



Cabinet (Performance Management) Panel

15 September 2014

Time 5.00 pm **Public Meeting?** YES **Type of meeting** Executive
Venue Committee Room 2 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

Chair Cllr Paul Sweet (Lab)

Labour

Cllr Peter Bilson
Cllr Val Gibson
Cllr Roger Lawrence
Cllr Elias Mattu
Cllr John Reynolds
Cllr Sandra Samuels

Conservative

Liberal Democrat

Quorum for this meeting is two Councillors.

Information for the Public

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

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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 (16 June 2014)** (Pages 1 - 4)
[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 **April to June 2014 Managing Agents Performance Monitoring Report** (Pages 5 - 34)
[To consider a regular evaluation of the performance of Wolverhampton Homes and the Tenant Management Organisations in managing and maintaining council owned dwellings during the 2013/14 financial year]
- 6 **Corporate Performance Report Quarter One 2014/15** (Pages 35 - 48)
[To consider a quarterly report on the corporate performance reporting measures]
- 7 **Looked After Children - The Position So Far and the Outlook Ahead**
[To receive a presentation on the position so far and the outlook ahead]
- 8 **Information Governance Board** (Pages 49 - 60)
[To approve revised terms of reference and the associated definitions, roles and responsibilities of the Board]

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Meeting of the Cabinet (Performance Management) Panel Minutes - 16 June 2014

Attendance

Members of the Cabinet (Performance Management) Panel

Cllr Paul Sweet (Chair)
Cllr Peter Bilson
Cllr Val Gibson
Cllr Roger Lawrence
Cllr Elias Mattu
Cllr John Reynolds
Cllr Sandra Samuels

Employees

Robert Baldwin	Head of Legal Services
Dereck Francis	Democratic Support Officer
Keith Ireland	Strategic Director, Delivery
Charlotte Johns	Head of Policy
Polly Sharma	Policy and Equalities Manager

Part 1 – items open to the press and public

Item No. *Title*

MEETINGS BUSINESS ITEMS

- 1. Apologies for absence**
No apologies for absence were submitted.
- 2. Declarations of interests**
No declarations of interests were made.
- 3. Minutes of the previous meeting - (24 February 2014)**
Resolved:
That the minutes of the meeting held on 24 February 2014 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.

DECISION ITEM (AMBER - delegated to Cabinet (Performance Management) Panel)

- 5. Corporate Performance Report - Quarter Four - 2013/14**
The Panel discussed the quarter four report monitoring performance of all corporate measures.

Referring to performance measure 'looked after children per 10,000 population' Cllr Elias Mattu asked for an update on the discussions with Essex Country Council. Cllr Val Gibson reported that the discussions had been wide and varied. Nicky O'Shaughnessy, Director for Local Delivery – Children, Young People and Families from Essex would be acting as a mentor to Emma Bennett, Assistant Director Children Young People and Families who would be exploring all that Essex had done in order to reduce their number of looked after children (LAC). She also reported that there was a detailed project plan in place to reduce the number of LAC. She undertook to share this with the Panel.

Charlotte Johns added that more data on the LAC profile could also be presented to the Panel.

Cllr Roger Lawrence reminded the Panel that he and Councillors Val Gibson and Andrew Johnson and Sarah Norman held regular meetings at which detailed reports on the LAC position are presented. He suggested that a presentation be made to the Panel on the data, trends, action taken as well as some of the side issues that have been highlighted.

Referring to performance measures within her children and families portfolio, Cllr Gibson informed the Panel that although some of the measures were rated amber status they were in an improving position and performance was not deteriorating.

Cllr Paul Sweet reported that he would want to see a marked improvement in the performance on 'percentage of appraisals completed'. Keith Ireland reported that the performance management framework for employees relating to appraisals would need to be reviewed within the next six weeks with a view to putting in place arrangements from Autumn.

Keith Ireland also updated the Panel on the latest position regarding protecting information. 92% of Council employees had now completed the training. He thanked Councillors who had also completed the training. He reported that there were some problems with the whole of e-learning that would need to be reviewed to see if the user experience could be improved.

In response to a question from Cllr Gibson, Charlotte Johns undertook to circulate a note on the number of councillors who had completed the protecting information training. She was also asked to circulate information to the Directorates on how many of their employees had completed the training.

Councillor John Reynolds suggested that it would be useful if comparative data on performance in previous year's quarter could be included for the measure 'number of visitors to cultural and entertainment attractions and events'.

Referring to performance measure 'number of 'active borrowers'', Cllr Elias Mattu explained that a small number of libraries had been closed for a few weeks for refurbishment or moves at various points of the year which had contributed to the decrease in borrowers. He anticipated that performance against the measure would improve during the coming quarters.

Resolved:

1. That a presentation be made to the Panel on the data, trends, action taken as well as side issues that have been highlighted in terms of the looked after children.
2. That the feedback from the Panel be taken on board for the next quarterly performance monitoring report.

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Cabinet (Performance Management) Panel

15 September 2014

Report title	Housing Managing Agents Performance Monitoring Report – April 2013 to March 2014	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Key decision	No	
In forward plan	No	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Housing Services	
Accountable employee(s)	Kenny Aitchison	Service Manager Housing Strategy and Development 4841 Email kenny.aitchison@wolverhampton.gov.uk
	Liane Percival	Housing Strategy and Development Support Officer 4758 Email liane.percival@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendation(s) 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 2013/14 and any areas for improvement.
2. Agree to accept a revised reporting format for managing agents performance over the first 2 quarters of 2014/15 at its meeting on 17 November 2014.

1.0 Purpose

- 1.1 The primary purpose of this report is to provide Councillors with a regular evaluation of the performance of Wolverhampton Homes and the Tenant Management Organisations (TMOs) in managing and maintaining Council owned dwellings during the 2013/14 financial year.

2.0 Background

- 1.1 This report retains the standard format that was previously used to report each quarter to Cabinet (Performance Management) Panel. Employees are working on a revised report format to assist 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 refers to the last quarter in 2013/14 and particularly in relation to:
- 1.2.1 Showing the quarters from quarter four 2012/13 to quarter four 2013/14 to allow comparison over the year.
- 1.2.2 The performance for each of the managing agents is grouped under these headings:
- a) Rents Management
 - b) Repairs Management
 - c) Empty Property Management
- 1.2.3 Tables indicate both the direction in which performance needs to move for improvement and performance trends between the current and the previous quarter.
- 1.2.4 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 or R.

- 1.2.5 The performance of Wolverhampton Homes is compared to the HouseMark Benchmarking Club Top Performance (Top Quartile) position (where this is available). The Benchmarking Club accepts information from around 30 Arms Length Management Organisations (ALMOs). Wolverhampton Homes overall performance compares very well within this benchmarking club.
- 1.2.6 Wolverhampton Homes additionally reports on Business Planning, tenants' satisfaction with the handling and outcomes of the Anti-Social Behaviour (ASB) process, the delivery of the Decent Homes Programme, Customer Care and Estate Services.

1.3 Governance

- 1.3.1 The Housing Strategy and Development Team continue to monitor the governance of the housing management organisations as described in a previous report. Wolverhampton Homes' board, committee and other minutes and papers are available on request to Council employees.
- 1.3.2 A Council employee has attended Wolverhampton Homes' board meetings as an observer.
- 1.3.3 The TMOs have provided agendas, minutes and other documents from their regular meetings. A Council employee has 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 2013/14. Performance details are available in Appendix 1a and 1b.
- 3.2 Wolverhampton Homes manage 20,861 properties on behalf of the Council. Generally, performance has improved in the last quarter of the year. Of the twenty-seven indicators reported, twenty are in target and only seven are off target. Three of the five indicators that have weakened in the quarter are in the repairs category and poorer performance was expected due to the changes in the way repairs are reported and carried out (further explanation is provided below at 3.4.7).
- 3.3 Rents Management
 - 3.3.1 Performance for rent collection has been very good in the last two quarters, recovering from a poorer first half of the year. The quarter four and year end targets have been met and performance has improved slightly year on year.
 - 3.3.2 Performance for the percentage of tenants with more than seven weeks arrears is back on track after a poorer mid-year. The quarter 4 and year end targets have been met although performance has weakened year on year despite additional resources being diverted to arrears work by Wolverhampton Homes.

3.3.3 Performance for the percentage of tenants evicted increased at a higher rate than anticipated in the second half of the year.

3.3.4 Performance for rent arrears of current tenants has been very good in the last two quarters, recovering from a poorer start to the year. The quarter four and year end targets have been met and performance has improved year on year.

3.4 Repairs Management

3.4.1 Performance for appointments made and kept has been slightly under target on average across the year. The quarter four target has been met and performance has improved year on year.

3.4.2 Performance for valid gas certificates has been excellent in all four quarters this year. The quarter four and year end targets have been met and performance has improved year on year.

3.4.3 Performance for routine repairs completed in target time has been off target for three out of four quarters this year. The quarter four and year end targets have not been met and performance has weakened year on year.

3.4.4 Performance for urgent repairs completed in target time has been off target for three out of four quarters this year. The quarter four and year end targets have not been met although performance has improved year on year.

3.4.5 Performance for emergency repairs completed in target time has been good this year, recovering from a blip in quarter three. The quarter four and year end targets have been met although performance has weakened year on year.

3.4.6 Performance for total repairs completed in target time has been off target for three out of four quarters this year. The quarter four and year end targets have not been met and performance has weakened year on year.

3.4.7 However these measures are based upon a process for response repairs based upon target time limits imposed upon the tenant. Nationally the focus for response repairs is shifting from target times to tenants' convenience. So whilst performance in repairs is looking relatively poor, there is no great concern as this performance is measuring the target times.

3.4.8 The performance outturns for Wolverhampton Homes 'VISION' pilot (which delivers repairs at the tenant's convenience) are much better. Performance so far suggests that when the pilot is rolled out city-wide the service will be improved.

3.4.9 The Council will need to develop a new suite of performance measures to manage this new method of carrying out response repairs. Target times will be irrelevant and the focus will need to shift to tenant satisfaction.

3.5 Empty Property Management

- 3.5.1 Performance for average days to re-let property has been good all year other than a blip at quarter three. The quarter four and year end targets have been met although performance has weakened year on year.
- 3.5.2 Performance for tenancy offers accepted first time has been good all year although it dropped slightly in quarter four. The quarter four and year end targets have been met although performance weakened slightly year on year.
- 3.5.3 Performance for rent lost through properties being vacant has been poor all year. The quarter four and year end targets have been missed and performance has weakened year on year.
- 3.5.4 The average number of empty dwellings at quarter four is 231.

3.6 Business Planning

- 3.6.1 Performance for average days lost through illness has been very good all year. The quarter four and year end targets have been met and performance has improved year on year.

3.7 Anti-Social Behaviour

- 3.7.1 Performance for tenants satisfied with how their complaint was dealt with has improved greatly since quarter one. The quarter four and year and targets have been met and performance has improved year on year.
- 3.7.2 Performance for tenants satisfied with the outcome of their complaint has improved greatly since quarter one. The quarter four and year and targets have been met and performance has improved year on year.

3.8 Decent Homes

- 3.8.1 In April 2013 the new Strategic Construction Partnership commenced. Performance was adversely affected in quarter one by the change over, but recovered throughout the year so all but the satisfaction year-end targets were met. These indicators are not included in the HouseMark benchmarking club.
- 3.8.2 Performance for non-decent homes made decent has been very good throughout the year. The quarter four and year end targets have been met.
- 3.8.3 Performance for non-decent homes made decent (Priority Neighbourhoods) has been very good throughout the year. The quarter four and year end targets have been met.
- 3.8.4 Performance for the number of properties that have received Decent Homes work has been very good throughout the year. The quarter four and year end targets have been met.

3.8.5 Performance for the variation between actual and target costs has been very good for most of the year other than a peak at quarter three. The quarter four and year end targets have been met.

3.8.6 Performance for satisfaction with Decent Homes has been poor throughout the year. The quarter four and year end targets have not been met. The change-over of contractor has contributed to poor satisfaction due to delays in start-up. Performance and tenant satisfaction levels are dealt with at the Core Group meetings between the contractors and Wolverhampton Homes.

3.9 Customer Care

3.9.1 Performance for average call answer wait time has been good throughout the year, although it has continued to weaken since quarter two. The quarter four and year end targets have been met – this is a new indicator so there is no 2012-13 quarter four data for a year on year comparison.

3.9.2 Performance for calls abandoned has been good for the first three quarters but slipped in quarter four. The quarter four target has not been met but the year-end has, although it has weakened year on year.

3.9.3 Performance for complaints responded to in target time has been very good in the last two quarters, recovering from a poorer first half of the year. The quarter four and year end targets have been met, although performance has weakened year on year.

3.9.4 Performance for councillor enquiries responded to in 14 days has been good throughout the year. The quarter 4 and year end targets have been met, and performance has improved year on year.

3.10 Estate and Concierge Services

3.10.1 Performance for fire safety inspections on low and medium rise blocks has been excellent throughout the year. The quarter four and year end targets have been met, and performance has been maintained year on year.

3.10.2 Performance for fire safety inspections on high rise blocks has been excellent throughout the year. The quarter four and year end targets have been met, and performance has been maintained year on 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 2013/14. Performance details are available in Appendix 2.

4.2 Bushbury Hill EMB manage 844 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. Of the eleven indicators only one is off target, and just three have weakened.

4.3 Rents Management

4.3.1 Performance for the percentage of tenants with more than seven weeks arrears has recovered from a poorer quarter two and quarter three and is now in target. The quarter four and year end targets have been met and performance has improved year on year.

4.3.2 Performance for the percentage of tenants evicted has been excellent at zero per cent all year. The quarter four and year end targets have been met and performance has been maintained year on year.

4.3.3 Performance for rent arrears of rent roll has been very good all year. The quarter four and year end targets have been met and performance has improved year on year.

4.4 Voids and Allocations

4.4.1 Performance for void loss as a percentage of rent roll has been very good all year. The quarter four and year end targets have been met and performance improved year on year.

4.4.2 Performance for the average time to re-let housing has been inconsistent all year. The quarter four target has not been met although the year-end target has been met and performance has improved year on year.

4.4.3 Nine properties were let via mutual exchange.

4.5 Repairs

4.5.1 Performance for urgent repairs completed in government time limits has been good, improving in the second half of the year to come back into target. The quarter four and year end targets have been met and performance has been improved year on year.

4.5.2 Performance for average time to complete non-urgent repairs has been excellent and improved after a poorer start in quarter one. The quarter four and year-end target has been met and performance has improved year on year.

4.5.3 Performance for responsive repairs made and kept has suffered from a poor start to the year. The quarter four and year-end target has been met and performance has improved year on year.

4.5.4 Performance for emergency repairs completed in target time has been very good. The quarter four and year end targets have been met although performance has weakened year on year.

- 4.5.5 Performance for routine repairs completed in target time has been good, recovering from a poor first two quarters of the year. The quarter four target has been met although the year-end target has not, and performance has slightly weakened year on year.
- 4.5.6 Bushbury Hill EMB deliver their 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.
- 4.5.7 Cabinet (Performance Management) Panel will be aware that Bushbury Hill EMB is pursuing stock transfer through the Right To Management regulations.

5.0 Progress for Dovecotes Tenant management Organisation (TMO)

- 5.1 This section gives an outline of Dovecotes TMO’s performance for quarter four 2013/14. Performance details are available in Appendix 3.
- 5.2 Dovecotes TMO manage 832 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. Of the eleven indicators only one is off target, and just three have weakened.
- 5.3 Rents
 - 5.3.1 Performance for the percentage of tenants with more than seven weeks arrears was very good in quarter one to quarter three but weakened throughout the year. The quarter four target was not met but the year-end target was and performance has weakened year on year
 - 5.3.2 Performance for the percentage of tenants evicted has been very good all year. The quarter four and year end targets have been met and performance has been maintained year on year.
 - 5.3.3 Performance for rent arrears of rent roll has been very good all year. The quarter four and year end targets have been met although performance has weakened year on year.
- 5.4 Voids and Allocations
 - 5.4.1 Performance for void loss as a percentage of rent roll has been very good all year. The quarter four and year end targets have been met and performance improved year on year.
 - 5.4.2 Performance for the average time to re-let housing was very good all year. The quarter four and year-end target has been met and performance has improved considerably year on year.

5.4.3 Thirteen properties were let via mutual exchange.

5.5 Repairs

5.5.1 Performance for urgent repairs completed in government time limits has been very good, although has continued to weaken slightly throughout the year. The quarter four and year end targets have been met and performance has weakened slightly year on year.

5.5.2 Performance for average time to complete non-urgent repairs has been very good all year. The quarter four and year-end target has been met and performance has improved year on year.

5.5.3 Performance for responsive repairs made and kept has been good all year. The quarter four and year-end target has been met and performance has weakened slightly year on year.

5.5.4 Performance for emergency repairs completed in target time has been good other than in quarter four when performance was off target. The quarter four and year end targets have been met although performance has weakened year on year.

5.5.5 Performance for routine repairs completed in target time has excellent all year. The quarter four and year-end target has been met, and performance has slightly improved year on year.

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 2013/14. Performance details are available in Appendix 4.

6.2 New Park Village TMC manage 301 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. Of the ten indicators only two are off target, and just three have weakened.

6.3 Rents

6.3.1 Performance for the percentage of tenants with more than seven weeks arrears was very good throughout the year. The quarter four and year-end target was met and performance has improved year on year.

6.3.2 Performance for the percentage of tenants evicted has been very good all year. The quarter four and year end targets have been met and performance has been maintained year on year.

6.3.3 Performance for rent arrears of rent roll has been very good all year. The quarter four and year end targets have been met and performance has improved year on year.

6.4 Voids and Allocations

6.4.1 Performance for void loss as a percentage of rent roll has been very good all year. The quarter four and year end targets have been met although performance weakened year on year.

6.4.2 Performance for the average time to re-let housing was very poor in quarter one to quarter three but improved in quarter four. The quarter four target has been met but year-end target has not although performance has improved considerably year on year.

6.4.3 No properties were let via mutual exchange.

6.5 Repairs

6.5.1 Performance for urgent repairs completed in government time limits has been excellent throughout the year. The quarter four and year end targets have been met and performance has been maintained at 100 per cent year on year.

6.5.2 Performance for average time to complete non-urgent repairs has been very good all year. The quarter four and year-end target has been met although performance has slightly weakened year on year.

6.5.3 Performance for emergency repairs completed in target time has been very good other than in quarter four when performance was off target. The quarter four and year-end target was not met and performance has weakened year on year.

6.5.4 Performance for routine repairs completed in target time has excellent all year. The quarter four and year-end target has been met, and performance has been maintained at 100 per cent year on year.

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 quarter four 2013/14. Performance details are available in Appendix 5.

7.2 Springfield Horseshoe HMC manage 278 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. Of the ten indicators only three are off target, and just two have weakened.

7.3 Rents Management

- 7.3.1 Performance for the percentage of tenants with more than seven weeks arrears was very good throughout the year until quarter four. The quarter four and year-end target was met and performance has weakened year on year.
- 7.3.2 Performance for the percentage of tenants evicted has been very good all year. The quarter four and year end targets have been met and performance has improved year on year.
- 7.3.3 Performance for rent arrears of rent roll has been very good all year. The quarter four and year end targets have been met and performance has improved year on year.

7.4 Voids and Allocations

- 7.4.1 Performance for void loss as a percentage of rent roll has been very good all year. The quarter four and year end targets have been met and performance has improved year on year.
- 7.4.2 Performance for the average time to re-let housing was very poor throughout the year. The quarter four and year-end target has not been met although performance has improved year on year.
- 7.4.3 One property was let via mutual exchange.

7.5 Repairs

- 7.5.1 Performance for urgent repairs completed in government time limits has been very good throughout the year. The quarter four and year end targets have been met and performance has been maintained at 100 per cent year on year.
- 7.5.2 Performance for average time to complete non-urgent repairs has been very good all year. The quarter four and year-end target has been met and performance has improved year on year.
- 7.5.3 Performance for emergency repairs completed in target time has been inconsistent throughout the year. The quarter four target was met but the year-end target was not met but performance has improved year on year.
- 7.5.4 Performance for routine repairs completed in target time has been very good throughout the year until quarter four when performance weakened considerably. The quarter four and year-end target has not been met, and performance has been weakened year on year.

8.0 Financial implications

- 8.1 This report has no financial implications.
[CF/01092014/D]

9.0 Legal implications

- 9.1 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.

[KR/03092014/N]

10.0 Equalities implications

- 10.1 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.

11.0 Environmental implications

- 11.1 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.

12.0 Human resources implications

- 12.1 This report has no human resources implications.

13.0 Schedule of background papers

Appendix 1a:

Wolverhampton Homes – 2013/14 Quarter Four Performance (by category)

Appendix 1b:

Wolverhampton Homes – 2013/14 Quarter Four Performance (by Green Amber Red)

Appendix 2:

Bushbury Hill EMB – 2013/14 Quarter Four Performance (by category)

Appendix 3:

Dovecotes TMO – 2013/14 Quarter Four Performance (by category)

Appendix 4:

New Park Village TMC – 2013/14 Quarter Four Performance (by category)

Appendix 5:

Springfield Horseshoe HMC – 2013/14 Quarter Four Performance (by category)

Appendix 1a Wolverhampton Homes by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Rents												
G	Rent collected as a percentage of rent owed	H	98.28	96.75	96.89	97.98	98.40	98.40	[P] 97.00 [A] 97.00	98.70	Performance has improved year-on-year in and is in target.	+
G	Tenants with more than 7 weeks arrears as a percentage of all tenants	L	1.76	1.76	2.01	2.06	1.97	1.97	[P] 2.00 [A] 2.00	2.52	Performance has weakened year-on-year and is in target.	+
PAGE 17	Tenants evicted for rent arrears as a percentage of all tenants	L	0.43	0.12	0.19	0.34	0.50	0.50	[P] 0.45 [A] 0.45	0.21	Performance has weakened year-on-year and is off target.	-
A	Rent arrears of current tenants as a % of the rent roll (WH only)	L	0.99	1.35	1.70	1.16	0.87	0.87	[P] 1.20 [A] 1.20	2.50	Performance has improved year-on-year and is in target.	+
Repairs												
G	% of responsive repairs for which an appointment was made & kept	H	86.85	93.96	94.68	92.82	94.01	93.89	[P] 94.00 [A] 94.00	99.54	Performance has improved year-on-year and is in target.	+
G	% of valid gas certificates for tenanted properties	H	99.98	99.95	99.96	99.95	99.97	99.99	[P] 99.60 [A] 99.60	100.00	Performance has weakened year-on-year and is in target.	+

Appendix 1a Wolverhampton Homes by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Repairs												
R	The percentage of routine repairs in target time	H	98.76	98.43	98.73	99.11	98.31	98.60	[P] 99.00 [A] 99.00	N/A	Performance has weakened year-on-year and is off target.	-
R	The percentage of urgent repairs completed in target time	H	98.58	99.21	98.88	98.58	98.54	98.77	[P] 99.00 [A] 99.00	N/A	Performance has weakened year-on-year and is off target.	-
Page 18	The percentage of emergency repairs completed in target time	H	99.46	99.53	99.41	98.71	99.17	99.16	[P] 99.00 [A] 99.00	N/A	Performance has weakened year-on-year and is in target.	+
R	% total repairs completed within target	H	98.81	98.76	98.86	99.04	98.56	98.77	[P] 99.00 [A] 99.00	99.24	Performance has weakened year-on-year and is off target.	-
Voids and Allocations												
G	Average days to re-let property	L	15	22	28	25	24	25	[P] 25 [A] 25	N/A	Performance has weakened year-on-year and is in target.	+
G	% of tenancy offers accepted first time	H	86.63	83.04	86.68	86.77	83.78	85.17	[P] 80.00 [A] 80.00	78.12	Performance has weakened year-on-year and is in target.	-

Appendix 1a Wolverhampton Homes by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Voids and Allocations												
R	% Rent lost through properties being vacant	L	1.64	1.93	1.90	1.84	1.76	1.76	[P] 1.70 [A] 1.70	1.06	Performance has weakened year-on-year and is off target.	+
Business Planning												
G	Average days lost through illness	L	6.01	5.19	5.09	5.49	5.90	5.90	[P] 6.75 [A] 6.75	6.74	Performance has improved year-on-year and is in target.	+
Anti-Social Behaviour												
P	% satisfied with the way their ASB complaint was dealt with	H	85.23	75.76	94.39	90.91	92.00	91.70	[P] 80.00 [A] 80.00	91.70	Performance has improved year-on-year and is in target.	+
G	% satisfied with the outcome of their ASB complaint	H	82.95	69.70	92.35	88.64	88.00	88.81	[P] 80.00 [A] 80.00	89.70	Performance has improved year-on-year and is in target.	-
Decent Homes												
A	Number non-decent homes made decent	H	485	110	259	775	621	1765	[P] 610 [A] 1750	N/A	Performance has exceeded the target to Q4.	N/A
A	Number non-decent homes made decent (Priority N/hoods)	H	355	75	178	535	439	1227	[P] 421 [A] 1207	N/A	Performance has exceeded the target to Q4.	N/A
A	Total number of properties that have received DH work	H	548	110	259	775	621	1765	[P] 610 [A] 1750	N/A	Performance has exceeded the target to Q4.	N/A

Appendix 1a Wolverhampton Homes by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Decent Homes												
G	% Variation between actual and target costs	See target	-3.97	6.59	-4.48	-17.08	7.40	0.65	0 +/- 10.00%	N/A	Performance has weakened year-on-year and is in target.	+
R	Satisfaction with Decent Homes	H	96.47	87.50	91.21	85.09	85.00	86.09	[P] 96.00 [A] 96.00	N/A	Performance has weakened year-on-year and is off target.	-
Customer Care												
Age 20	Homes Direct - Average call answer wait time (in seconds)	L	N/A	25.00	24.00	31.00	48.00	33.00	[P] 60.00 [A] 60.00	N/A	This is a new indicator for 2013/14 - performance has weakened and is in target.	-
A	Homes Direct - % of calls abandoned	L	2.47	4.30	2.50	4.30	7.40	4.80	[P] 5.00 [A] 5.00	N/A	Performance has weakened year-on-year and is off target.	-
A	Complaints responded to in target timescales - %	H	97.71	94.35	94.93	95.24	96.71	95.53	[P] 95.00 [A] 95.00	N/A	Performance has weakened year-on-year and is in target.	+
G	Councillor enquiries responded to in 14 days	H	96.63	96.86	96.57	95.39	97.40	96.53	[P] 95.00 [A] 95.00	N/A	Performance has improved year-on-year and is in target.	-

Appendix 1a Wolverhampton Homes by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Estates and Concierge Services												
G	% of fire safety inspections completed on high rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	[P] 100.00 [A] 100.00	N/A	Performance has been maintained year-on-year and is in target.	=
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	[P] 99.00 [A] 99.00	N/A	Performance has been maintained year-on-year and is in target.	=

Appendix 1b Wolverhampton Homes by GAR		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Green - Rents												
G	Rent collected as a percentage of rent owed	H	98.28	96.75	96.89	97.98	98.40	98.40	[P] 97.00 [A] 97.00	98.70	Performance has improved year-on-year in and is in target.	+
G	Tenants with more than 7 weeks arrears as a percentage of all tenants	L	1.76	1.76	2.01	2.06	1.97	1.97	[P] 2.00 [A] 2.00	2.52	Performance has weakened year-on-year and is in target.	+
Green - Repairs												
G	% of responsive repairs for which an appointment was made & kept	H	86.85	93.96	94.68	92.82	94.01	93.89	[P] 94.00 [A] 94.00	99.54	Performance has improved year-on-year and is in target.	+
G	% of valid gas certificates for tenanted properties	H	99.98	99.95	99.96	99.95	99.97	99.99	[P] 99.60 [A] 99.60	100.00	Performance has weakened year-on-year and is in target.	+
G	The percentage of emergency repairs completed in target time	H	99.46	99.53	99.41	98.71	99.17	99.16	[P] 99.00 [A] 99.00	N/A	Performance has weakened year-on-year and is in target.	+

Appendix 1b Wolverhampton Homes by GAR		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Green - Voids and Allocations												
G	Average days to re-let property	L	15	22	28	25	24	25	[P] 25 [A] 25	N/A	Performance has weakened year-on-year and is in target.	+
G	% of tenancy offers accepted first time	H	86.63	83.04	86.68	86.77	83.78	85.17	[P] 80.00 [A] 80.00	78.12	Performance has weakened year-on-year and is in target.	-
Green - Business Planning												
G	Average days lost through illness	L	6.01	5.19	5.09	5.49	5.90	5.90	[P] 6.75 [A] 6.75	6.74	Performance has improved year-on-year and is in target.	+
Green - Anti-Social Behaviour												
G	% satisfied with the way their ASB complaint was dealt with	H	85.23	75.76	94.39	90.91	92.00	91.70	[P] 80.00 [A] 80.00	91.70	Performance has improved year-on-year and is in target.	+
G	% satisfied with the outcome of their ASB complaint	H	82.95	69.70	92.35	88.64	88.00	88.81	[P] 80.00 [A] 80.00	89.70	Performance has improved year-on-year and is in target.	-
Green - Decent Homes												
G	% Variation between actual and target costs	See target	-3.97	6.59	-4.48	-17.08	7.40	0.65	0 +/- 10.00%	N/A	Performance has weakened year-on-year and is in target.	+

Appendix 1b Wolverhampton Homes by GAR		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Green - Customer Care												
G	Homes Direct - Average call answer wait time (in seconds)	L	N/A	25.00	24.00	31.00	48.00	33.00	[P] 60.00 [A] 60.00	N/A	This is a new indicator for 2013/14 - performance has weakened and is in target.	-
G	Councillor enquiries responded to in 14 days	H	96.63	96.86	96.57	95.39	97.40	96.53	[P] 95.00 [A] 95.00	N/A	Performance has improved year-on- year and is in target.	-
Green - Estates and Concierge 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	[P] 99.00 [A] 99.00	N/A	Performance has been maintained year-on-year and is in 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	[P] 100.00 [A] 100.00	N/A	Performance has been maintained year-on-year and is in target.	=
Amber - Rents												
A	Tenants evicted for rent arrears as a percentage of all tenants	L	0.43	0.12	0.19	0.34	0.50	0.50	[P] 0.45 [A] 0.45	0.21	Performance has weakened year-on- year and is off target.	-
A	Rent arrears of current tenants as a % of the rent roll (WH only)	L	0.99	1.35	1.70	1.16	0.87	0.87	[P] 1.20 [A] 1.20	2.50	Performance has improved year-on- year and is in target.	+

Appendix 1b Wolverhampton Homes by GAR		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Amber - Decent Homes												
A	Number non-decent homes made decent	H	485	110	259	775	621	1765	[P] 610 [A] 1750	N/A	Performance has exceeded the target to Q4.	N/A
A	Number non-decent homes made decent (Priority N/hoods)	H	355	75	178	535	439	1227	[P] 421 [A] 1207	N/A	Performance has exceeded the target to Q4.	N/A
A	Total number of properties that have received DH work	H	548	110	259	775	621	1765	[P] 610 [A] 1750	N/A	Performance has exceeded the target to Q4.	N/A
Amber Customer Care												
A	Homes Direct - % of calls abandoned	L	2.47	4.30	2.50	4.30	7.40	4.80	[P] 5.00 [A] 5.00	N/A	Performance has weakened year-on-year and is off target.	-
A	Complaints responded to in target timescales - %	H	97.71	94.35	94.93	95.24	96.71	95.53	[P] 95.00 [A] 95.00	N/A	Performance has weakened year-on-year and is in target.	+

Appendix 1b Wolverhampton Homes by GAR		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Bench- mark Top	Comment	Trend Q-O-Q
Red - Repairs												
R	The percentage of routine repairs in target time	H	98.76	98.43	98.73	99.11	98.31	98.60	[P] 99.00 [A] 99.00	N/A	Performance has weakened year-on-year and is off target.	-
R	The percentage of urgent repairs completed in target time	H	98.58	99.21	98.88	98.58	98.54	98.77	[P] 99.00 [A] 99.00	N/A	Performance has weakened year-on-year and is off target.	-
Page 20	% total repairs completed within target	H	98.81	98.76	98.86	99.04	98.56	98.77	[P] 99.00 [A] 99.00	99.24	Performance has weakened year-on-year and is off target.	-
Red - Voids and Allocations												
R	% Rent lost through properties being vacant	L	1.64	1.93	1.90	1.84	1.76	1.76	[P] 1.70 [A] 1.70	1.06	Performance has weakened year-on-year and is off target.	+
Red - Decent Homes												
R	Satisfaction with Decent Homes	H	96.47	87.50	91.21	85.09	85.00	86.09	[P] 96.00 [A] 96.00	N/A	Performance has weakened year-on-year and is off target.	-

Appendix 2 Bushbury Hill EMB by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Comment	Trend Q-O-Q
Rents											
G	% tenants with more than seven weeks (gross) rent arrears	L	2.54	2.00	2.31	2.08	1.78	2.04	6.00%	Performance has improved year-on-year in 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	1.50%	Performance has been maintained year-on-year and is in target.	=
G	Number of Tenants Evicted for Rent Arrears	L	0	0	0	0	0	0	12	Performance has been maintained year-on-year and is in target.	=
G	Arrears as % of rent roll	L	1.16	1.38	1.78	1.33	0.99	0.99	2.50%	Performance has improved year-on-year and is in target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.16	0.28	0.05	0.07	0.14	0.54	1.50%	Performance has improved year-on-year and is in target.	-
A	Average time to re-let housing	L	46.40	38.20	25.70	26.00	36.60	33.40	35 days	Performance has improved year-on-year and is off target.	-

Appendix 2 Bushbury Hill EMB by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Comment	Trend Q-O-Q
Repairs											
G	% of urgent repairs completed within government time limits (Right to Repair)	H	99.50	92.80	94.90	97.80	99.10	97.10	97.00%	Performance has weakened year-on-year and is in target.	+
G	Average time taken (calendar days) to complete non-urgent repairs	L	10.20	9.30	6.10	6.70	6.40	7.10	12 days	Performance has improved year-on-year and is in target.	+
P	% of responsive repairs for which an appointment was made and kept	H	99.40	92.30	95.40	96.30	100.00	94.30	97.00%	Performance has improved year-on-year and is in target.	+
R	% of emergency repairs completed on time	H	100.00	99.40	99.70	97.80	99.40	99.20	97.00%	Performance has weakened year-on-year and is in target.	+
R	% of routine repairs completed on time	H	99.50	92.60	95.90	98.90	99.30	96.50	97.00%	Performance has weakened year-on-year and is in target.	+

Appendix 3 Dovecotes TMO by category		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Comment	Trend Q-O-Q
Rents											
A	% tenants with more than seven weeks (gross) rent arrears	L	4.61	3.82	4.16	4.17	5.19	4.35	4.75%	Performance has weakened year-on-year in and is off target.	-
G	% of tenants evicted as a result of rent arrears	L	0.12	0.36	0.24	0.36	0.11	1.07	1.50%	Performance has improved year-on-year and is in target.	+
G	Number of Tenants Evicted for Rent Arrears	L	1	3	2	3	1	9	12	Performance has been maintained year-on-year and is in target.	+
G	Arrears as % of rent roll	L	2.27	2.52	2.69	2.46	2.37	2.37	3.00%	Performance has improved year-on-year and is in target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.39	0.39	0.29	0.29	0.21	1.18	2.00%	Performance has improved year-on-year and is in target.	+
G	Average time to re-let housing	L	22.40	13.40	13.50	11.90	16.90	13.80	24 days	Performance has improved year-on-year and is in target.	-

**Appendix 3
Dovecotes TMO
by category**

		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Comment	Trend Q-O-Q
Repairs											
G	% of urgent repairs completed within government time limits (Right to Repair)	H	98.90	99.41	98.80	98.48	98.23	98.75	96.00%	Performance has weakened year-on-year and is in target.	-
G	Average time taken (calendar days) to complete non-urgent repairs	L	7.27	7.26	7.76	6.90	6.73	7.14	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	93.27	94.87	91.64	94.77	93.77	93.77	90.00%	Performance has improved year-on-year and is in target.	-
G	% of emergency repairs completed on time	H	98.78	100.00	94.59	98.28	97.14	97.57	96.00%	Performance has weakened year-on-year and is in target.	-
G	% of routine repairs completed on time	H	99.18	99.54	99.54	99.18	99.23	99.36	96.00%	Performance has improved year-on-year and is in target.	+

Page 30

**Appendix 4
New Park Village TMC
by category**

		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Comment	Trend Q-O-Q
Rents											
G	% tenants with more than seven weeks (gross) rent arrears	L	4.21	4.00	4.61	4.49	3.83	4.22	8.00%	Performance has improved year-on-year in and is in target.	+
G	% of tenants evicted as a result of rent arrears	L	0.34	0.34	0.00	0.34	0.34	1.02	4.00%	Performance has been maintained year-on-year and is in target.	=
G	Number of Tenants Evicted for Rent Arrears	L	1	1.00	0.00	1.00	1.00	3.00	11	Performance has been maintained year-on-year and is in target.	=
G	Arrears as % of rent roll	L	2.21	2.32	3.02	2.52	1.95	1.95	6.00%	Performance has improved year-on-year and is in target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.36	0.63	0.79	0.42	0.98	2.93	2.50%	Performance has weakened year-on-year and is off target.	-
G	Average time to re-let housing	L	45.50	43.70	46.50	46.50	33.00	42.00	35 days	Performance has improved year-on-year and is in target.	+

**Appendix 4
New Park Village TMC
by category**

		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	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	97.0%	Performance has been maintained year-on-year and is in target.	=
G	Average time taken (calendar days) to complete non-urgent repairs	L	0.70	1.50	1.40	1.60	1.00	1.40	5 days	Performance has weakened year-on-year and is in target.	+
G	% of emergency repairs completed on time	H	100	97.00	97.00	100.00	93.00	95.60	97%	Performance has weakened year-on-year and is off target.	-
G	% of routine repairs completed on time	H	100	100.00	100.00	100.00	100.00	100.00	97%	Performance has been maintained year-on-year and is in target.	=

Page 32

**Appendix 5
Springfield Horseshoe
HMC
by category**

		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	Target Profile Or Annual	Comment	Trend Q-O-Q
Rents											
A	% tenants with more than seven weeks (gross) rent arrears	L	4.26	4.43	4.67	4.09	8.50	11.20	8.00%	Performance has weakened year-on-year in and is off target.	-
G	% of tenants evicted as a result of rent arrears	L	0.37	0.00	0.73	1.09	0.00	1.79	4.00%	Performance has improved year-on-year and is in target.	+
G	Number of Tenants Evicted for Rent Arrears	L	1	0	2	3	0	5	11	Performance has improved year-on-year and is in target.	+
G	Arrears as % of rent roll	L	2.06	2.16	2.27	1.61	1.23	1.23	6.00%	Performance has improved year-on-year and is in target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll	L	0.58	0.38	0.41	0.37	0.30	1.47	2.50%	Performance has improved year-on-year and is in target.	+
R	Average time to re-let housing	L	65.8	38.50	39.60	45.10	59.50	46.80	35 days	Performance has improved year-on-year and is off target.	-

**Appendix 5
Springfield Horseshoe
HMC
by category**

		Good is	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Year End	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	97.00	98.00	100.00	100.00	98.90	97.0%	Performance has been maintained year-on-year and is in target.	=
G	Average time taken (calendar days) to complete non-urgent repairs	L	3.80	4.00	2.00	2.00	1.35	2.20	5 days	Performance has improved year-on-year and is in target.	+
P	% of emergency repairs completed on time	H	96.00	95.00	100.00	77.00	100.00	93.90	97%	Performance has improved year-on-year and is in target.	+
A	% of routine repairs completed on time	H	100.00	99.00	99.10	100.00	54.60	82.50	97%	Performance has weakened year-on-year and is off target.	-

Page 34



Cabinet (Performance Management) Panel Meeting

15 September 2014

Report title	Corporate Performance Report – Quarter 1 2014/15
Decision designation	AMBER
Cabinet member with lead responsibility	Councillor Paul Sweet Performance and Governance
Key decision	No
In forward plan	Yes
Wards affected	All
Accountable director	Simon Warren, Chief Executive
Originating service	Policy Team, Office of the Chief Executive
Accountable officer(s)	Charlotte Johns Head of Policy Tel 01902 55(4240) Email charlotte.johns@wolverhampton.gov.uk
Report to be/has been considered by	Senior Executive Board 28 August 2014

Recommendation(s) for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the performance of the corporate performance indicators for quarter 1 2014/15.
2. Identify and feedback any further action that may be necessary.
3. Recommend any issues to be referred to a Scrutiny Panel for further consideration

1.0 Purpose

- 1.1 To report on the performance of all corporate performance indicators for quarter 1 2014/15 (April 2014 – June 2014).

2.0 Background

- 2.1 For 2014/15 a single set of 39 performance indicators has been identified that focus on monitoring progress towards delivery of the Corporate Plan. These are broken down by corporate theme as follows:

- Encouraging Enterprise and Business – 8 Indicators
- Empowering People and Communities – 14 Indicators
- Re-Invigorating the City – 7 Indicators
- Confident, Capable Council – 10 Indicators

- 2.2 Data for 25 indicators has been reported up to and including quarter 1 2014/15 and is included in this report.

3.0 Changes to report structure and content

- 3.1 The format for the quarterly performance report has been revised for 2014/15 and now includes the following sections:

- **City Scorecard** – A benchmarking report, covering high level outcome indicators for the City and setting out the quartile position of Wolverhampton relative to other English local authorities
- **Exception Report** – Analysis and commentary of performance indicators rated Red and therefore under-performing
- **Performance of corporate indicators** – Detailing the performance of corporate performance indicators against targets, and where applicable highlighting the direction of travel compared with 12 months previous

4.0 Summary of performance

- 4.1 **City Scorecard:** Of the seven indicators included in the benchmarked City Scorecard, six are ranked in the bottom quartile of all English local authorities and one is ranked in the second quartile.

- 4.2 **Exception Report:** The following two measures (5% of the total) are currently rated as Red, and therefore under-performing:

- Number of Looked After Children per 10,000 population
- Percentage of appraisals completed

Both of the measures have been rated as Red in previous Corporate Performance Reports and are covered in more detail in the exception report section.

4.3 **Performance of corporate indicators:** In quarter 1, data has been reported for 25 (64%) of the 39 indicators. The remaining 14 indicators are either reported at greater intervals than quarterly, or the data is not yet available.

4.4 Overall, two (5%) indicators are rated Red and therefore off-target; five indicators (15%) are Amber and of concern, and thirteen (33%) are rated Green and therefore on-target. Of the remaining indicators, five (13%) are baselining in 2014/15. A summary of indicator performance by corporate plan theme is included in the report.

5.0 Financial implications

5.1 Monitoring of the performance indicators highlighted in this report is integral to the monitoring of the budget. 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/01092014/D]

6.0 Legal implications

6.1 There are no direct legal implications arising from this report.

[TS/02092014/N]

7.0 Equalities implications

7.1 Most of the performance measures in this report have equalities implications, however there are no equality implications relating to this report.

8.0 Environmental implications

8.1 Some performance measures relate to services and outcomes with implications for the local environment. There are however, no specific environmental implications arising from this report.

9.0 Human resources implications

9.1 Some of the performance measures incorporate human resource information, but there are no direct financial implications arising from this report.

10.0 Corporate landlord implications

10.1 There are no corporate landlord implications arising from this report

11.0 Schedule of background papers

11.1 Cabinet (Performance Management) Panel 02/09/13
Cabinet (Performance Management) Panel 18/11/13
Cabinet (Performance Management) Panel 24/02/14
Cabinet (Performance Management) Panel 16/06/14

Corporate Performance Report Quarter 1 2014/15: City Scorecard

This section sets out the quartile position of Wolverhampton's performance relative to all other English local authorities for the following outcome indicators. Data and graphics are sourced from the Local Government Association's [LG Inform](#) system.

Page 38

Employment rate (working age population)*

Strengthening the local economy remains a large focus of the council's corporate plan. There are a number of programmes underway to support the regeneration of the city, such as Block 10 (providing Grade A office accommodation in the city), Southside developments and i54. This is underpinned by ensuring that the training and skills offer in the city enables local people to secure employment and prosper.

Latest: 62.7% (Q1 2014) | DoT: ↓ 1.4%

% of children living in families in poverty*

The council is working to a Child Poverty Strategy in order to address this significant issue. The recently established 'City Board' and a subgroup focussed on economic and social inclusion will provide a forum in the city for key partners to work together to improve the four areas of the strategy – employment & skills, a good start to life & learning, good quality homes & neighbourhoods and timely & joined up services.

Latest: 30.6% (2011) | DoT: ↑ 1.6%

Key Stage 4 - % of children with 5 A*-C GCSEs

The Building Schools for the Future programme and focus on improving secondary education in the city has shown a significant improvement in the Key Stage 4 performance with a Direction of Travel by 7%. Robust plans are in place to ensure the council continues to fulfil its role in challenging and intervening in schools that are underperforming in both primary and secondary age groups.

Latest: 61% (2013) | DoT: ↑ 7.0%

Key

- Top quartile performance
- Second quartile performance
- Third quartile performance
- Bottom quartile performance

*Indicators are also City Strategy top-tier indicators

Corporate Performance Report Quarter 1 2014/15: City Scorecard

Life expectancy at birth (male)*



Latest DoT
77.4yrs (2010-12) ↑ 0.1%

In Wolverhampton, as in England as a whole, life expectancy continues to increase, as a result of improved social conditions, advancing medical and scientific knowledge and a highly trained professional workforce. However life expectancy in Wolverhampton is below the national average and masks a widening gap between the health outcomes of our wealthiest and most deprived communities.

% Adult population obese



Latest DoT
69.8%(2012) n/a

National surveys estimate that some 69.8% of adults in Wolverhampton are overweight or obese, compared to a national average of 64%, and there are concerns that obesity rates may rise still further. The Director of Public Health has used her 2014 report as a 'call to action' to organisations, businesses and individuals to work together to tackle the issue.

Life expectancy at birth (female)*



Latest DoT
81.7yrs (2010-12) ↑ 0.1%

Action is being taken to improve life expectancy across the city. For example, the Public Health Transformation has enabled over £2million of funding to council departments, community and voluntary sector to work together to tackle issues around poor health. A focus on health is vital as it underpins the economic regeneration our city and communities.

% Children obese in year 6



Latest DoT
24.4 (2013) ↓ 0.8%

Nearly a quarter of our Year 6 pupils are obese, compared to just under a fifth of Year 6 pupils nationally. The recent 'call to action' annual report includes a number of actions, including encouraging healthy eating and physical activity and promoting healthy lifestyles in schools and workplaces.

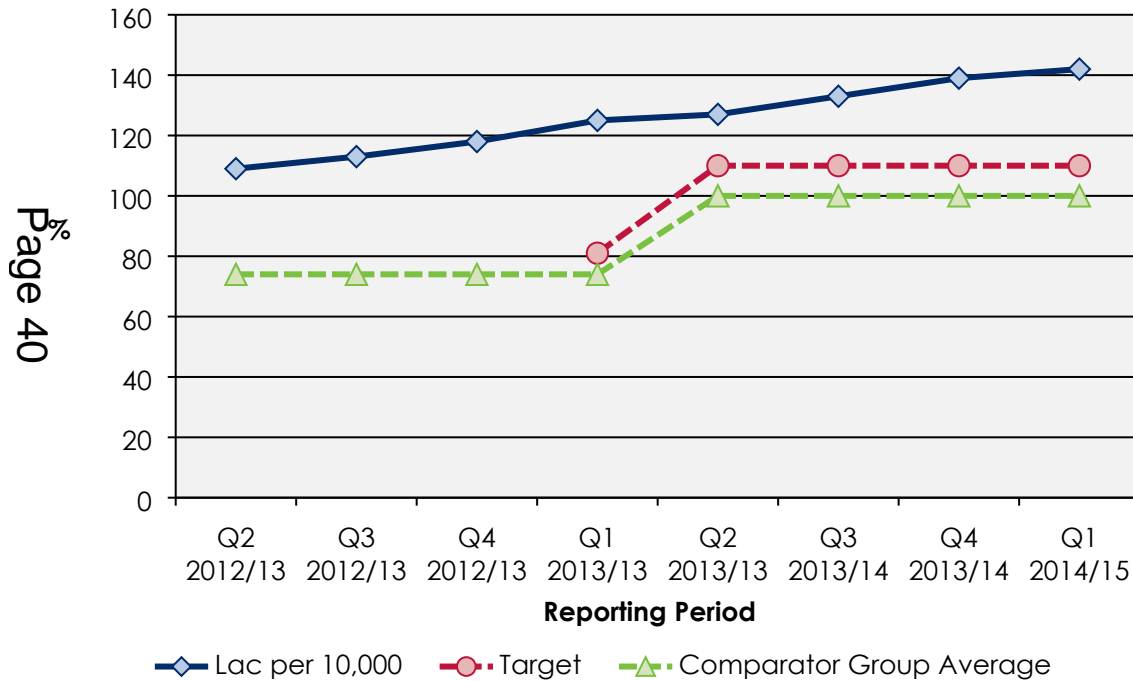
Corporate Performance Report Quarter 1 2014/15: Exception Report

Indicator: Number of Looked after Children (per 10,000 population)

Quarter 1 Performance: tbc

Current rating: ▲

Period	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15
Data	107	109	113	118	125	127	133	139	142



Commentary: The number of Looked After Children has risen from 783 at the end of March 2014 to 797 at the end of June 2014.

The Families r First programme is the strategic approach to reducing the numbers of Looked After Children within Wolverhampton. This is closely monitored at a SEB/CDB and via the Children's Trust partnership Board.

Further analysis of on-going admissions is being completed to attempt to understand the reasons and profile of children becoming looked after.

Corporate Performance Report Quarter 1 2014/15: Exception Report

Indicator: Percentage of employees who have a current appraisal

Quarter 1 performance: 32.6%

Current rating: ▲

Commentary: Following detailed discussion regarding the performance of appraisals, the definition of this measure has been changed for 2014/15 and so is not directly comparable to 2013/14. Rather than measuring the proportion of appraisals carried out in any given period, this indicator is now measuring the percentage of employees who have a current appraisal recorded (i.e. have had an appraisal in the last 12 months).

As at the end of quarter 1 the rolling 12 month figure (1 July 2013 – 30 June 2014) was increased 32.6%. This figure is based on the current establishment report. However, it is known that the establishment report also includes those staff employed on zero-based hour contracts (e.g. election staff, organists etc.) which arguably should be removed from the denominator value. Human Resources are undertaking work to make the appraisal policy clearer in this respect.

It should be noted that the figure reported may under-sell the actual appraisal rate. Where employees have multiple jobs, it is quite possible that only one appraisal has been confirmed and recorded whereas, for example: three appraisals should have been recorded if the one appraisal covered all job roles. Actions are being implemented to ensure this is resolved going forward.





Recommendations have been made and are currently being implemented to improve the accuracy of the data uploaded via the SharePoint appraisal recording form.

The Policy Team have also undertaken a data exercise and have emailed all Strategic Directors with details of all their employees not recorded as having an appraisal, and requesting that they ensure all appraisals undertaken by their respective management teams are recorded on SharePoint.

The amount of appraisal activity recorded as taking place has increased significantly year on year. In quarter 1 2013/14 1.6% of employees had an appraisal completed and recorded. In quarter 1 2014/15 this figure was 10.15%.

As at the end of July 2014 the rolling 12 month figure (1 August 2013 – 31 July 2014) has increased to 36.5%

Corporate Indicators: Summary of performance indicators by Corporate Plan theme

Corporate Plan Theme	On Target 		Of Concern 		Off Target 		Not available 		Baselining	
	Number	%	Number	%	Number	%	Number	%	Number	%
Encouraging Enterprise and Business	0	0%	0	0%	0	0%	7	88%	1	12%
Empowering People and Communities	5	36%	3	21%	1	7%	4	28%	1	7%
Re-Invigorating the City	4	57%	1	14%	0	0%	0	0%	2	29%
Confident, Capable Council	4	40%	1	10%	1	10%	3	30%	1	10%
Total	13	33%	5	13%	2	5%	14	36%	5	13%

Corporate Indicators: Encouraging Enterprise and Business

Indicator	Target	Previous	Latest	Direction of travel	Status
Hectares of readily available employment land	41ha	56.44ha 2013	n/a	n/a	◆ Annually reported
% pupils leaving primary school with level 4 in reading, writing and maths	75%	74% 2013	n/a	n/a	◆ Annually reported
% pupils leaving secondary school with 5+ A*-C GCSEs (including Maths and English)	59%	61.0% 2013	n/a	n/a	◆ Annually reported
% of residents of working age with no qualifications	21.9%	22.9% 2013	n/a	n/a	◆ Annually reported
% of residents of working age qualified to NVQ level 4 or equivalent	21%	20.0% 2013	n/a	n/a	◆ Annually reported
% of 16 to 17 year olds in education, work based learning or employment with training	91%	90.8% 2013	n/a	n/a	◆ Annually reported
Businesses assisted	Baselining	82 Q4 13/14	123 Q1 14/15	↓ 37%	Baselining 14/15
Apprenticeship opportunities created	Baselining	n/a	n/a	n/a	◆ Data not yet available

Corporate Indicators: Empowering People and Communities

Indicator	Target	Previous	Latest	Direction of travel	Status
Number of Families in Focus whose situation is improved	403/50%		334/41% Q1 14/15	n/a	★
Number of looked after children (per 10,000 population)	110	139 Q4 13/14	142 Q1 14/15	↓ 14%	▲ See exception report
Number of children subject to a child protection plan (per 10,000 population)	42	42 Q4 13/14	44 Q1 14/15	n/a	★
Number of years of healthy life expectancy (Males)	59.5 2010/12	59.3 2009/11	n/a	n/a	◆ Annually reported
Number of years of healthy life expectancy (Females)	58.2 2010/12	58.0 2009/11	n/a	n/a	◆ Annually reported
Number of years of life expectancy (Males)	77.6 2011/13	77.4 2010/12	n/a	n/a	◆ Annually reported
Number of years of life expectancy (Females)	81.8 (011/13)	81.7 2010/12	n/a	n/a	◆ Annually reported
% of older people who were still at home 91 days after leaving hospital	89.5%	86% 2012/13	86% 2013/14	↔ 0%	★
% of people using social care receiving self-directed support, and receiving direct payments	90%	88% Q4 13/14	85% Q1 14/15	↑ 16%	●

Page 4/4

★ on target ● of concern ▲ off target ◆ not available ↑ improving ↓ worsening ↔ no change

Corporate Indicators: Empowering People and Communities

Indicator	Target	Previous	Latest	Direction of travel	Status	
% of primary schools judged to be good or outstanding	78%	56% 2013	67% 2014	↑ 3%	●	
% of secondary schools judged to be good or outstanding	82%	69% 2013	71% 2014	↑ 20%	●	
Permanent admissions to care homes per 100,000 population – younger adults	24	13	20	↓ 11%	★	
Permanent admissions to care homes per 100,000 population – older people	723	735	706	↑ 2%	★	
Children who move in with their adoptive family within 18 months of entering care	tbc	56%	72%	↑ 90%	n/a	Target tbc

Page 45

Corporate Indicators: Re-Invigorating the City

Indicator	Target	Previous	Latest	Direction of travel	Status
% of properties in the City empty for 3 months to 2 years	Baselining	n/a	1.4%	n/a	n/a
% of properties in the City empty for over 2 years	Baselining	n/a	0.4%	n/a	n/a
Gross affordable housing completions as % of gross housing completion target	15%	33% 2012/13	18% 2013/14	↓ 45%	★
% of retail units vacant in Wolverhampton City Centre	20%	21.4% Apr 2013	18.8% Q1 14/15	↑ 12%	★
Recorded incidents of crime	5% reduction	3,960 Q4 13/14	4,142 Q1 14/15	↑ 2%	●
Increase on baseline of homes meeting statutory minimum standard	610	n/a	621 Q4 13/14	n/a	★
Number of visitors to cultural venues	290,000	72,850 Q4 13/14	74,067 Q1 14/15	↑ 2%	★

★ on target ● of concern ▲ off target ◆ not available ↑ improving ↓ worsening ➡ no change

Corporate Indicators: Confident, Capable Council

Indicator	Target	Previous	Latest	Direction of travel	Status	
% of information requests (FOI) processed in time	90%	95% Q4 13/14	94% Q1 14/15	↑ 15%	★	
% of information requests (EIR) processed in time	90%	n/a	100% Q1 14/15	n/a	★	
% of information requests (SAR) processed in time	Baselining	n/a	69% Q1 14/15	n/a	n/a	Baselining 14/15
Average number of working days lost due to sickness absence	2.12 days	1.4 days Q4 13/14	1.8 days Q1 14/15	↑ 2%	★	
% of total debt collected in year	92.5%	n/a	78.2%	n/a	●	
Percentage of employees who have a current appraisal	Baselining	n/a	32.6% Q1 14/15	n/a	▲	See exception report
% of complaints responded to in time	95%	100% Q4 13/14	100% Q1 14/15	↑ 5%	★	
Savings achieved in year	£26.94M	n/a	n/a	n/a	◆	Data not yet available
Unit cost per workstation / employee for administrative buildings (offices & depots)	£1,111	n/a	n/a	n/a	◆	Data not yet available
Unit cost per user / visitor for public buildings	Baselining	n/a	n/a	n/a	◆	Data not yet available

★ on target ● of concern ▲ off target ◆ not available ↑ improving ↓ worsening ⇄ no change

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Cabinet (Performance Management) Panel

15 September 2014

Report title	Information Governance Board – changes to terms of reference and definitions, roles and responsibilities	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Key decision	No	
In forward plan	No	
Wards affected	All	
Accountable director	Keith Ireland, Delivery	
Originating service	Policy	
Accountable employee(s)	Adam Hadley Tel Email	Scrutiny and Transparency Manager 01902 554026 adam.hadley@wolverhampton.gov.uk
Report to be/has been considered by	Information Governance Board	18 June 2014

Recommendation(s) for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

Agree the revised terms of reference for the Information Governance Board (appendix A) and the associated definitions, roles and responsibilities (appendix B)

1.0 Purpose

- 1.1 This report is presenting revised terms of reference and the associated definitions, roles and responsibilities of the Information Governance Board for agreement.

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 has continued to ensure that a strategic approach is adopted to how the Council manages information assets.
- 2.5 In February 2014 the ICO has asked for further updates on our progress, as a result of information incidents the Council is 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 order to ensure ongoing improvements with information governance a review of the Information Governance Board was undertaken to ensure it was fit for purpose.
- 2.8 This review was agreed by the Information Governance Board on 18 June 2014.

3.0 Options

- 3.1 The original terms of reference for the Information Governance Board were wide ranging and included a large membership. This led to large agendas which were both operational and strategic and did not give sufficient time to challenge performance in information governance and have space to consider risk and consider compliance of information governance at a council level.

- 3.2 The review of the Information Governance Board included benchmarking of other board's across the country.
- 3.3 The proposals agreed by the Information Governance Board are attached as appendix A and B. In summary the proposals are to create a more streamlined Information Governance Board which will operate at a strategic level and feed into Cabinet and Strategic Executive Board. Supporting the Information Governance Board it is proposed to create an Information Governance Working Group which will have an operational remit to develop proposals for sign off by the Information Governance Board.

4.0 Financial implications

- 4.1 There are no financial implications arising from the recommendations in this report.

[CN/22082014/G]

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.

[RB/29082014/U]

6.0 Equalities implications

6.1 This report seeks to amend existing terms of reference. Therefore, there are no equalities implications.

7.0 Environmental implications

7.1 There are no environmental implications arising from this report.

8.0 Human resources implications

8.1 Within Information Governance there are key roles which have to be fulfilled. These roles are identified within Appendix B along with the post which fulfils them. These are:

Role	Responsible Post
Data Controller	Head of Paid Service
Senior Information Risk Owner (SIRO)	Chief Legal Officer
Caldicott Guardian (Children's)	Assistant Director for Children, Young People and Families
Caldicott Guardian (Adults)	Assistant Director for Older People and Personalisation
Qualified Person	Head of Paid Service
Public Interest Test	Chief Legal Officer

8.2 Where a post is vacant or the incumbent is unable to act the person undertaking that role shall be responsible.

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 Information Governance Board held on 18 June 2014.

Information Governance Board Terms of Reference

Appendix A

1. Purpose

- 1.1 The purpose of this Board is to support and drive the development of effective corporate strategies to ensure Wolverhampton City Council puts in place appropriate information risk management activities and complies with best practice mechanisms, legislative requirements and standards in respect of the confidentiality, integrity, availability and security of information.

2. Objectives of the Board

The Board will:

- 2.1 Provide leadership, strategic direction and promote consistent standards for information governance across the Council, to enable risk, ethical, legal, operational and policy issues to be assessed and appropriately managed;
- 2.2 Act as an escalation point in relation to issues raised by the Information Governance Working Group;
- 2.3 Discuss, assess and provide advice and guidance to establish the amount and type of risk it is prepared to accept or tolerate in the form of an information risk appetite;
- 2.4 Have oversight of the information risk register, associated risk management action plan and information asset register to ensure all relevant risks are assessed and appropriate control measures and mitigation is put in place against the backdrop of agreed information risk appetites;
- 2.5 Ensure compliance with the Information Governance Framework, including setting levels of progress against the Information Governance Maturity Model and monitoring activities designed to achieve these set levels;
- 2.6 Oversee the Information Governance work programme;
- 2.7 Receive and review information governance performance statistics, seeking assurances that robust arrangements are in place to clearly communicate and incorporate any lessons learnt into corporate policies, procedures and guidelines;

- 2.8 Report to, and advise, Strategic Executive Board (SEB) and councillors on any matters related to information governance that should be brought to their attention and commission the delivery of any tasks as directed by these key stakeholders;
- 2.9 Have an oversight of the work undertaken with outside bodies and partner organisations, seeking assurances that barriers to information sharing are identified and overcome, innovative collaborative working practices are being developed and that information is being shared effectively, ethically and legally for the mutual benefit of all concerned;
- 2.8 Receive and review information governance incident reports that detail outcomes and trends, seeking assurance that common areas for improvement are incorporated into corporate policies, procedures and guidance to ensure information is suitably protected;
- 2.9 Own the privacy impact assessment process;
- 2.10 To oversee and agree to the development of new Information Governance policies and procedures and to support their implementation and to review and monitor existing IG policies to maintain currency with changes in legislation;
- 2.11 To agree and own a necessary training programme for staff on Information Governance and ensure its availability to staff.
- 2.12 To advise, assist and own the current 3-tier Wolverhampton Information Sharing framework.

3 Accountability

- 3.1 The Board reports to SEB and Councillors (this will predominantly be through the Cabinet Member for Governance and Performance and the Scrutiny Board)
- 3.2 The Senior Information Risk Owner (SIRO) reports to the Chief Executive / Strategic Director for Delivery in the form of an annual report.

4 Board Membership

- 4.1 The Board will be chaired by the SIRO and consist of:
 - Directorate Representatives (Senior Officers that attend Directorate Management / Leadership Teams –
 - Chief Human Resources Officer, Delivery Directorate
 - Head of Governance, West Midlands Pension Fund
 - Head of Community Safety, Education & Enterprise Directorate)
 - Caldicott Guardians (Adult and Children's Social Care)

Please refer to the proposed Information Governance structure chart in Appendix 1 and supporting Information Governance Board roles and responsibilities guidance document (Appendix B).

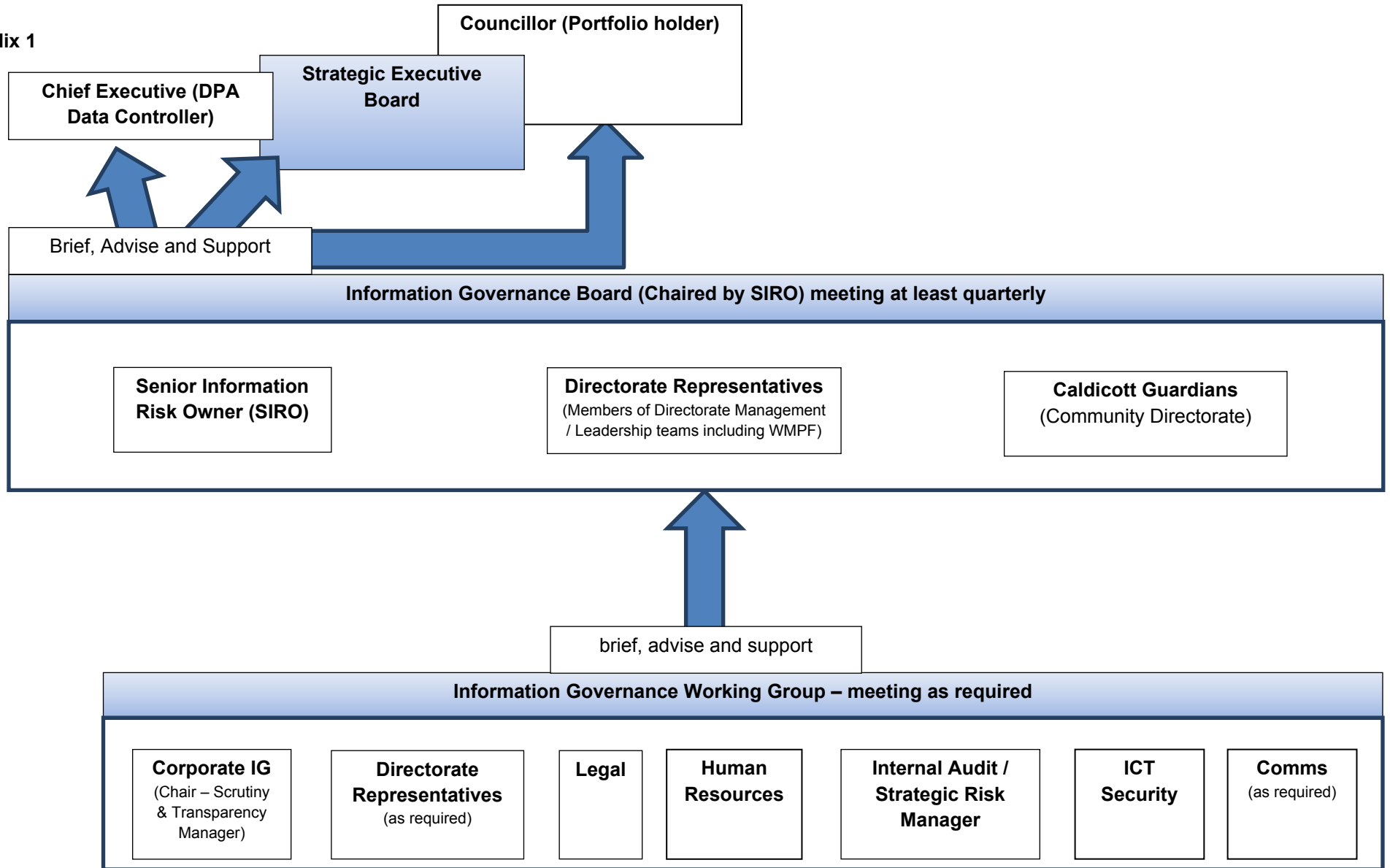
5 Meetings and Reporting

- 5.1 The Board will meet at least quarterly. Minutes of each meeting will be produced and circulated within two weeks of the meeting.

6 Approval and Review

- 6.1 These terms of reference will be reviewed annually and any changes agreed with the SIRO and the IG Board.

Appendix 1



Information Governance Board

The Board provides high level oversight and support to the Senior Information Risk Owner (SIRO) and Data Controller. It determines the long term information governance strategy, monitors progress against strategy and provides assurance that information risk is being properly assessed, controlled and mitigated as detailed in Section 2, objectives of the Board, Information Governance Board Terms of Reference.

The Board will be chaired by the SIRO and consist of one senior officer from the Delivery Directorate; one senior officer from the Education and Enterprise Directorate; one senior officer from the Office of the Chief Executive; one senior officer from the West Midlands Pension Fund; all of whom will be permanent members of their respective Directorate Management / Leadership Teams and be suitably trained along with the two trained Caldicott Guardians from the Community Directorate.

The Board will be supported by the Information Governance Working Group.

SIRO

The SIRO will chair the Information Governance Board and will be supported by the Corporate Information Governance Team based in the Office of the Chief Executive; more specifically they will:

- Take overall ownership of the Council's Information Governance Framework acting as champion for information governance;
- Provide advice and reports to the Chief Executive / Strategic Director for Delivery in respect of information incidents and risks, including the content of the Council's Annual Governance Statement in regard to information risk;
- Provide an annual report to the Chief Executive on their work
- Understand how the strategic goals of the Council may be impacted by information governance risks, and how these risks may be managed including the adequacy of levels of independent scrutiny;
- Provide a focus for the management of information governance at Board level; and
- Owns the management of information governance and risk assessment processes within the Council including the provision of advice on the effectiveness of information risk management across the Council.

Board Directorate Representatives

Each Board Directorate representative will be required to adopt a strategic role for information governance and will be the champion for information governance on their respective Directorate Management / Leadership teams. Each Directorate representative will report on information governance matters to the Board and promote and develop a culture that values, protects and uses information to deliver improved services; more specifically:

- Compliance with the Council's Information Governance Framework – promote and ensure awareness of applicable Information Governance policies and working practices and procedures for the effective use and protection of information assets;
- Information Management – be an advocate for and provide a focus for the management of information at Directorate Management / Leadership Team level;
- Information Asset Information – support and promote the completion and maintenance of the Council's Information Asset Register. This will include providing oversight of the identification of information risks as part of this process;
- Information Risk – support and promote the information risk assessment process providing assurance on security and use of information. This includes oversight of assessment, protection, response and recovery actions;
- Information Incidents – provide support and assistance to ensure compliance with the Council's Information Incident Policy and the implementation of agreed actions in response to incidents affecting information assets;
- Information Governance Culture – foster an effective Information Governance culture for employees and other relevant parties who access and use the Council's information assets to ensure individual responsibilities are understood, and that good working practices are adopted in accordance with the Council's Information Governance policies. A culture that values, protects and uses information to deliver improved services.

Caldicott Guardians

The Caldicott Guardians work as part of a broader Information Governance function within the Council and to act as a conscience in matters of information confidentiality and sharing for social care and health information; more specifically:

- To act as champions for data confidentiality at Directorate Management level and as part of the Council's Information Governance Board;
- To provide confidentiality and data protection expertise and to develop a knowledge of confidentiality and data protection matters including links with external sources of advice and guidance;
- To ensure that confidentiality issues are appropriately reflected in Council strategies, policies and working procedures for employees;
- To oversee all arrangements, protocols, procedures and adherence to the Caldicott Principles where confidential social care information may be shared with external bodies including disclosures to other public sector agencies and other outside interests.

Chair of Information Governance Working Group

The Chair of the Information Governance Working Group is the lead support officer of the Board providing the primary link between the Working Group and the Board.

Information Governance Working Group

The Information Governance Working Group consists of subject matter experts and provides operational support to the organisation and the Board and is responsible for ensuring that any tasks commissioned by the Board are effectively implemented.

The Information Governance Working group will be chaired by the Scrutiny and Transparency Manager and be composed of employees from the following service areas:

- Corporate Information Governance
- Directorate Information Governance representatives
- Legal
- Human Resources
- Internal Audit / Strategic Risk Manager
- ICT Security
- Corporate Communications

The Information Governance Working Group will meet as often as is required and will provide an assurance that information assets are being properly identified, recorded, risk assessed and managed in accordance with corporate policies and procedures. The Group will also be responsible for ensuring that work commissioned by the Information Governance Board is implemented effectively and be a collaborative platform to help develop the information governance culture.

Other roles and responsibilities

Role	Responsible Post
Data Controller	Head of Paid Service
SIRO	Chief Legal Officer
Caldicott Guardian (Children's)	Assistant Director for Children, Young People and Families
Caldicott Guardian (Adults)	Assistant Director for Older People and Personalisation
Qualified Person	Head of Paid Service
Public Interest Test	Chief Legal Officer

Where a post is vacant or the incumbent is unable to act the person fulfilling that role shall be responsible.

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