure that the council's approach to transformation is fully joined up and adheres to OBA and OBB principals.

5.4   Data from the workshops is being analysed and pulled into tools (including QlikView) and products that can be used by managers for business planning purposes and evidencing delivery of objectives.

5.5   The performance indicators identified via the workshops will be baselined and tested and will form the corporate performance framework. The target date for the first iteration of this to be presented to Cabinet (Performance Management) Panel is September 2017.

5.6   To support the principle of evidenced-based decision making, a suite of training - designed to enhance the analytical capability of the organisation - will also be developed and implemented. This will ensure that employees at all levels of the organisation understand how they contribute to the delivery of the council's strategic objectives and that they have the required skills to use data, information and evidence in an appropriate and informative way when making decisions.

5.7   Ultimately, this work will lead to more robust, evidence-based decision making, ensure that business cases for savings or 'invest to save' requests fully outline the cost vs benefits of any proposals and ensure that the implementation and outcome of business cases are fully measured and monitored. It will also ensure that all business cases are explicitly linked to the council's strategic objectives.

6.0   Impact on Wolverhampton council and / or city

6.1   Improved effectiveness and efficiency by improving business planning, evidence-based decision making, organisational consistency, standards and performance in this area and reducing duplication.

6.2   Improved transparency of business planning, creating opportunities for more effective scrutiny and greater accountability.

7.0   Financial implications

7.1   The cost of the consultancy, project management and Qlikview development supporting the embedding of an outcomes based planning approach within the Council will be met from the Transformation Reserve. There is an existing approval to transfer £100,000 from the Transformation Reserve for outcome based planning work.

7.2   Review of the performance measures through the 'Wolverhampton Scorecard' will form an integral part of budget monitoring. Where there are areas of underperformance there is often a direct impact on the budget and medium term financial strategy. The impact is assessed and monitored on a case by case basis and fed in to the budget process.
[GE/01062017/B]

8.0   Legal implications

8.1   There are no direct legal implications
[TS/01062017/T]

9.0   Equalities implications

9.1   Underpinning some of the principles of OBA and OBB is ensuring good practice in customer engagement. Additionally, the need to complete a detailed equalities analysis in putting forward any business case will be embedded into the new processes.

10.0   Environmental implications

10.1   There are no direct environmental implications

11.0   Human resources implications

11.1   There are no direct human resources implications. However, the implementation of OBA and OBB principals will enable and be underpinned by robust workforce development.

12.0   Corporate landlord implications

12.1   There are no direct corporate landlord implications

13.0   Schedule of background papers

13 September 2016 - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Scrutiny Board)
19 September 2016 - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Cabinet Performance Management Panel)
17 January 2017 - Outcomes Based Accountability – progress so far and next steps (SEB)
27 February 2016 - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Cabinet Performance Management Panel)

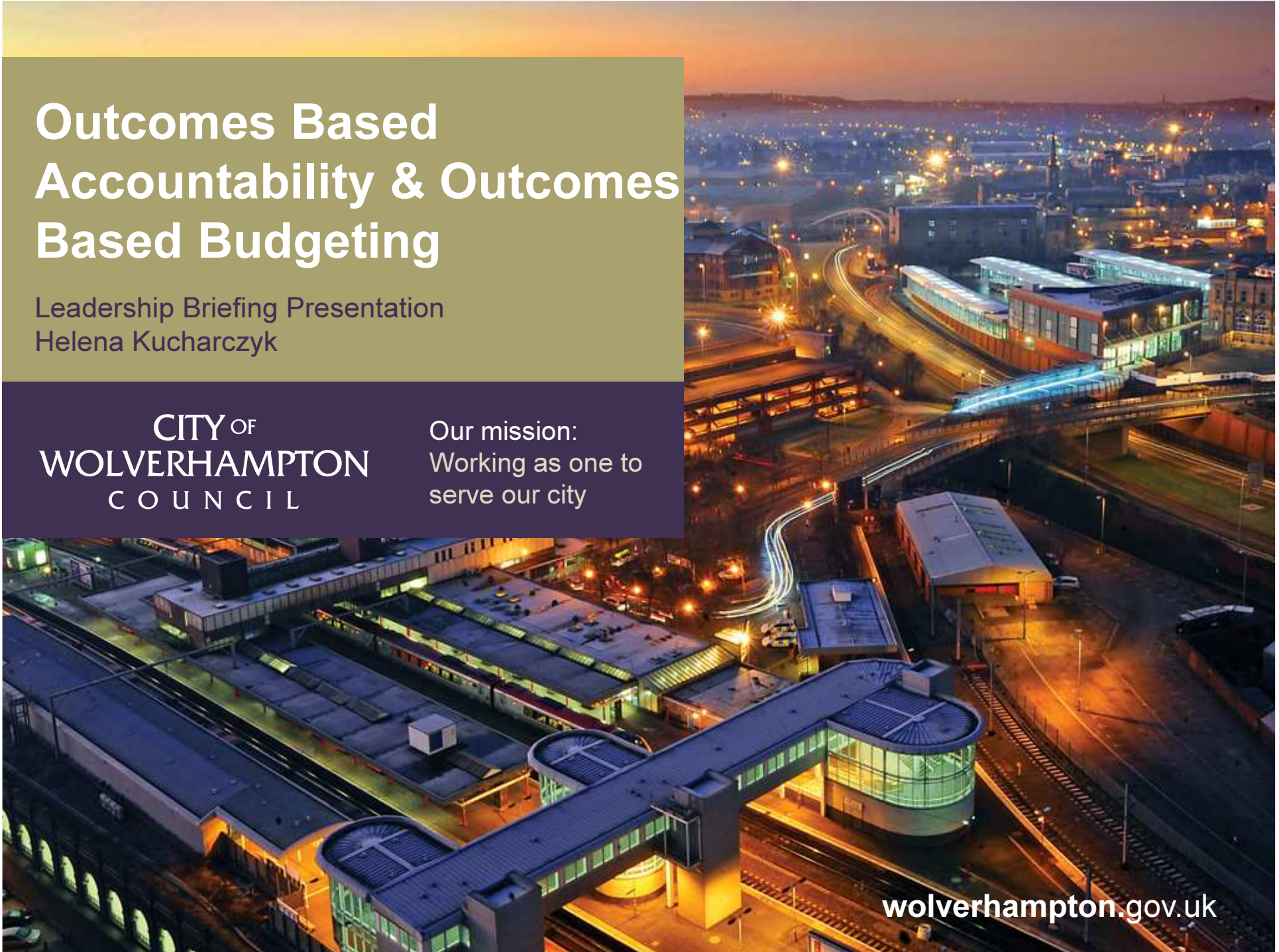This page is intentionally left blank

Outcomes Based Accountability & Outcomes Based Budgeting

Leadership Briefing Presentation
Helena Kucharczyk

CITY OF WOLVERHAMPTON COUNCIL

Our mission:
Working as one to
serve our city

wolverhampton.gov.uk

Project Summary

What is Outcome Based Accountability/Budgeting?

- Outcome Based Accountability (OBA) and Outcome Based Budgeting (OBB) are methods of using performance and financial data to:
  - monitor systematically the delivery of services; and
  - develop budget plans that to show how spending makes a difference to peoples lives.
- Essential for demonstrating delivery of the 2016-2019 Corporate Plan
- Key enablers of the Future Performance C3 Transformation programme

How will we deliver this?

- Build on Stage 1 that was completed in autumn last year
- Use improved methodology to ensure consistent & sustainable results

What will happen now in Stage 2?

- Presentations will introduce the overall methodology
- Workshops will provide tools & start data gathering
- Follow up sessions and 'play back'
- Access to information via QlikView application

wolverhampton.gov.uk

OBA/OBB and Performance Information

OBA and OBB are widely accepted principles of good practice in public service delivery which can lead to real and effective culture change
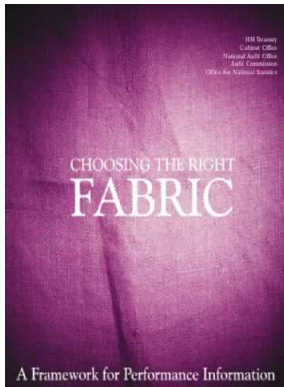
HM Treasury
Cabinet Office
National Audit Office
Audit Commission
Office for National Statistics

Focused on the organisation's aims and objectives;
Appropriate to, and useful for, the stakeholders who are likely to use it;
Balanced, giving a picture of what the organisation is doing, covering all significant areas of work;
Robust in order to withstand organisational changes or individuals leaving;
Integrated into the organisation, being part of the business planning and management processes; and
Cost Effective, balancing the benefits of the information against the costs.

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OBA and OBB Definitions

OBA - From Talk to Action:

• a focus on outcomes – *is anyone better off?;*

• use of plain language and simple methods;

• having indicators that show the change we want to bring about;

• using data to tell if we are succeeding.

OBB - Definition:

Developing budgets based on the relationship between funding (Resources) and the difference spending is expected to make to the quality of life for the children, adults and families who live in our community (Outcomes).
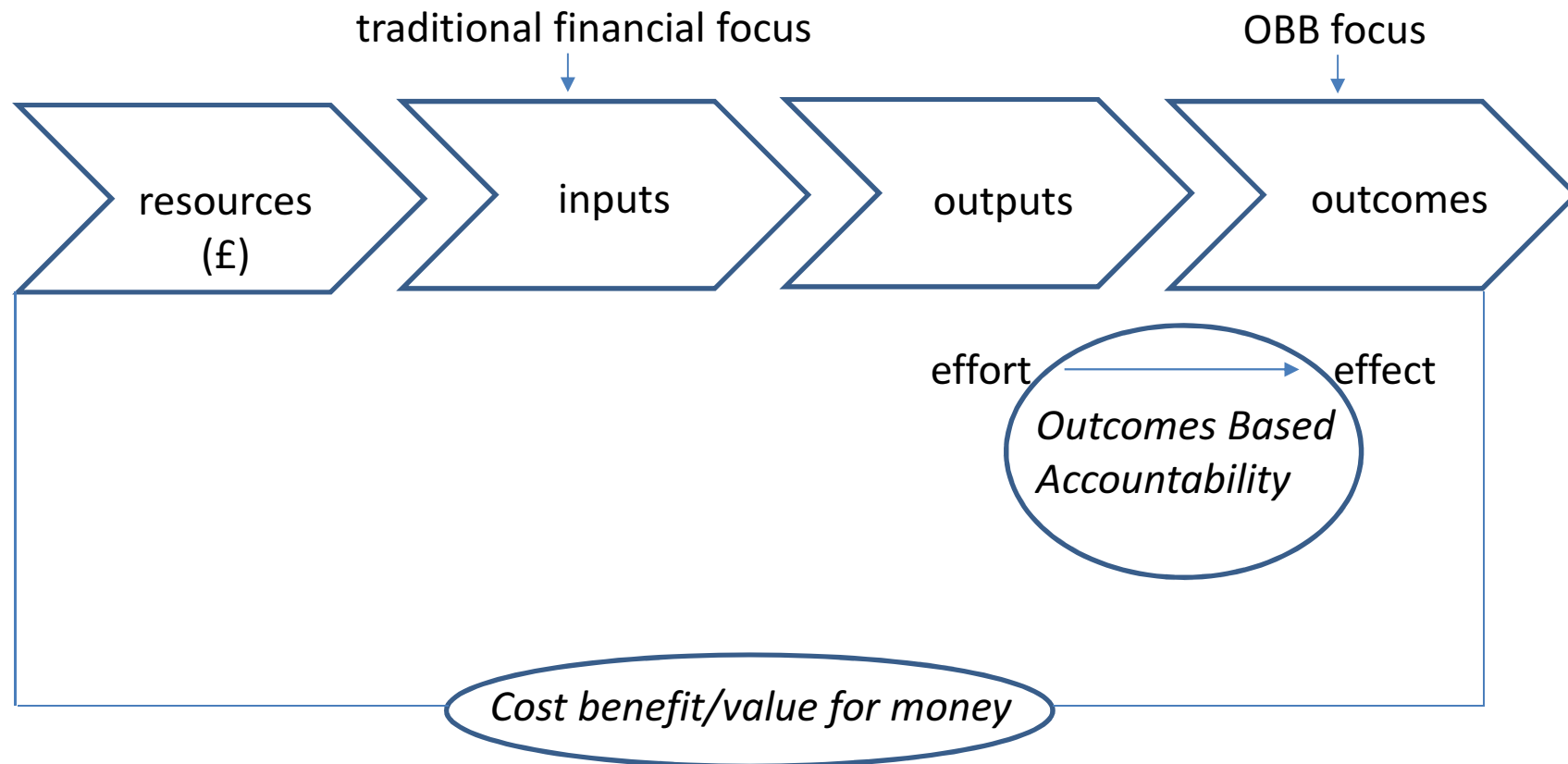
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OBA and OBB Definitions

Outcome: the impacts, or consequences for the community, of the activities of the government. Outcomes are normally what an organisation is trying to achieve

Output: Individual or groups of related products or services which contribute to Corporate Plan Outcomes

Contribution: This is the most important things that services listed in the last round of workshops and the starting point for creating outputs and performance indicators

Input: things transformed during production / delivery (direct)

Resource: money, organisation etc (indirect input)

Performance Indicators: used to measure a Service's contribution towards the Corporate Plan Outcomes at a high level – see the eight criteria

Customer: group who uses services – see category diagram

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OBA Programme Performance Measures

	Quantity	Quality
Effort (outputs)	How much did we do?	How well did we do it?
Effect (outcomes)	Is anyone better off?	

cause

↓

effect

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OBA and OBB Process

traditional financial focus

OBB focus

```
resources    →    inputs    →    outputs    →    outcomes
   (£)
```

effort →————→ effect

Outcomes Based Accountability

Cost benefit/value for money

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OBA and OBB Process

traditional financial focus

OBB focus

| resources (£) | inputs | outputs | outcomes |

effort → effect

Outcomes Based Accountability

Cost benefit/value for money

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OBB supporting scrutiny: Are we providing value for money?

Effective scrutiny needs business cases to state:

- what difference the proposed activity (outputs) will make to the quality of life for the children, adults and families who live in our community (outcomes);

- how success will be evidenced and managed;

- how expected outcomes link to the Council's objectives (2016-2019 Corporate Plan)

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Communications Example

60+ outputs identified in stage 1 down to 5:

Output	Customer	Performance Indicator 1	Performance Indicator 2
Strategic Communications Planning	SEB, Cabinet	% WLT satisfaction with service provided by Communications	% cabinet member satisfaction with service provided by Communications
Reputation Management	Media, Schools, partners	% overall satisfied with Council services	% residents kept informed
Stakeholder Management	Media, Schools, Partners	% agree listens and acts on concerns	% agree make decisions in best interests of City and people
Corporate Marketing Campaigns	SEB, Partners	% campaigns hit critical success measure	% WLT satisfaction with service provided by Communications
Internal Communications & Engagement	SEB, Cabinet	% employees kept informed	% understand corporate priorities and understand how contribute

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Communications Example

Corporate Marketing Campaigns	SEB, Partners	% campaigns hit critical success measure	% WLT satisfaction with service provided by Communications

Costs 34% of Corporate Comms budget

Contributes to:

8 out of 13 (62%) corporate plan aims

11 out of 14 (79%) corporate plan objectives

33 out of 87 (38%) corporate plan outcomes

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The Team

SRO – Mark Taylor

External Expert – Dr. Tony Munton (The RTK)

Strategic Lead – Helena Kucharczyk (Insight and Performance Manager)

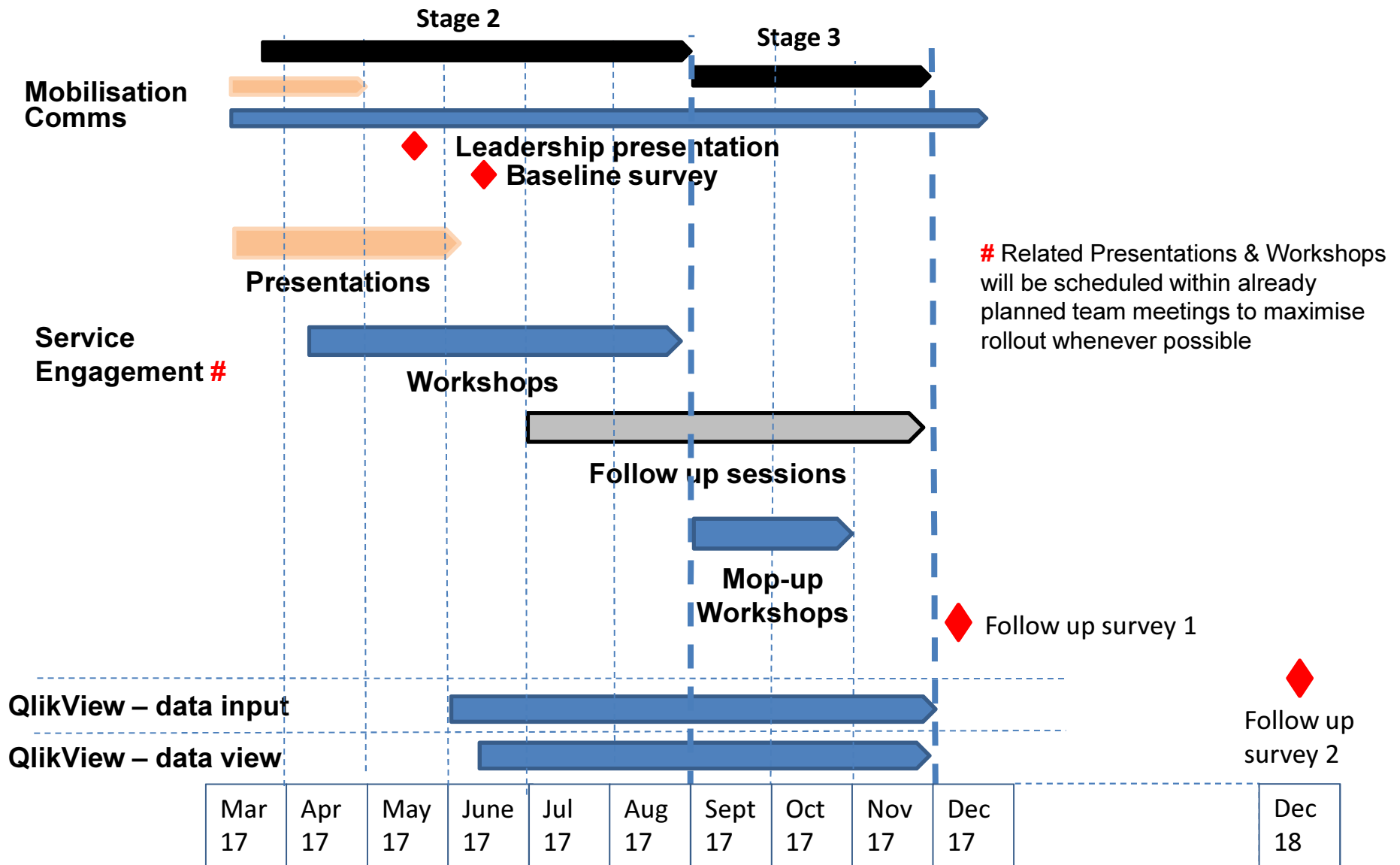
Delivery Lead - Geoff Simpson (Business Intelligence Manager)

Operational Lead – Liane Taylor (Senior Analyst)

Project Manager - Peter Ning

Additional Support – Louise McCloskey (Analyst)

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Timeline

Stage 2

Stage 3

Mobilisation Comms

◆ Leadership presentation

◆ Baseline survey

Presentations

Service Engagement #

Workshops

 # Related Presentations & Workshops will be scheduled within already planned team meetings to maximise rollout whenever possible

Follow up sessions

Mop-up Workshops

◆ Follow up survey 1

◆

QlikView – data input

Follow up survey 2

QlikView – data view

Mar 17	Apr 17	May 17	June 17	Jul 17	Aug 17	Sept 17	Oct 17	Nov 17	Dec 17	Dec 18

Delivery

Presentations- 9 needed, 4 taken place, 3 scheduled

- Service Directors and their Heads of Service
- Overview of OBA and OBB – theory and what we are aiming to achieve

Workshops – around 49 needed, 10 taken place, 4 scheduled

- Will involve each HoS and their Management Team
- Pre-workshop activity
  - Identifying customers and stakeholders (service perspective)
  - Confirming Outputs from Stage 1 in 2016
- Workshop Activity
  - Reviewing and redefining outputs
  - Identifying indicators
- Post-workshop activity
  - OBB Resource calculator
  - Confirming indicators and targets

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Next steps

Accessing the data

- Information will be presented back to managers via QlikView and maintained in SharePoint

Governance

Monitored via monthly and quarterly reports to leadership teams, SEB, Cabinet (Performance Management) Panel, Scrutiny, strategic and partnership boards

For further details

- Helena Kucharczyk on 5440, Geoff Simpson on 5320 or Liane Taylor on 4932

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Thank you

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