



# Cabinet (Performance Management) Panel

17 November 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 (15 September 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            **Housing Managing Agents Performance Monitoring Report - Quarter 1 April to June 2014** (Pages 5 - 30)  
[To review the monitoring information]
- 6            **Corporate Performance Report Quarter Two 2014/15** (Pages 31 - 52)  
[To consider the quarterly report on the corporate performance reporting measures]
- 7            **Information Governance Performance Monitoring Quarter Two 2014/15**  
(Pages 53 - 58)  
[To comment on the performance of Information Governance for quarter two]



# Meeting of the Cabinet (Performance Management) Panel Minutes - 15 September 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 Sandra Samuels  
Cllr John Reynolds

### Employees

Kenny Aitchison	Service Manager Housing Strategy/Development
Adrian Barlow	Policy Officer
Emma Bennett	Assistant Director - Children, Young People and Families
Dereck Francis	Democratic Support Officer
Adam Hadley	Scrutiny and Transparency Manager
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*

### MEETING 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 (16 June 2014)**  
Resolved:  
That the minutes of the meeting held on 16 June 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 ITEMS (AMBER - delegated to the Cabinet (Performance Management Panel))**

**5 Looked After Children - The Position So Far and the Outlook Ahead**

The Panel received a powerpoint presentation from Adrian Barlow, Policy Officer, and Emma Bennett, Assistant Director Children Young People and Families on Looked After Children. The presentation covered:

- the current position
- trends in the recent past
- the Families r First programme, the three key elements and the 35 projects underneath
- future projections of LAC and the intelligence programme to understand the key drivers.

Cllr Val Gibson thanked the Adrian and Emma for the presentation. She inform the Panel that the number of looked after children had stabilised over the last few months and that early indications were that the Families r First programme was having a positive effect.

In response to Cllr Elias Mattu regarding monitoring and accountability for looked after children, it was reported that LAC was part of the corporate programme reporting arrangements to the Strategic Executive Board. Also the Leader of the Council and the Cabinet Members for Children and Families and Resources considered the detail and progress on the LAC position bi-monthly.

During the discussion it was also suggested that the actual numbers for LAC be tracked against the projections within the presentation

Resolved:

That the presentation be reived and noted.

**6 Housing Managing Agents Performance Monitoring Report April 2013 to March 2014**

Kenny Aitchison, Service Manager Housing Strategy and Development presented a report which detailed housing performance monitoring of Wolverhampton Homes (WH) and the Tenant Management Organisations (TMO's) in managing and maintaining Council owned properties during the 2013/14 financial year. He reported that overall the performance of WH and the TMOs had been good with no real concerns. He also reported that at the start of last year, the Panel had concerns for rent collection levels following the introduction of welfare reforms and the 'bedroom tax'. Since the introduction of that particular reform Wolverhampton Homes and the TMOs had done well to maintain the levels of rent collection. The performance on Decent Homes programme had been well received to the extent that additional funds had been made available to the Council for Decent Homes work.

Lesley Roberts, from Wolverhampton Homes added that the data before the Panel was old but that at the recent Delivery Plan Monitoring Group Cllr Peter Bilson had seen the latest data that showed performance for quarter one of 2014/15 was better than the fourth quarter of the 2013/14 financial year and that there were only slight differences where targets had not been achieved.

Cllr Peter Bilson acknowledged the good performance of WH and the TMOs and confirmed that the Homes and Communities Agency had awarded an extra £900,000 for Decent Homes work, which was credit to the team involved in the programme.

Cllr Paul Sweet congratulated the Decent Homes programme team for securing the additional resources for the programme.

Resolved:

1. That the performance of the housing management agents for quarter four 2013/14 be received and noted.
2. That a revised reporting format for managing agents performance over the first 2 quarters of 2014/15 be presented to the Panel at its meeting on 17 November 2014.

**7 Corporate Performance Report Quarter One 2014/15**

Polly Sharma, Policy and Equalities Manager presented a monitoring report on performance against all of the corporate performance indicators for quarter one of 2014/15.

Cllr John Reynolds asked whether the target for the performance on appraisals would be met. Polly Sharma and Keith Ireland reported on work was progressing to improve performance

Referring to the presentation of Looked After Children, it was suggested that the key programmes and projects associated with the Families r First programme be reported in future quarterly monitoring reports on the corporate performance indicators.

Resolved:

That the report be noted.

**8 Information Governance Board**

Adam Hadley, Scrutiny and Transparency Manager presented revised terms of reference for the Information Governance Board and the associated definitions, roles and responsibilities. He advised the Panel that Nick Edwards, Assistant Director, Regeneration should be added to the list of roles as the RIPA Senior Responsible Officer.

Resolved:

That the revised terms of reference for the Information Governance Board and the associated definitions, roles and responsibilities be approved with the addition of Nick Edwards, Assistant Director Regeneration as the RIPA Senior Responsible Officer.

**9 Information Governance Performance Report - Quarter One 2014/15**

Adam Hadley, Scrutiny and Transparency Manager presented a report on the performance of information governance for quarter one (April to June 2014).

Resolved:

That the report be received and noted.

[NOT PROTECTIVELY MARKED]



## **Cabinet (Performance Management) Panel Meeting**

17 November 2014

<b>Report title</b>	Housing Managing Agents Performance Monitoring Report – Quarter 1 April 2014 to June 2014	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Peter Bilson Economic Regeneration and Prosperity	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Tim Johnson, Education and Enterprise	
<b>Originating service</b>	Housing Services	
<b>Accountable employee(s)</b>	Liane Percival	Housing Strategy and Development Support Officer Tel 01902554757 Email <a href="mailto:liane.percival@wolverhampton.gov.uk">liane.percival@wolverhampton.gov.uk</a>
	Kenny Aitchison	Service Manager Housing Strategy and Development Tel 01902554841 Email <a href="mailto:Kenny.aitchison@wolverhampton.gov.uk">Kenny.aitchison@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	N/A	

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### **Recommendation(s) for action or decision:**

The Cabinet (Performance Management) Panel is recommended to:

Review and comment on the performance of the housing management agents for quarter one 2014/15 and any areas for improvement.

## 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 2014/15 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 refers to the first quarter in 2014/15 and particularly in relation to:
- 1.2.1 Showing the quarters from quarter one 2013/14 to quarter one 2014/15 inclusively to allow comparison over the year.
- 1.2.2 The performance for each of the managing agents is grouped under three headings:
- a) Rents Management
  - b) Repairs Management
  - c) Empty Property Management
- 1.2.3 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.
- 1.2.4 Tables indicate both the direction in which performance needs to move for improvement and performance trends between the current and the previous quarter.
- 1.2.5 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.

### 1.3 Benchmarking

1.3.1 The performance of Wolverhampton Homes has previously been compared to the HouseMark Benchmarking Club Top Performance (Top Quartile) position. The Benchmarking Club accepts information from around 30 Arms Length Management Organisations (ALMOs). However, there has been a reduction in the number of ALMOs consistently submitting data to HouseMark which skews the results of this comparison. Wolverhampton Homes have met with HouseMark to discuss the situation and are awaiting a response. The HouseMark benchmarking club Top Quartile is currently not a robust tool for measuring Wolverhampton Homes' performance against peers and so this element of the analysis in this report has been suspended.

### 1.4 Governance

1.4.1 The Housing Strategy and Development Team continue to monitor the governance of the housing management organisations as described in a previous report.

1.4.2 The Service Manager Housing Strategy & 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.

1.4.3 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.

1.4.4 There have been some issues relating to certain TMOs and their governance and these are addressed below. Generally, a number of the TMOs have built up significant cash reserves and the Housing Strategy and Development Team are working with each of the TMOs to put investment plans together.

## 3.0 Progress for Wolverhampton Homes

3.1 This section gives an outline of Wolverhampton Homes' performance for quarter one 2014/15. Performance details are available in Appendix 1a and 1b.

3.2 Wolverhampton Homes manages 20,810 properties on behalf of the Council. Generally, performance has improved in the first quarter of the year. Of the twenty-four indicators reported;

- performance for nineteen are in target
- nineteen have been maintained or improved this quarter
- 20 have been maintained or improved when compared to the same quarter last year
- for the four indicators where performance is not in target, the causes have been identified and the issues addressed.

### 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 including 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 for rents management was very good in the first quarter of 2014-15, meeting all targets and improving on the good performance of the previous quarter and the same quarter in the previous year. Rent collected has exceeded the profiled quarterly target and is expected to meet the year-end target. Rent arrears remain on target and there have been only three evictions for rent arrears this quarter, a significant improvement compared to 24 evictions in the same quarter last year.
- 3.3.3 This area of performance does not currently give any cause for concern.

### 3.4 Repairs Management

- 3.4.1 At the start of quarter one 2014-15, Wolverhampton Homes' repairs service was operating two systems for delivery – the traditional repairs service, focussing on the government timescales for completion of jobs and the Vision trial, focussing on tenants' arranging jobs at their own convenience. The two systems cover different geographical locations, known as 'patches'. Performance is reported separately for each system.
- 3.4.2 Performance for the traditional repairs service has been good this quarter – all but one indicator shows performance is in target and all have improved on the previous quarter and when compared to the same quarter last year. Performance for the Vision trial repairs is good and the trial is considered a success. As a result, from June 2014, Wolverhampton Homes delivers all of its repairs service citywide through Vision.
- 3.4.3 The Council will need to develop a new suite of performance indicators to monitor this new method of carrying out response repairs. From quarter two 2014-15, target times will be irrelevant and the focus will need to shift to appointments kept and in time.

### 3.5 Empty Property Management

- 3.5.1 Performance for empty property management was very good for the first quarter of 2014-15 meeting all targets and improving on the good performance of the previous quarter and the same quarter in the previous year. The average time to re-let properties is in target, and tenancy offers accepted first time have improved on last quarter. Rent lost through properties being vacant has improved

significantly compared with the same quarter last year, bringing performance back into target this quarter.

3.5.2 The average number of empty dwellings at quarter four is 243 out of a total stock number of 20,810.

### 3.6 Business Planning

3.6.1 Performance for average days lost through illness continues to be very good, meeting the target with an improvement in compared to the same quarter last year.

### 3.7 Anti-Social Behaviour

3.7.1 Performance for tenant satisfaction with the anti-social behaviour service remains in target and has improved on the last quarter with significant improvement on the same quarter last year.

3.7.2 The joint Wolverhampton City Council and Wolverhampton Homes has recently undergone a service review, the outcome of which was reported to Vibrant, Safe and Sustainable Communities Scrutiny Panel on 02 October 2014. Scrutiny Panel members endorsed the recommended option for future delivery of the service and a report will now go to Cabinet on 12 November for final approval.

### 3.8 Decent Homes

3.8.1 Wolverhampton's Decent Homes Programme is in its final year and is thought to be the only scheme nationally that has secured additional funding of £895,000 from the Homes and Communities Agency (HCA) to continue with improvements for this year through the Strategic Construction Partnership. In addition to this, a further £531,808 has been awarded by the HCA to fund works on another 77 properties.

3.8.2 Performance for Decent Homes work to properties continues to meet all targets and is expected to meet the end of year targets. Performance for satisfaction with Decent Homes has improved greatly this quarter, but remains off target. The change-over of contractor has contributed to this 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 and a great deal of emphasis is laid on these criteria. However because of concerns about performance for time in property and customer satisfaction more frequent meetings have been instigated at director level with both partners.

### 3.9 Customer Care

3.9.1 The Government's Channel Shift is a strategy for public sector organisations to encourage service users to access services online and digitally, rather than through face-to-face or telephone interaction. The aim of the 'digital by default'

approach is to realise cost savings through improved efficiencies. Wolverhampton Homes' Channel Shift project continues its efforts in encouraging and helping tenants to use online self-service and takes things further by making digital the default option for how it delivers customer services. These efficiency savings will create funding to support other priority services.

- 3.9.2 The target for average call answer time for Homes Direct is now the same as the Council's target for City Direct and was changed as part of Wolverhampton Homes' Channel Shift agenda. Performance has weakened considerably when compared to the same quarter last year, but as the target has been changed, performance is now in target.
- 3.9.3 Wolverhampton Homes also intend to bring the target for calls abandoned in line with the City Direct target. Performance for this indicator is currently off target and whilst it has improved on last quarter, it has weakened when compared to the same quarter last year.
- 3.9.4 Performance for complaints responded to in target time and councillor enquiries responded to in 14 days has not met the target for quarter one. It has weakened when compared to last quarter and to the same quarter last year. There were some resourcing issues which have contributed to delays in responses. These have now been addressed and a new system is in place to monitor the process.

### 3.10 Estate and Concierge Services

- 3.10.1 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 one 2014/15. Performance details are available in Appendix 2.
- 4.2 Bushbury Hill EMB manages 844 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. All eight indicators are in target and of the six where historic data is available, performance has been maintained or improved for all but one indicator both for this quarter and when compare to the same quarter last year.
- 4.3 Rents Management
  - 4.3.1 Performance for rents management was very good in the first quarter of 2014-15, meeting all targets and improving on the good performance of the previous quarter and the year to date. Rent arrears have slipped a little, which is a trend of the first quarter, but performance remains well in target and is not a concern.

#### 4.4 Voids and Allocations

4.4.1 Performance for voids and allocations has been very good this quarter with both levels of void loss and the average re-let time being well within target, an improvement on last quarter and the same quarter in the previous year.

#### 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 are developing a suite of repairs indicators that will enable them to measure their performance.

4.5.2 For quarters one and two 2014-15, Bushbury Hill EMB has reported headline performance for repairs. Performance is good with rapid response repairs attended same day and those completed same day both well above target for the quarter.

### **5.0 Progress for Dovecotes Tenant management Organisation (TMO)**

5.1 This section gives an outline of Dovecotes TMO’s performance for quarter one 2014/15. Performance details are available in Appendix 3.

5.2 Dovecotes TMO manages 831 properties on behalf of Wolverhampton City Council. Generally, performance is very good this quarter. Of the eleven indicators ten are in target, five have improved this quarter and eight have been maintained or improved when compared to the same quarter last year.

#### 5.3 Governance

5.3.1 Concerns were raised with the Housing Strategy Team in a written letter of complaint and resignation from a member of the board at Dovecotes. The allegations covered a range of issues about poor practice by board members.

5.3.2 An audit of key controls in operation was undertaken as part of the Council’s Corporate Assurance Plan 2014/15 by the Council’s Audit team. A draft report has been produced and an improvement plan is being developed. Beyond implementing the improvement plan there will be no further action taken.

#### 5.4 Rents

5.4.1 Performance for rents management was good in the first quarter of 2014-15, meeting all but one target and improving on the good performance of the previous quarter and the same quarter in the previous year. The percentage of tenants with more than seven weeks rent arrears slipped this quarter and is off target. This will be monitored and is not currently a concern.

## 5.5 Voids and Allocations

5.5.1 Performance for voids and allocations has been very good this quarter with both levels of void loss and the average re-let time being well within target and improved on the year to date.

## 5.6 Repairs

5.6.1 Dovecotes TMO is currently providing repairs performance data for the established indicators whilst the new suite of indicators is in development.

5.6.2 Performance for repairs is very good with all indicators in target, all but one improved this quarter and all but one improved or maintained when compared to the same quarter last 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 one 2014/15. Performance details are available in Appendix 4.

6.2 New Park Village TMC manages 301 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. Of the ten indicators all are in target, eight have been maintained or improved this quarter and all are maintained or improved when compared to the same quarter last year.

## 6.3 Rents

6.3.1 Performance for rents management was good in the first quarter of 2014-15, meeting all targets and maintaining or improving on the good performance of the previous quarter and the year to date.

## 6.4 Voids and Allocations

6.4.1 New Park Village has reported difficulties in letting some of the properties on the estate. A small third bedroom, and the heating charge that is applied only on this estate, contribute to the properties, particularly those with three bedrooms, appearing unaffordable to some potential tenants. 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 However, despite these difficulties performance for voids and allocations has been very good this quarter with both levels of void loss and the average re-let time being well within target and improved on the last quarter and when compared with the same quarter last year

## 6.5 Repairs

6.5.1 New Park Village TMC is currently providing repairs performance data for the established indicators whilst the new suite of indicators is being considered.

6.5.2 Performance for repairs is very good with all indicators in target, all but one maintained or improved this quarter and all maintained or improved when compared to the same quarter last 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 one 2014/15. Performance details are available in Appendix 5.

7.2 Springfield Horseshoe HMC manages 276 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. Of the ten indicators all but one are in target, six have been maintained or improved this quarter and seven have improved when compared to the same quarter last year.

### 7.3 Governance

7.3.1 An anonymous letter was circulated to tenants within Springfield Horseshoe making a number of allegations against staff and board members. The Housing Strategy Team was made aware of the allegations and a short investigation found that some poor practice existed.

7.3.2 A new housing manager has been appointed and measures put in place to improve the running of the HMC. There was a very successful AGM in September where a new board of 12 residents were elected. They are working with the staff to improve the service.

### 7.4 Rents Management

7.4.1 Performance for rents management was very good in the first quarter of 2014-15, meeting all targets. There has been some improvement and some weakening of performance through the quarter and when compared to the same quarter last year, but this is not a concern.

### 7.5 Voids and Allocations

7.5.1 Performance for voids and allocations has been very good this quarter with both levels of void loss and the average re-let time being well within target. The level of void loss has weakened slightly this quarter and when compared to the same quarter last year, but the average time to re-let has improved both in the quarter and when compared with the same quarter last year. This is a significant improvement on a poor 2013-14, and re-let times are now no longer a concern.

## 7.6 Repairs

7.6.1 Springfield Horseshoe HMC is currently providing repairs performance data for the established indicators whilst the new suite of indicators is being considered.

7.6.2 Performance for repairs is very good with all indicators in target and all performance maintained or improved this quarter and improved when compared to the same quarter last year.

## 8.0 Financial implications

8.1 This report has no financial implications.  
[CF/06112014/I]

## 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.  
[RB/03112014/I]

## 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 Corporate landlord implications

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

## **14.0 Schedule of background papers**

### **Appendix 1a:**

Wolverhampton Homes – 2014/15 Quarter One Performance (by category)

### **Appendix 1b:**

Wolverhampton Homes – 2014/15 Quarter One Performance (by Green Amber Red)

### **Appendix 2:**

Bushbury Hill EMB – 2014/15 Quarter One Performance (by category)

### **Appendix 3:**

Dovecotes TMO – 2014/15 Quarter One Performance (by category)

### **Appendix 4:**

New Park Village TMC – 2014/15 Quarter One Performance (by category)

### **Appendix 5:**

Springfield Horseshoe HMC – 2014/15 Quarter One Performance (by category)

Appendix 1a Wolverhampton Homes by category		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Rents Management</b>										
<b>G</b>	Rent collected as a percentage of rent owed	<b>H</b>	96.75	96.89	97.98	98.40	97.54	<b>[P] 96.60 [A] 97.00</b>	Performance has improved year-on-year in and is in target.	-
<b>G</b>	Tenants with more than 7 weeks arrears as a percentage of all tenants	<b>L</b>	1.76	2.01	2.06	1.97	1.27	<b>[P] 1.95 [A] 1.95</b>	Performance has improved year-on-year and is in target.	+
<b>G</b>	Tenants evicted for rent arrears as a percentage of all tenants	<b>L</b>	0.12	0.19	0.34	0.50	0.06	<b>[P] 0.11 [A] 0.45</b>	Performance has improved year-on-year and is in target.	-
<b>G</b>	Rent arrears of current tenants as a % of the rent roll (WH only)	<b>L</b>	1.35	1.70	1.16	0.87	1.13	<b>[P] 1.19 [A] 1.00</b>	Performance has improved year-on-year and is in target.	-
<b>Repairs</b>										
<b>G</b>	% of responsive repairs for which an appointment was made & kept	<b>H</b>	93.96	94.68	92.82	94.01	94.54	<b>[P] 94.00 [A] 94.00</b>	Performance has improved year-on-year and is in target.	+
<b>G</b>	% of valid gas certificates for tenanted properties	<b>H</b>	99.95	99.96	99.95	99.97	99.99	<b>[P] 99.60 [A] 99.60</b>	Performance has improved year-on-year and is in target.	+
<b>R</b>	% total repairs completed within target	<b>H</b>	98.76	98.86	99.04	98.56	98.93	<b>[P] 99.00 [A] 99.00</b>	Performance has improved year-on-year and is off target.	+

<b>Appendix 1a Wolverhampton Homes by category</b>		<b>Good is</b>	<b>Q1 13/14</b>	<b>Q2 13/14</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Voids and Allocations</b>										
<b>G</b>	Average days to re-let property	<b>L</b>	22	28	25	24	22	<b>[P] 25 [A] 25</b>	Performance has been maintained year-on-year and is in target.	<b>+</b>
<b>G</b>	% of tenancy offers accepted first time	<b>H</b>	83.04	86.68	86.77	83.78	87.44	<b>[P] 80.00 [A] 80.00</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>A</b>	% Rent lost through properties being vacant	<b>L</b>	1.93	1.90	1.84	1.76	1.52	<b>[P] 1.70 [A] 1.70</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Business Planning</b>										
<b>A</b>	Average days lost through illness	<b>L</b>	5.19	5.09	5.49	5.90	5.13	<b>[P] 6.50 [A] 6.50</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Anti-Social Behaviour</b>										
<b>G</b>	% satisfied with the way their ASB complaint was dealt with	<b>H</b>	75.76	94.39	90.91	92.00	93.26	<b>[P] 85.00 [A] 85.00</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>G</b>	% satisfied with the outcome of their ASB complaint	<b>H</b>	69.70	92.35	88.64	88.00	92.13	<b>[P] 85.00 [A] 85.00</b>	Performance has improved year-on-year and is in target.	<b>+</b>

Appendix 1a Wolverhampton Homes by category		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Decent Homes</b>										
<b>G</b>	Number non-decent homes made decent	<b>H</b>	110	259	775	621	403	<b>[P]400 [A] 1855</b>	Performance has exceeded the target to Q4.	<b>N/A</b>
<b>G</b>	Number non-decent homes made decent (Priority N/hoods)	<b>H</b>	75	178	535	439	172	<b>[P] 170 [A] 1200</b>	Performance has exceeded the target to Q4.	<b>N/A</b>
<b>Page 18</b>	Total number of properties that have received DH work	<b>H</b>	110	259	775	621	403	<b>[P] 400 [A] 1855</b>	Performance has exceeded the target to Q4.	<b>N/A</b>
	% Variation between actual and target costs	<b>See target</b>	6.59	-4.48	-17.08	7.40	-4.20	<b>0 +/- 10.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>R</b>	Satisfaction with Decent Homes	<b>H</b>	87.50	91.21	85.09	85.00	90.68	<b>[P] 96.00 [A] 96.00</b>	Performance has improved year-on-year and is off target.	<b>+</b>
<b>Customer Care</b>										
<b>G</b>	Homes Direct - Average call answer wait time (in seconds)	<b>L</b>	25.00	24.00	31.00	48.00	46.00	<b>[P] 60.00 [A] 90.00</b>	Performance has weakened year on year and is in target.	<b>+</b>
<b>R</b>	Homes Direct - % of calls abandoned	<b>L</b>	4.30	2.50	4.30	7.40	6.50	<b>[P] 5.00 [A] 5.00</b>	Performance has weakened year-on-year and is off target.	<b>+</b>
<b>R</b>	Complaints responded to in target timescales - %	<b>H</b>	94.35	94.93	95.24	96.71	92.95	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	<b>-</b>
<b>A</b>	Councillor enquiries responded to in 14 days	<b>H</b>	96.86	96.57	95.39	97.40	94.56	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	<b>-</b>

<b>Appendix 1a Wolverhampton Homes by category</b>		<b>Good is</b>	<b>Q1 13/14</b>	<b>Q2 13/14</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Estate Services</b>										
<b>G</b>	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	<b>H</b>	100.00	100.00	100.00	100.00	100.00	<b>[P] 99.00 [A] 99.00</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>
<b>G</b>	% of fire safety inspections completed on high rise blocks (concierge)	<b>H</b>	100.00	100.00	100.00	100.00	100.00	<b>[P] 99.00 [A] 99.00</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>

<b>Appendix 1b Wolverhampton Homes by GAR</b>		<b>Good is</b>	<b>Q1 13/14</b>	<b>Q2 13/14</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Green - Rents Management</b>										
<b>G</b>	Rent collected as a percentage of rent owed	<b>H</b>	96.75	96.89	97.98	98.40	97.54	<b>[P] 96.60 [A] 97.00</b>	Performance has improved year-on-year in and is in target.	-
<b>G</b>	Tenants with more than 7 weeks arrears as a percentage of all tenants	<b>L</b>	1.76	2.01	2.06	1.97	1.27	<b>[P] 1.95 [A] 1.95</b>	Performance has improved year-on-year and is in target.	+
<b>G</b>	Tenants evicted for rent arrears as a percentage of all tenants	<b>L</b>	0.12	0.19	0.34	0.50	0.06	<b>[P] 0.11 [A] 0.45</b>	Performance has improved year-on-year and is in target.	-
<b>G</b>	Rent arrears of current tenants as a % of the rent roll (WH only)	<b>L</b>	1.35	1.70	1.16	0.87	1.13	<b>[P] 1.19 [A] 1.00</b>	Performance has improved year-on-year and is in target.	-
<b>Green - Repairs</b>										
<b>G</b>	% of responsive repairs for which an appointment was made & kept	<b>H</b>	93.96	94.68	92.82	94.01	94.54	<b>[P] 94.00 [A] 94.00</b>	Performance has improved year-on-year and is in target.	+
<b>G</b>	% of valid gas certificates for tenanted properties	<b>H</b>	99.95	99.96	99.95	99.97	99.99	<b>[P] 99.60 [A] 99.60</b>	Performance has improved year-on-year and is in target.	+

<b>Appendix 1b Wolverhampton Homes by GAR</b>		<b>Good is</b>	<b>Q1 13/14</b>	<b>Q2 13/14</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Green - Voids and Allocations</b>										
<b>G</b>	Average days to re-let property	<b>L</b>	22	28	25	24	22	<b>[P] 25 [A] 25</b>	Performance has been maintained year-on-year and is in target.	<b>+</b>
<b>G</b>	% of tenancy offers accepted first time	<b>H</b>	83.04	86.68	86.77	83.78	87.44	<b>[P] 80.00 [A] 80.00</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Green - Business Planning</b>										
<b>P</b>	Average days lost through illness	<b>L</b>	5.19	5.09	5.49	5.90	5.13	<b>[P] 6.50 [A] 6.50</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Green - Anti-Social Behaviour</b>										
<b>G</b>	% satisfied with the way their ASB complaint was dealt with	<b>H</b>	75.76	94.39	90.91	92.00	93.26	<b>[P] 85.00 [A] 85.00</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>G</b>	% satisfied with the outcome of their ASB complaint	<b>H</b>	69.70	92.35	88.64	88.00	92.13	<b>[P] 85.00 [A] 85.00</b>	Performance has improved year-on-year and is in target.	<b>+</b>

<b>Appendix 1b Wolverhampton Homes by GAR</b>		<b>Good is</b>	<b>Q1 13/14</b>	<b>Q2 13/14</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Green - Decent Homes</b>										
<b>G</b>	Number non-decent homes made decent	<b>H</b>	110	259	775	621	403	<b>[P]400 [A] 1855</b>	Performance has exceeded the target to Q4.	<b>N/A</b>
<b>G</b>	Number non-decent homes made decent (Priority N/hoods)	<b>H</b>	75	178	535	439	172	<b>[P] 170 [A] 1200</b>	Performance has exceeded the target to Q4.	<b>N/A</b>
<b>Page 22</b>	Total number of properties that have received DH work	<b>H</b>	110	259	775	621	403	<b>[P] 400 [A] 1855</b>	Performance has exceeded the target to Q4.	<b>N/A</b>
	% Variation between actual and target costs	<b>See target</b>	6.59	-4.48	-17.08	7.40	-4.20	<b>0 +/- 10.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Green - Customer Care</b>										
<b>G</b>	Homes Direct - Average call answer wait time (in seconds)	<b>L</b>	25.00	24.00	31.00	48.00	46.00	<b>[P] 60.00 [A] 90.00</b>	Performance has weakened year on year and is in target.	<b>+</b>
<b>Green - Estate Services</b>										
<b>G</b>	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	<b>H</b>	100.00	100.00	100.00	100.00	100.00	<b>[P] 99.00 [A] 99.00</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>
<b>G</b>	% of fire safety inspections completed on high rise blocks (concierge)	<b>H</b>	100.00	100.00	100.00	100.00	100.00	<b>[P] 99.00 [A] 99.00</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>

<b>Appendix 1b Wolverhampton Homes by GAR</b>		<b>Good is</b>	<b>Q1 13/14</b>	<b>Q2 13/14</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Amber - Voids and Allocations</b>										
<b>A</b>	% Rent lost through properties being vacant	<b>L</b>	1.93	1.90	1.84	1.76	1.52	<b>[P] 1.70 [A] 1.70</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Amber - Customer Care</b>										
<b>A</b>	Councillor enquiries responded to in 14 days	<b>H</b>	96.86	96.57	95.39	97.40	94.56	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	<b>-</b>
<b>Red - Repairs</b>										
<b>R</b>	% total repairs completed within target	<b>H</b>	98.76	98.86	99.04	98.56	98.93	<b>[P] 99.00 [A] 99.00</b>	Performance has improved year-on-year and is off target.	<b>+</b>
<b>Red - Decent Homes</b>										
<b>R</b>	Satisfaction with Decent Homes	<b>H</b>	87.50	91.21	85.09	85.00	90.68	<b>[P] 96.00 [A] 96.00</b>	Performance has improved year-on-year and is off target.	<b>+</b>
<b>Red - Customer Care</b>										
<b>R</b>	Homes Direct - % of calls abandoned	<b>L</b>	4.30	2.50	4.30	7.40	6.50	<b>[P] 5.00 [A] 5.00</b>	Performance has weakened year-on-year and is off target.	<b>+</b>
<b>R</b>	Complaints responded to in target timescales - %	<b>H</b>	94.35	94.93	95.24	96.71	92.95	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	<b>-</b>

Appendix 2 Bushbury Hill EMB by category		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Rents management</b>										
<b>G</b>	% tenants with more than seven weeks (gross) rent arrears	<b>L</b>	2.00	2.31	2.08	1.78	1.66	<b>3.00%</b>	Performance has improved year-on-year in and is in target.	<b>+</b>
<b>G</b>	% of tenants evicted as a result of rent arrears	<b>L</b>	0.00	0.00	0.00	0.00	0.00	<b>1.00%</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>
<b>Page 249</b>	Number of Tenants Evicted for Rent Arrears	<b>L</b>	0	0	0	0	0	<b>12</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>
	Arrears as % of rent roll	<b>L</b>	1.38	1.78	1.33	0.99	1.49	<b>2.00%</b>	Performance has weakened year-on-year and is in target.	<b>-</b>
<b>Voids and Allocations</b>										
<b>G</b>	Void Loss as a % of rent roll	<b>L</b>	0.28	0.05	0.07	0.14	0.10	<b>1.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>G</b>	Average time to re-let housing	<b>L</b>	38.20	25.70	26.00	36.60	22.83	<b>35 days</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Repairs</b>										
<b>G</b>	% Rapid Response Repairs attended same day (WHT only)	<b>H</b>	N/A	N/A	N/A	N/A	98.47	<b>97.00%</b>	Performance is in target	<b>N/A</b>
<b>G</b>	% Rapid Response completed same day (WHT only)	<b>H</b>	N/A	N/A	N/A	N/A	84.21	<b>80.00%</b>	Performance is in target	<b>N/A</b>

Appendix 3 Dovecotes TMO by category		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Rent management</b>										
R	% tenants with more than seven weeks (gross) rent arrears	L	3.82	4.16	4.17	5.19	5.40	<b>4.75%</b>	Performance has weakened year-on-year in and is off target.	-
G	% of tenants evicted as a result of rent arrears	L	0.36	0.24	0.36	0.11	0.24	<b>1.50%</b>	Performance has improved year-on-year and is in target.	-
G	Number of Tenants Evicted for Rent Arrears	L	3	2	3	1	2	<b>12</b>	Performance has improved year-on-year and is in target.	-
G	Arrears as % of rent roll	L	2.52	2.69	2.46	2.37	2.51	<b>3.00%</b>	Performance has improved year-on-year and is in target.	-
<b>voids and allocations</b>										
G	Void Loss as a % of rent roll	L	0.39	0.29	0.29	0.21	0.22	<b>2.00%</b>	Performance has improved year-on-year and is in target.	-
G	Average time to re-let housing	L	13.40	13.50	11.90	16.90	15.70	<b>21 days</b>	Performance has weakened year-on-year and is in target.	+

Appendix 3 Dovecotes TMO by category		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Repairs</b>										
<b>G</b>	% of urgent repairs completed within government time limits (Right to Repair)	<b>H</b>	99.41	98.80	98.48	98.23	99.40	<b>96.00%</b>	Performance has weakened year-on-year and is in target.	<b>+</b>
<b>G</b>	Average time taken (calendar days) to complete non-urgent repairs	<b>L</b>	7.26	7.76	6.90	6.73	6.84	<b>9 days</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	% of responsive repairs for which an appointment was made and kept	<b>H</b>	94.87	91.64	94.77	93.77	94.98	<b>90.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>G</b>	% of emergency repairs completed on time	<b>H</b>	100.00	94.59	98.28	97.14	100.00	<b>96.00%</b>	Performance has been maintained year-on-year and is in target.	<b>+</b>
<b>G</b>	% of routine repairs completed on time	<b>H</b>	99.54	99.54	99.18	99.23	99.55	<b>96.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>

Appendix 4 New Park Village TMC by category		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Rent Management</b>										
<b>G</b>	% tenants with more than seven weeks (gross) rent arrears	<b>L</b>	4.00	4.61	4.49	3.83	2.97	<b>8.00%</b>	Performance has improved year-on-year in and is in target.	<b>+</b>
<b>G</b>	% of tenants evicted as a result of rent arrears	<b>L</b>	0.34	0.00	0.34	0.34	0.34	<b>4.00%</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>
<b>G</b>	Number of Tenants Evicted for Rent Arrears	<b>L</b>	1.00	0.00	1.00	1.00	1.00	<b>11</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>
	Arrears as % of rent roll	<b>L</b>	2.32	3.02	2.52	1.95	2.32	<b>6.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Voids and Allocations</b>										
<b>G</b>	Void Loss as a % of rent roll	<b>L</b>	0.63	0.79	0.42	0.98	0.50	<b>2.50%</b>	Performance has weakened year-on-year and is off target.	<b>+</b>
<b>G</b>	Average time to re-let housing	<b>L</b>	43.70	46.50	46.50	33.00	19.25	<b>35 days</b>	Performance has improved year-on-year and is in target.	<b>+</b>

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

		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Repairs</b>										
<b>G</b>	% of urgent repairs completed within government time limits (Right to Repair)	<b>H</b>	100.00	100.00	100.00	100.00	100.00	<b>97.0%</b>	Performance has been maintained year-on-year and is in target.	=
<b>G</b>	Average time taken (calendar days) to complete non-urgent repairs	<b>L</b>	1.50	1.40	1.60	1.00	1.20	<b>5 days</b>	Performance has weakened year-on-year and is in target.	-
<b>P</b>	% of emergency repairs completed on time	<b>H</b>	97.00	97.00	100.00	93.00	97.00	<b>97%</b>	Performance has weakened year-on-year and is off target.	+
<b>R</b>	% of routine repairs completed on time	<b>H</b>	100.00	100.00	100.00	100.00	100.00	<b>97%</b>	Performance has been maintained year-on-year and is in target.	=

Appendix 5 Springfield Horseshoe HMC by category		Good is	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Rents management</b>										
<b>G</b>	% tenants with more than seven weeks (gross) rent arrears	<b>L</b>	4.43	4.67	4.09	8.50	2.83	<b>8.00%</b>	Performance has improved year-on-year in and is in target.	<b>+</b>
<b>G</b>	% of tenants evicted as a result of rent arrears	<b>L</b>	0.00	0.73	1.09	0.00	0.36	<b>4.00%</b>	Performance has weakened year-on-year and is in target.	<b>-</b>
<b>G</b>	Number of Tenants Evicted for Rent Arrears	<b>L</b>	0	2	3	0	1	<b>11</b>	Performance has weakened year-on-year and is in target.	<b>-</b>
<b>G</b>	Arrears as % of rent roll	<b>L</b>	2.16	2.27	1.61	1.23	1.51	<b>6.00%</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>Voids and Allocations</b>										
<b>G</b>	Void Loss as a % of rent roll	<b>L</b>	0.38	0.41	0.37	0.30	0.41	<b>2.50%</b>	Performance has weakened year-on-year and is in target.	<b>-</b>
<b>A</b>	Average time to re-let housing	<b>L</b>	38.50	39.60	45.10	59.50	31.75	<b>35 days</b>	Performance has improved year-on-year and is in target.	<b>+</b>

<b>Appendix 5 Springfield Horseshoe HMC by category</b>		<b>Good is</b>	<b>Q1 13/14</b>	<b>Q2 13/14</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Repairs</b>										
<b>G</b>	% of urgent repairs completed within government time limits (Right to Repair)	<b>H</b>	97.00	98.00	100.00	100.00	100.00	<b>97.0%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Page 30</b>	Average time taken (calendar days) to complete non-urgent repairs	<b>L</b>	4.00	2.00	2.00	1.35	1.00	<b>5 days</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>G</b>	% of emergency repairs completed on time	<b>H</b>	95.00	100.00	77.00	100.00	100.00	<b>97%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>G</b>	% of routine repairs completed on time	<b>H</b>	99.00	99.10	100.00	54.60	100.00	<b>97%</b>	Performance has improved year-on-year and is in target.	<b>+</b>



# Cabinet (Performance Management) Panel Meeting

17 November 2014

<b>Report title</b>	Corporate Performance Report – Quarter 2 2014/15	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Performance and Governance	
<b>Key decision</b>	No	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Policy	
<b>Accountable officer(s)</b>	Charlotte Johns	Head of Policy
	Tel	01902 55(4240)
	Email	charlotte.johns@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Members of Senior Executive Board 31 October 2014	

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## 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 2 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 2 2014/15 (July 2014 – September 2014).

## 2.0 Background

- 2.1 For 2014/15 a single set of 34 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 – 6 Indicators
- Confident, Capable Council – 6 Indicators

- 2.2 Data for 28 indicators has been reported up to and including Quarter 2 2014/15 and are 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 upper/middle quartile.

- 4.2 **Exception Report:** The following four measures (14% of the total) are currently rated as Red, and therefore under-performing:

- Rate of looked after children (per 10,000 population)
- Percentage of total debt collected in year
- Percentage of employees who have a current appraisal (based on a rolling 12 months)

- Average time between a children entering care and moving in with their adoptive family, for children who have been adopted (A1)

Two of these 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 2, data has been reported for 28 (82%) of the 34 indicators. The remaining 6 indicators are either reported at greater intervals than quarterly, or the data is not yet available.

Overall, four (14%) indicators are rated Red and therefore off-target; seven indicators (25%) are Amber and of concern, and thirteen (46%) are rated Green and therefore on-target. Of the remaining indicators, four (14%) are base lining in 2014/15. A summary of indicator performance by corporate plan theme is included in the report.

- 4.4 **Data omissions and changes:** The 'Businesses Assisted' indicator has been omitted from this Quarter's results. This is due to significant concerns relating to the quality of the data. Work is being undertaken to improve the capture of reliable data for this indicator, and will be reported at quarter 3 with backdated information.

At the request of the Assistant Director for Children, Young People and Families, the adoption indicator used in the Q1 report has been removed, with two new adoption indicators in its place. The removed indicator was known nationally as A10 (Proportion of children who move in with their adoptive family within 18 months of entering care) as this was specifically created to separate those children adopted by new families as opposed to those being adopted by their foster carers. The two new indicators were A1 (Average time between a child entering care and moving in with their adoptive family, for children who have been adopted) and A2 (Average time between a receiving court authority to place a child and deciding on a match to an adoptive family). At time of writing, only data for indicator A1 is available; data for indicator A2 will be included in the Q3 report with backdated information.

## 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.

[CN/05112014/I]

## 6.0 Legal implications

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

[RB/30102014/A]

## **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  
Cabinet (Performance Management) Panel 15/09/14

# Corporate Performance Report Quarter 2 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.

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**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: 62.1% (Q2 2014) | DoT: ↓ 3.7%

**% 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 2 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 with excess weight



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 £2 million 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.

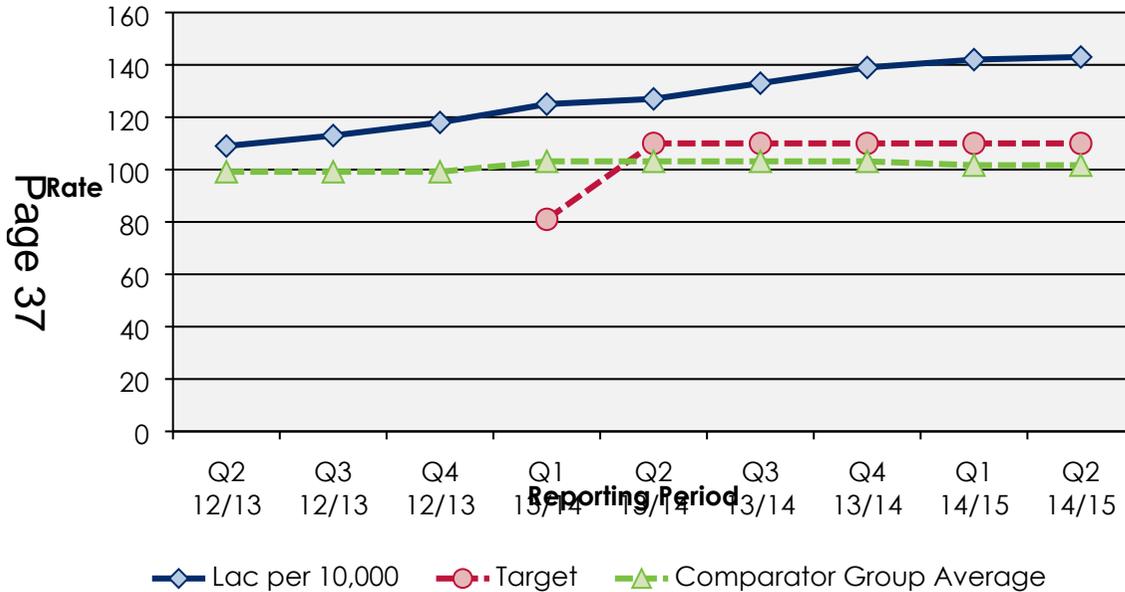
# Corporate Performance Report Quarter 2 2014/15: Exception Report

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

**Quarter 2 Performance:** 143

**Current rating:** ▲

Period	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2012/13	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2013/14	Q2 2014/15
Data	109	113	118	125	127	133	139	142	143



Please note: The comparator group only changes on an annual basis, and includes 7 other local authorities

### Commentary:

Although the number of LAC remains high, the rapid increase has slowed with numbers remaining steady around the 800 number since April. This stability is further evidenced through the numbers of LAC ends being greater the starts over the last Quarter together with, as predicted, the number of children subject of a Child Protection (CP) plan increasing. This data is reflective of the Families r First programme beginning to have an impact.

\*800 LAC equates to an approx. rate of 143 per 10,000 population aged 0 - 17

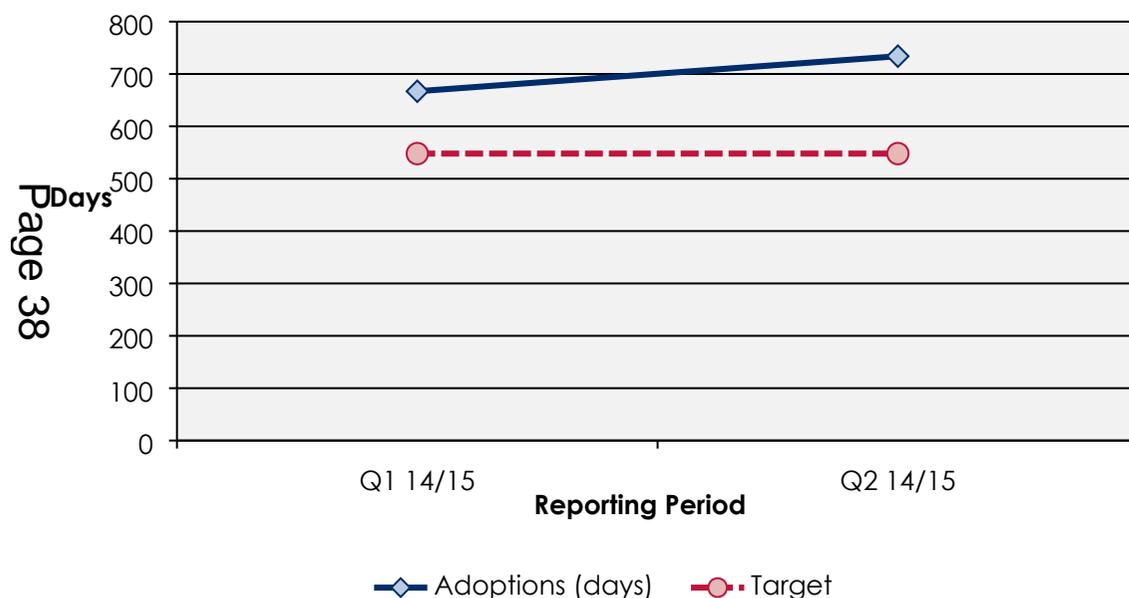
## Corporate Performance Report Quarter 2 2014/15: Exception Report

**Indicator:** Average time between a children entering care and moving in with their adoptive family, for children who have been adopted (A1)

**Quarter 2 performance:** 734 days

**Current rating:** ▲

Period	Q1 14/15	Q2 14/15
Data	667 days	734 days



### Commentary:

As an authority, we believe adoption should be considered as a permanence plan for children unable to return to their birth families. The decision to pursue adoption as a primary plan is made for some children that would be regarded as harder to place for adoption. These include older children, sibling groups and children of BME backgrounds. Inevitably, children that are recognised nationally as harder to place will take a longer to identify an adoptive family, who will be able to meet the children's long-term needs. In effect this will impact on the A1 performance.

Although the target has not been achieved, performance continues to improve. In the year 2012/13 the average timescale for this indicator was 876 days. This reduced to 753 days for the year 2013/14. In our 2014/2015 total, one child adopted, after 11 years of fostering, affects the totals - his A1 measure was 4,718 days. If we exclude this particular adoption from the A1 measure for quarter 1 the average number of days is 431, and for Q2 the average number of days is 568, only 20 days out of target.

In addition 15 out of the 25 adoptions were completed in less than 548 days giving a result of 60% at the end of Q2. This is an improvement on the Q1 result of 7 out of 14 adoptions within 548 days which equals 50%. The adoption service is committed to improving timeliness in adoption. There is a strong improvement plan which underpins the work of the adoption service which is monitored via the Children Young People and Families management team.

Work is going to determine an appropriate acceptable level of tolerance for the measure, which will affect the RAG rating going forward and will be reflective in the Q3 report.

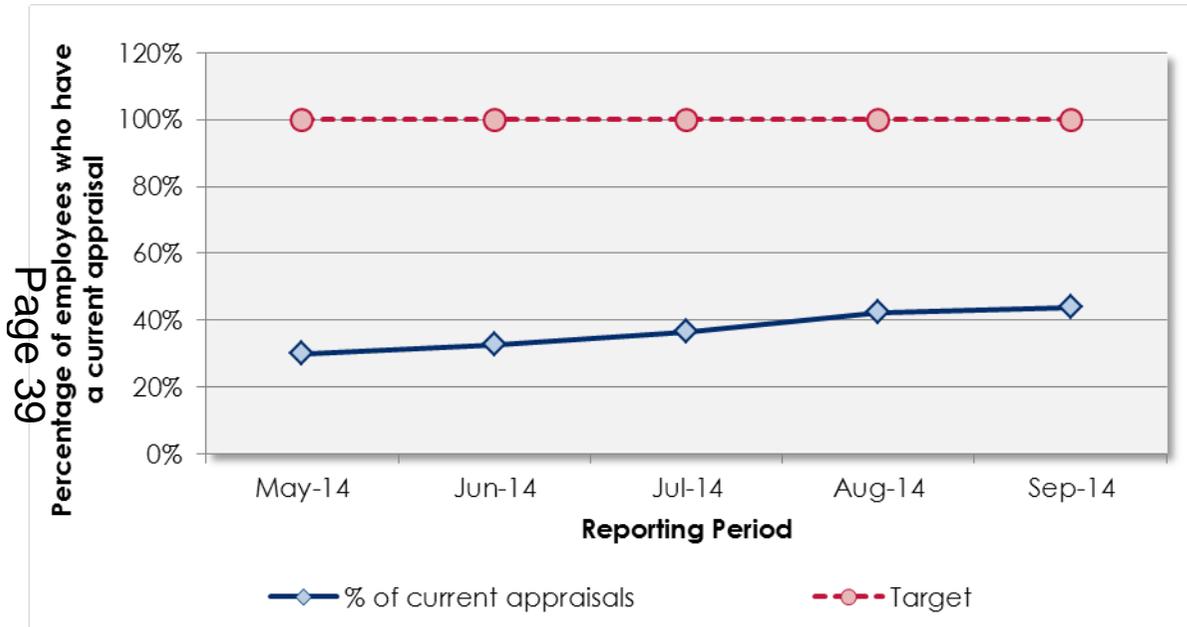
# Corporate Performance Report Quarter 2 2014/15: Exception Report

**Indicator:** Percentage of employees who have a current appraisal (based on a rolling 12 months)

**Quarter 2 performance:** 43.9%

**Current rating:** ▲

Period	May 2014	Jun 2014	Jul 2014	Aug 2014	Sept 2014
Data	30.03%	32.63%	36.51%	42.34%	43.90%



**Commentary:**

It is important that all employees receive an appraisal on an annual basis in line with corporate policy, and this has been clearly communicated by senior management.

Based on the current establishment report, 44% of the total workforce has a current appraisal. Work is ongoing to identify all the posts that show up in the establishment list that do not require an appraisal as this can skew the figures, for example canvassers in Democratic Support. Work is ongoing to migrate the establishment database that we currently use with the Agresso database.

There have also been issues identified in the reporting and logging onto the SharePoint Appraisal system. Actions are being implemented to ensure this is resolved going forward.

This indicator has also been subject to an internal audit review, reported to Audit Committee and has also been scrutinised by Scrutiny Board.

# Corporate Performance Report Quarter 2 2014/15: Exception Report

**Indicator:** % of total debt collected in year

**Quarter 2 performance:** 26%

**Current rating:** ▲

Period	Q1 14/15	Q2 14/15
Data	39%	26%



## Commentary:

There have been transitional issues following the implementation of Agresso that have impacted upon the level of debt collection. These are listed below:

1) Credit notes raised incorrectly in Agresso by Service Groups which have increased debt by in excess of £50,000.

2) Drop off in number of direct debits

3) There are outstanding reporting issues that are in the process of being resolved.

4) Unallocated income in Income Manager that needs to be allocated to correct accounts. This is when payments made to the council do not find their way to the correct account and sit 'suspended' until they are manually credited to the correct account.

5) There are credit / transfers / write offs tasks required to be worked through that is resource intensive. In the new system, until these transactions have been actioned, debt recovery cannot take place.

6) Ensure whole team are trained effectively in Agresso.

Debt recovery performance was highlighted in the Annual Governance Statement and improvement is required by the end of the financial year. To support the team's work, we have engaged external support to complete a short project to identify, quantify, and implement improvement opportunities by the end of the financial year.

## 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	2	50%	0	0%	0	0%	0	0%	2	50%
Empowering People and Communities	7	54%	4	31%	2	15%	0	0%	0	0%
Re-Invigorating the City	2	33%	2	33%	0	0%	0	0%	2	33%
Confident, Capable Council	2	40%	1	20%	2	40%	0	0%	0	0%
<b>Total</b>	<b>13</b>	<b>46%</b>	<b>7</b>	<b>25%</b>	<b>4</b>	<b>14%</b>	<b>0</b>	<b>0%</b>	<b>4</b>	<b>14%</b>

## Corporate Indicators: Encouraging Enterprise and Business

Indicator	Target	Previous	Latest	Direction of travel (DoT)		Status	
Hectares of readily available employment land	41.00ha	56.44ha 2012/13	58.06ha 2013/14	↑	42%	★	
% of 16 to 17 year olds in education, work based learning or employment with training	91%	91.2% 2013	92.4% 2014	↑	1%	★	
No. of young people starting an apprenticeship	Base lining	2640 2012/13	2419 2013/14	↓	8%	N/A	Base lining 2014/15
No. of young people participating in apprenticeships	Base lining	4714 2012/13	4864 2013/14	↑	3%	N/A	Base lining 2014/15

## Corporate Indicators: Empowering People and Communities

Indicator	Target	Previous	Latest	Direction of travel (DoT)	Status	
Number of Families in Focus whose situation is improved	403/50%	334/41% Q1 14/15	617/76% Q2 14/15	↑ 85.4%	★	
Rate of looked after children (per 10,000 population)	110	142 Q1 14/15	143 Q2 14/15	↓ 0.7%	▲	See exception report
Rate of children subject to a child protection plan (per 10,000 population)	42	44 Q1 14/15	47 Q2 14/15	↓ 6.8%	●	
Number of years of healthy life expectancy (Males)	59.5 Years	59.3 Years 2009/11	58.3 Years 2010/2012	↑ 1.7%	★	
Number of years of healthy life expectancy (Females)	58.2 Years	58.0 Years 2009/11	58.1 Years 2010/2012	↓ 0.2%	★	
Number of years of life expectancy (Males)	77.6 Years	77.3 Years 2009/2011	77.4 Years 2010/2012	↓ 0.1%	★	
Number of years of life expectancy (Females)	81.8 Years	81.6 Years 2009/2011	81.7 Years 2010/2012	↓ 0.1%	★	
% of people using social care receiving self-directed support, and receiving direct payments	90%	85% Q1 14/15	83% Q2 14/15	↓ 2.4%	●	
% of primary schools judged to be good or outstanding	78%	56% 2013	67% 2014	↑ 20%	●	

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

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Please note: Where applicable, Direction of Travel (DoT) is based on the variance compared with same reporting period as last year (i.e. Q2 2013/14 vs. Q2 2014/15)

## Corporate Indicators: Empowering People and Communities

Indicator	Target	Previous	Latest	Direction of travel (DoT)		Status
% of secondary schools judged to be good or outstanding	82%	69% 2013	71% 2014	↑	3%	●
Permanent admissions to care homes per 100,000 population – younger adults	24	20 Q1 14/15	20 Q2 14/15	↔	0%	★
Permanent admissions to care homes per 100,000 population – older people	723	685 Q1 14/15	699 Q2 14/15	↓	2%	★
Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)	548	667 Q1 14/15	734 Q2 14/15	↓	10%	▲

See exception report

## Corporate Indicators: Re-Invigorating the City

Indicator	Target	Previous	Latest	Direction of travel (DoT)	Status	
% of properties in the City empty for 3 months to 2 years	Base lining	0.6% Q1 14/15	0.5% Q1 14/15	↓ 16.7%	N/A	Base lining 2014/15
% of properties in the City empty for over 2 years	Base lining	0.4% Q1 14/15	0.4% Q1 14/15	↔ 0%	N/A	Base lining 2014/15
% of retail units vacant in Wolverhampton City Centre	20%	18.8% Q1 14/15	17.7% Q2 14/15	↓ 5.9%	●	
Recorded incidents of crime	Year on year reduction	8648 Q2 14/15	8936 Q2 14/15	↑ 3.3%	●	
Increase on baseline of homes meeting statutory minimum standard	400	621 Q4 13/14	403 Q1 13/14	↑ 35.1%	★	
Number of visitors to cultural venues	72,500 (290,000) (Annual)	74,067 Q1 14/15	85,025 Q2 14/15	↑ 2.4%	★	

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

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Please note: Where applicable, Direction of Travel (DoT) is based on the variance compared with same reporting period as last year (i.e. Q2 2013/14 vs. Q2 2014/15)

## Corporate Indicators: Confident, Capable Council

Indicator	Target	Previous	Latest	Direction of travel (DoT)		Status	
% of information requests (FOI and EIR) processed in time	100%	94.21% Q1 14/15	93.52% Q2 14/15	↓	0.7%	●	
Average number of working days lost due to sickness absence	4.25 Days	1.81 Days Q1 14/15	3.53 Days Q2 14/15	↑	22.8%	★	
% of total debt collected in year	92.5%	39% Q1 14/15	26% Q2 14/15	↑	50%	▲	See exception report
Percentage of employees who have a current appraisal	100%	32.6% Q1 14/15	43.90 Q2 14/15	↑	34.7%	▲	See exception report
% of complaints responded to in time	95%	100% Q1 14/15	98% Q2 14/15	↓	1.6%	★	

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

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Please note: Where applicable, Direction of Travel (DoT) is based on the variance compared with same reporting period as last year (i.e. Q2 2013/14 vs. Q2 2014/15)

## Corporate Performance Report: Families R First Update

Following a request at the Cabinet (Performance Management) Panel (15 September 2014). The panel asked for a quarterly update on the key project and programmes associated with Families R First be reported in future quarterly monitoring reports on the corporate performance indicators.

The following update has been provided in response to this request.

### Project Overview

Families r First Programme –22 September 2014 to 17 October 2014				
Report Author:	Elaine O’Callaghan		Programme Manager:	Elaine O’Callaghan
Accountable Strategic Director:	Sarah Norman		Accountable Assistant Director:	Emma Bennett
Overall Programme Budget	Revenue:	Nil	Capital:	Nil
Timescales	Start date:	7 April 2014	End Date:	31 March 2015
Corporate Plan objective:	Empowering families and working with community resources and partner agencies to enable children and young people to remain with their families where possible			
Programme Objective	Over the last 5 years Wolverhampton has seen a continued growth in Looked After children (LAC) at a greater pace than has been seen nationally and more recently this has significantly increased rising from 118 per 10,000 in 2012/13 to currently 133 per 10,000. This is a multi-agency strategic programme, governed by the Children’s Trust Board with principles of supporting children to live safely with their families, ensuring only the right children come into care and, when they do, robustly managing placements and permanency plans, promoting an ambition that all children are provided with a permanent family. The FrF Programme has three key elements: A committed partnership, Early help support and Targeted intervention			

Please note: Data correct as at the report date, however this may have changed subsequently.

## Corporate Performance Report: Families R First Update

### Key Projects and Programmes: Status Overview

Title of Project/s or workstreams. List all applicable	Project Manager	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project or workstream
1.0 Early Help Assessments Project	S Cartwright / A Wolverson / Steve Dodd	GREEN	GREEN	Early Help assessment went live week commencing 2/6/14 Training to be rolled out by October Evaluation of data to be delivered by October. Extended to November
1.2 Early Help: Family Support Role	R King /E O'Callaghan	GREEN	AMBER	Staff to transfer over to Early Help. Meeting held with staff on 13/10/14 to progress this. Review of FSW position to be considered Once agreed then Step down of CIN cases to be completed Training on EHA for all FSW's transferring to be completed.
1.3 Development of Family Support <ul style="list-style-type: none"> <li>Intensive Family Support project</li> <li>Saif</li> <li>Innovation Bid</li> </ul>	W. Edwards  S.Nash N.Price	GREEN	AMBER	Pilot on providing intensive support to families focusing on neglect and under 5's. Policy and procedures to be written and circulated Report on evaluation of pilot to be provided. SAIF – policy and procedures to be developed. Report to be provided to next meeting Bid for funding to support specialist foster carers to prevent the need for residential placements enabling young people to live in a family. Linked to placement sufficiency. Go ahead given for next stage (November 2014)
1.4 Early Help sites	E O'Callaghan / Site Leads	GREEN	GREEN	Development of the outstanding areas and plans for staff moving in. Site report as a separate document detailing IT requirements and moves. Final site move scheduled for 10 September. Movement of staff within Priory Green to be completed.
2.0 Partnership working : Summit and Charter Events	E Bennett	GREEN	AMBER	Details of Charter to be drawn up and circulated to all partner leads to sign up to. Tasks from event to be included in FrF project: Charter to CTB for agreement in Sept, Launch scheduled for November.
2.1 Partnership working: Adult services <ul style="list-style-type: none"> <li>TCA Bid / Trigger Tree</li> <li>Unblocker / Task Group</li> </ul>	E O'Callaghan  A Wolverson	GREEN	GREEN	Joint approach by Community Safety team, Mental Health, Early Intervention /Domestic Violence , Health, Police and Vol. Agencies to bid for funding to redesign service pathways for agencies where children may be a secondary consideration. Proposal submitted for £789,000 on 1 July 2014. for 15/16 funding given the go ahead by DCLG Submit full bid by October 1 <sup>st</sup> . Unblocker / Task group have met to plan way forward. Andrew meeting with Housing in September to scope project and plan for pilot in December and January. Report on pilot to be delivered in Jan 2015.
3.0 Targeted Intervention: Gateway to becoming looked after	EO'Callaghan	GREEN	GREEN	Ensuring everything possible is done to help families before the need to become looked after. Referral Pathways and thresholds to be reviewed Edge of care meetings, admission to care panel, care plan tracking. Policy and Guidance reviewed and distributed 30/6/2014. Monitoring and evaluation to be provided by October. Review of legal gateway process and guidance to be delivered in October. Roll out of targeted pathways by 2 October.

## Corporate Performance Report: Families R First Update

Title of Projects all applicable	Project Manager	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project
3.2 Targeted Intervention: Exit from Care Team Project	A Hinds	GREEN	GREEN	Teams in place. Recruitment to vacancies to be completed by October. Care Plan tracking in place to review LAC PwP and Placement Orders identified for revoking and sent to legal services. Cases to heard in court by November. This is linked to the panel reviews.(3.4)
3.3 Targeted Intervention: Placement Sufficiency	F Ellis / A Hinds	GREEN	GREEN	Report on review of sufficiency strategy by October. Proposal on redevelopment of fostering / residential care to be provided by October Use of Boarding Schools to be explored-September (link to 3.0)
3.4 Targeted Intervention: Review of current LAC	E O'Callaghan	GREEN	GREEN	Review Panels set up on 22/7/14, 24/7/14, 31/7/14, 12/9/14, 25/9/14 & 6/10/14. Review of 16/17 year olds, parental placements, external (agency) placements and young people in residential care. Three panels completed, 45 young people reviewed. Report on outcome of panels to be delivered by October 2014.
4.0 Business Intelligence	E.O'Callaghan	AMBER	GREEN	Work with Management of Information team to provide information on performance indicators, LAC drivers analysis, reports and evaluations. Initial work undertaken by MoI and Policy Team on early analysis of LAC. Scoping meeting for reports on 2/7/14. Business intelligence analyst to be appointed by August 2014 Will link with partner agencies and early help to analyse data / triggers which may contribute to children becoming LAC. Risk is in delay to analyst being appointed. Interviews for post to be held week com 15 September
5.0 Marketing Strategy • FrF • NOM	R Warrender	GREEN	GREEN	Communicating changes and expectations to staff in all agencies. Formal Launch of children's services / charter /NOM to be held in November
6.0 Changing the Culture	E.O'Callaghan	GREEN	GREEN	Management away days arranged. Survey monkey in January to review embedding of culture change.

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**Key to RAG status reporting for workstreams**

<b>RED</b>	Reflects significant delays to progression due to missed milestones within the project / programme or reflects that the project / programme will exceed its end date and or has high reputational damage implications for the council if not delivered
<b>AMBER</b>	Reflects some potential delays to progression due to baseline dates being likely to be exceeded within the project / programme or reflects that the project / programme is likely to exceed its end date and or has some reputational damage implications for the council if delayed
<b>GREEN</b>	Reflects the project / programme is on target and is due to be completed by its target end date

# Corporate Performance Report: Families R First Update

## Key Projects and Programmes: Project Plan

	2014								2015			
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1.0 Early Help Assessments Project		◆ Go Live				◆ Training programme rolled out						
						◆ Evaluation report						
1.2 Early Help: Family Support Role Project					◆ Report on position of FSW and EHA training							
1.3 Intensive Family Support project					◆ Report on FIS project	◆ Report SAIF	◆ Innovation bid 2 <sup>nd</sup> stage					
1.4 Early help / MAST 8 Areas					◆ EH sites staff in place							
2.0 Partnership working: Summit and Charter Events			◆ Charter Agreement completed		◆ Charter to CTB for agreement/ tasks to be included in project						◆ Review charter Event	
2.1 Partnership working: Adult services			◆ TCA bid submitted			◆ Final submission date 1/10/14						
3.0 Targeted Intervention: Gateway to becoming looked after						◆ Evaluation report						
						◆ Roll out of targeted pathways						
3.1 Targeted Intervention: Exit from Care Team Project		◆ Teams and staff in place			◆ Recruitment to permanent posts			◆ Orders revoked				
3.2 Targeted Intervention: Placement Sufficiency					◆ Report on boarding schools	◆ Report on sufficiency strategy						
						◆ Proposal on redevelopment of foster / res care						
3.4 Targeted Intervention: Review of current LAC		◆ Placement Review Panels set up, 16/17 year olds			◆ Review panels for parental placements	◆ Review panels for agency placements						
						◆ Report on panel outcomes						
3.5 Targeted Intervention: Budget proposal				◆ Initial Budget Proposal approved								

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## Corporate Performance Report: Families R First Update

	2014								2015			
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
4.0 Business Intelligence				◆ Recruit Business Analyst		◆ First analysis report on LAC trends	◆ Second analysis report on LAC trends			◆ Third report on LAC trends		
5.0 Marketing Strategy							◆ Formal Launch					◆ Full report on projection for LAC
6.0 Changing the culture									◆ Survey monkey			

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# Cabinet (Performance Management) Panel

## 17 November 2014

<b>Report title</b>	Information Governance Performance Report – Quarter 2 2014/15	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance and Performance	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Delivery	
<b>Originating service</b>	Policy	
<b>Accountable employee(s)</b>	Adam Hadley	Scrutiny and Transparency Manager
	Tel	01902 554026
	Email	Adam.Hadley@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	SEB	3 November 2014
	Information Governance Board	4 November 2014
	Scrutiny Board	9 December 2014

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### Recommendation(s) for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the Quarter 2 performance for Information Governance
2. Identify and feedback any further action that may be necessary.
3. Recommend any issues to be referred to the Scrutiny Board for further consideration

## **1.0 Purpose**

- 1.1 To report on the performance of Information Governance for Quarter 2 (July – September 2014)

## **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 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 this report outlines current performance for Information Governance.

## **3.0 Progress**

- 3.1 This is contained in appendix A.

## **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.  
[GE/04112014/Q]

## **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/06112014/E]

## **6.0 Equalities implications**

6.1 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.

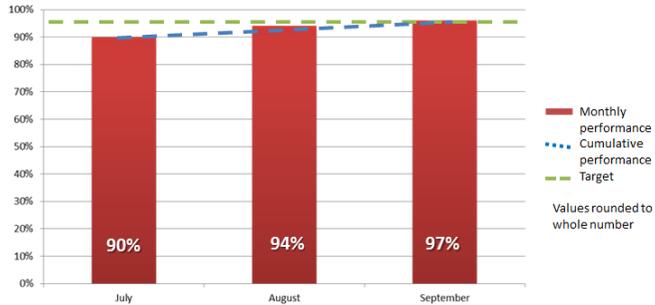
**10.0 Schedule of background papers**

10.1 Performance reporting report to Information Governance Board – 28 November 2014.

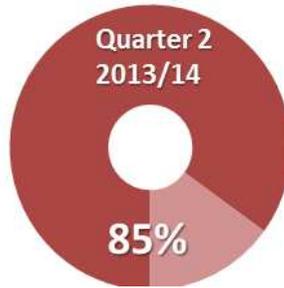
10.2 Update on Information Governance report to Cabinet – 26 March 2014

# Information Governance Summary Quarter 2 2014/15

## Freedom of Information (FOI) Response Rates Quarter 2 2014/15



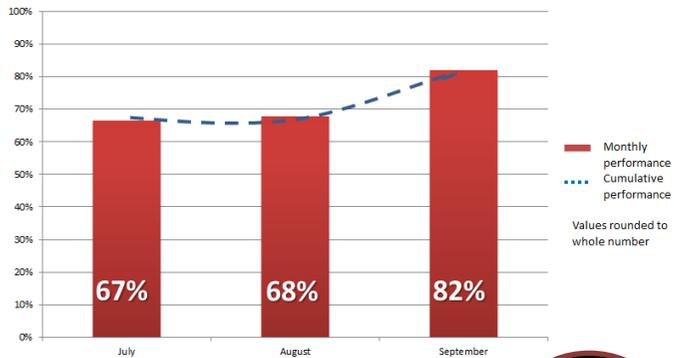
## FOI Response Rate



## FOI number received (response rate) by Directorate Quarter 2 2014/15

Directorate	July	August	September	Quarter Total
Community	28 (71%) ▲	27 (81%) ▲	20 (90%) ▲	75 (80%) ▲
Delivery	32 (97%) ☆	44 (98%) ☆	40 (97%) ☆	116 (97%) ☆
Education and Enterprise	37 (97%) ☆	27 (100%) ☆	23 (100%) ☆	87 (99%) ☆
OCE	2 (100%) ☆	7 (100%) ☆	8 (100%) ☆	17 (100%) ☆
<b>Overall</b>	<b>99 (90%) ▲</b>	<b>105 (94%) ▲</b>	<b>91 (97%) ☆</b>	<b>295 (94%) ▲</b>

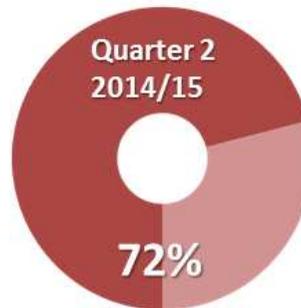
## Subject Access Request (SAR) Response Rates Quarter 2 2014/15



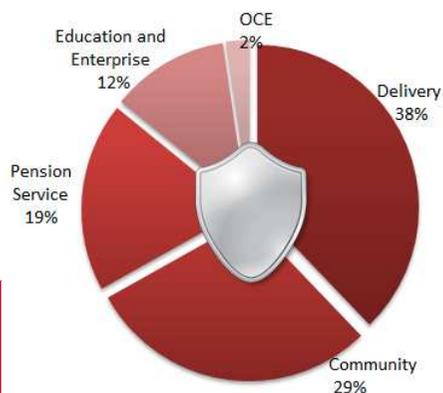
## SAR number received (response rate) by Directorate Quarter 2 2014/15

Directorate	July	August	September	Quarter Total
Community	17 (24%)	18 (17%)	13 (54%)	48 (29%)
Delivery	18 (94%)	26 (88%)	22 (82%)	66 (88%)
Education and Enterprise	17 (82%)	10 (100%)	18 (100%)	45 (93%)
OCE	2 (50%)	1 (100%)	2 (100%)	5 (80%)
<b>Overall</b>	<b>54 (67%)</b>	<b>56 (68%)</b>	<b>55 (82%)</b>	<b>164 (72%)</b>

## SAR Response Rate



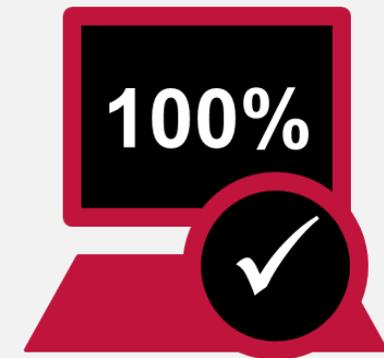
## Information Incidents\*



**Total Incidents**  
**127**

**84 Low impact**  
**35 Low/Medium impact**  
**7 Medium impact**  
**1 Medium/High impact**  
\*data as at 20/10/2014

## Protecting Information course completion



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