



# Cabinet (Performance Management) Panel

15 June 2015

**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 Claire Darke  
Cllr Steve Evans  
Cllr Val Gibson  
Cllr Andrew Johnson  
Cllr Roger Lawrence  
Cllr Elias Mattu  
Cllr John Reynolds  
Cllr Sandra Samuels

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:

**Contact** Dereck Francis  
**Tel/Email** Tel: 01902 555835 or [dereck.francis@wolverhampton.gov.uk](mailto:dereck.francis@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 1<sup>st</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

**Website** <http://wolverhampton.moderngov.co.uk>  
**Email** [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)  
**Tel** 01902 555043

Please take note of the protocol for filming, recording, and use of social media in meetings, copies of which are displayed in the meeting room.

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 (23 February 2015)** (Pages 3 - 6)  
[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            **Corporate performance report quarter four 2014/15** (Pages 7 - 24)  
[To receive and comment on the quarter four performance]
- 6            **Housing managing agents performance monitoring report - quarter three 2014/15** (Pages 25 - 52)  
[To receive and comment on the quarter three performance]
- 7            **Information Governance performance report - quarter four 2014/15 and year end** (Pages 53 - 58)  
[To receive and comment on the quarter four performance]



# Meeting of the Cabinet (Performance Management) Panel Minutes - 23 February 2015

## 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

Dereck Francis	Democratic Support Officer
Kenny Aitchison	Service Manager Housing Strategy/Development
Adam Hadley	Group Manager - Democracy
Keith Ireland	Managing Director
Gareth Payne	Policy Officer
Amrita Sharma	Business Support and Regulation Officer
Alison Dowling	Customer Relations and Complaints Officer

## Part 1 – items open to the press and public

*Item No.*    *Title*

- 1 Apologies for absence**  
No apologies for absence were received for the meeting.
- 2 Declarations of interests**  
No declarations of interests were made.
- 3 Minutes of the previous meeting (17 November 2014)**  
Resolved:  
That the minutes of the previous meeting held on 17 November 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.
- 5 Housing Management Agents Performance Monitoring Report - Quarter Two April to September 2014**  
The Panel reviewed performance monitoring information on Wolverhampton Homes and the Tenant Management Organisations (TMOs) management and maintenance of Council owned properties during quarter two of the 2014/15 financial year.

Kenny Aitchison, Service Manager Housing Strategy and Development reported that the monitoring report presented a good set of results. Five of the indicators were off target, but following identification of the causes none of the five areas were for concern. He also informed the Panel that because of the excellent delivery of the Decent Homes Programme additional funding of £895,000 had been secured from the Homes and Communities Agency to continue with improvements through the Strategic Construction Partnership. Wolverhampton's Decent Homes Programme was thought to be the only scheme nationally to have secured additional funding.

In response to the Panel's questions the Service Manager Housing Strategy and Development also reported that the performance on the "satisfaction with Decent Homes" had been affected due to a new contractor starting and the bedding in period before they become familiar with the ways of working and standard required. He also explained the reason for the discrepancy between the number of non-decent homes made decent in the priority neighbourhoods and the target figure.

Resolved:

That the performance of the housing management agents for quarter two of 2014/15 be received and noted.

## 6 **Corporate Performance Report - Quarter Three 2014/15**

Gareth Payne, Policy Officer presented the quarter three corporate performance report for 2014/15.

Cllr Val Gibson reported on the Looked After Children performance measure and informed the Panel that the numbers had remained stable over the last few weeks at around 788. She reported that there was still more work to do in order to reduce the number of looked after children. Referring to the performance measure 'average time between a child entering care and moving in with an adoptive family, for children who are adopted (days)', she acknowledged that the indicator was off target but that this had to be looked at in the context of the Adoption Service trying to find adoptive placements for more harder to place children such as older children or siblings. This had the effect of skewing the performance figures.

Cllr Roger Lawrence added that where a foster carer adopts a child who had been with them a number of years, for example eight years, this would count as it has taken eight years to place the child for adoption, which and also had the effect of skewing the performance figures. Cllr Val Gibson agreed with the point adding that it was a position that the Council was happy with in terms of the outcome for the child.

Cllr Elias Mattu commented that it takes a long time to place children aged under five. Cllr Val Gibson agreed that the length of time could be long and she briefly outlined some of the factors that can impact on the time it takes from changes in a child's care plan to delays in the court process.

In response to the Panel's request at its last meeting, Ros Jervis, Service Director, Wellbeing gave a brief PowerPoint presentation on the Public Health corporate indicators for 2014/15 and Wolverhampton's performance against the England average. The presentation also covered health inequalities; the top ten causes of

death in Wolverhampton during the period 2008 to 2012 and the 2015/16 corporate priorities for health of infant mortality; smoking; obesity; and alcohol.

Cllr Sandra Samuels informed the Panel that the data on life expectancy over the last four years only showed a slight improvement over that period.

Cllr John Reynolds commented that Council needed to get the message out about the action it and its partners were taking to tackle the issues highlighted in the presentation.

Cllr Elias Mattu added that more need to be done to promote sports in schools. He commented that there were not enough school clubs for children to participate in sports and that the charges to use facilities were too expensive. He suggested that these areas needed to be explored. The Service Director, Wellbeing acknowledged the point made and reported that Public Health was working on its relationship with schools.

Referring to the rate of infant mortality in the city, Cllr Roger Lawrence commented that there were discrepancies across the city that could not just be put down to geographical issues. He requested more detail on the other factors, outside of the geographical consideration, in order to understand what was behind the figures. The Service Director, Wellbeing advised that an Infant Mortality Plan would be submitted to the Health and Well Being Board containing that type of information requested.

Resolved:

1. That the report be received and noted.
2. That a report be submitted to a future meeting on the detail behind the headline infant mortality figures.

**7 Community Directorate Annual Complaints and Representations Procedure Reports**

Alison Dowling, Customer Relations and Complaint Manager presented two annual reports on the Community Directorate's annual complaints and complements and briefly outlined some of the key points from the reports.

Cllr Val Gibson thanked the Customer Relations and Complaint Manager for the full report that was well presented and for the Executive Summary was well written and an easy document to follow.

Resolved:

1. That the design and distribution of the executive summary of the Adult Social Care and Community Services and the Children, Young People and Families annual reports be approved.
2. That the contents of the two annual reports be received and noted.

**8 Adult Social Care Local Account 2013/14**

Amrita Sharma, Regulation and Business Support Officer presented a report on the Council's fourth Local Account on the delivery of Adult Social Care services for 2013/14, and pointed out some of the achievements and progress made during the

year. The Local Account also provided a brief insight into planned priorities for the next two years.

Cllr Paul Sweet congratulated the Regulation and Business Support Officer on the well written and easy to follow Local Account.

In response to a question, the Regulation and Business Support Officer confirmed that the Council promoted the adult social care or carer support services, such as the dementia cafes, to local communities and groups outside of those familiar to the service. The Executive Summary of the Local Account was one way through which Adult Social Care reached out to new communities and new service users.

Resolved:

1. That the 2013/14 Adult Social Care Local Account be approved.
2. That the priorities identified for 2015/16 within the 2013/14 Local Account be approved.
3. That Executive Summary of the 2013/2014 Local Account be approved for publication.

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

Adam Hadley, Governance Manager, Democracy presented a report on the performance of information governance for quarter three (October to December 2014) which showed sustained performance on the previous quarter's results.

He also informed the Panel of welcome news, that the Council had achieved Level Two against the Information Governance Tool Kit. This would have implications on the Better Care Fund.

Resolved:

That the report be received and noted.

10 **Information Governance Board - Changes to Membership and Roles**

Adam Hadley, Group Manager - Democracy presented a report on proposed revisions of the membership of the Information Governance Board as a result of the recent senior management restructure of the Council. The report also proposed the introduction of a role description for a Chief Cyber Officer in light of cyber security becoming a more prevalent issue.

Resolved:

1. That the revised membership for the Information Governance Board and the additional role description for the Chief Cyber Officer attached as appendices to the report be approved.
2. That the terms of reference for the Information Governance Board and the associated definitions, roles and responsibilities as agreed by the Panel on 15 September 2015 be amended in accordance with resolution 1 above.



# Cabinet (Performance Management) Panel

15 June 2015

<b>Report title</b>	Corporate Performance Report – Quarter Four 2014/15	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Transformation	
<b>Accountable employee(s)</b>	Charlotte Johns	Head of Transformation
	Tel	01902 554240
	Email	charlotte.johns@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	2 June

---

## 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 four 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 four 2014/15 (January – March 2015).

## 2.0 Background

- 2.1 For 2014/15 a single set of 36 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 – nine Indicators
- Empowering People and Communities – 14 Indicators
- Re-Invigorating the City – seven Indicators
- Confident, Capable Council – six Indicators

- 2.2 Data for 25 indicators has been reported up to and including Quarter four 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, signifying that they are 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 the same period, 12 months previously.

## 4.0 Summary of performance

- 4.1 **City Scorecard:** All of the seven indicators included in the benchmarked City Scorecard are ranked in the bottom quartile of all English local authorities.

- 4.2 **Exception Report:** The following three measures (8% of the total) are currently rated as Red, and therefore under-performing:

- Rate of Looked after Children (LAC) (per 10,000 population)
- Average number of working days lost due to sickness absence
- Percentage of employees who have a current appraisal



Two of these measures were rated as Red in the previous Corporate Performance Reports (Quarter three) and are covered in more detail in the exception report section.

- 4.3 **Performance of corporate indicators:** In Quarter four, data has been reported for 25 (69%) of the 36 indicators. The remaining eleven indicators are either reported at greater intervals than quarterly, or the data is not yet available.

Overall, three (8%) indicators are rated Red and are off-target; six indicators (17%) are Amber and are therefore of concern, and twelve (33%) are rated Green and therefore on-target. Of the remaining indicators, four (11%) are base-lining 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/27052015/K]

## 6.0 Legal implications

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

[TS/26052015/M]

## 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 15/09/14
- Cabinet (Performance Management) Panel 17/11/14
- Cabinet (Performance Management) Panel 23/02/15

# Corporate Performance Report Quarter 4 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.

## Employment rate (working age population)\*



Page 11

Latest 63.4% (Q3 2014) DoT ↑ 2.1%

The employment rate measures the number of people in employment against the working age population (WAP) (WAP 151,900 – number in employment 94,300). Changes can be caused by a number of factors including; fluctuations in population, the levels of economically inactive residents such as students and those not looking for work, and variations in the labour market. This is likely to be the case in Wolverhampton as the numbers of Job Seekers Allowance claimants has decreased.

Activities during the quarter:

- Working well week – a range of 40 events aimed at assisting people into work and training, as well as helping them to live healthier lives. As part of the week, a jobs fair was held at the Molineux attended by nearly 2,500 local residents
- Wiggle – announcement that major sports retailer will be locating at Citadel junction in Bilston bringing 300 jobs. Recruitment support via City Council
- Smyths Toys plans to open new store in Bilston – creating 30 jobs

## Percentage of children in low-income families



Latest 29.2% (2012) DoT ↓ 4.6%

A summary of activity is as follows:

- Financial Inclusion – Public Health Replacement Fund monies secured to fund a pilot testing personal budgeting support in advance of the rollout of universal credit, employment and skills.
- Employment and Skills – see above. Community enterprises team actively engaging with targeted communities. Family poverty is a priority within European investment strategy.
- Educational attainment. Early intervention and skills – Children and Young People’s Plan launching 25th February 2015.
- Housing and Neighbourhoods – Inclusion Board is developing a fuel poverty pilot.

\*Indicators are also City Strategy top-tier indicators

### Key

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

## Corporate Performance Report Quarter 4 2014/15: City Scorecard

### Life expectancy at birth (male)\*

The latest data indicates a marginal improvement in male life expectancy in Wolverhampton – 77.4 years (2010-12). However, this is 1.8 years less than the England average of 79.2 years.



Latest  
77.4 Yrs (2010/12)    DoT  
↑ 0.1%

Whilst it is encouraging that life expectancy is increasing, a male in Wolverhampton can expect to live just over 58 years free of any disability which is three years less than the national average of 61 years. This means that males in Wolverhampton may have up to 19 years of increasing disability before death. Therefore, action is required to increase both disability free life expectancy as well as overall life expectancy.

The top three causes contributing to death before the age of 75 years in Wolverhampton are: Infant mortality, heart disease and alcohol. Public Health priorities to address smoking, alcohol and obesity will address these major causes of local mortality and will also impact on increasing disability free life expectancy.

### Life expectancy at birth (female)\*

The latest data indicates a marginal improvement in female life expectancy in Wolverhampton – 81.7 years (2010-12). However, this is 1.3 years less than the England average of 83.0 years.



Latest  
81.7 Yrs (2010/12)    DoT  
↑ 0.1%

Whilst it is encouraging that life expectancy is increasing, a female in Wolverhampton can expect to almost 61 years free of any disability which is two years less than the national average of 61 years. This means that females in Wolverhampton may have over 20 years of increasing disability before death. Therefore, action is required to increase both disability free life expectancy as well as overall life expectancy.

The major causes contributing to death before 75 years listed for males and the Public Health priorities are equally applicable for females to improve both disability free and overall life expectancy.

\*Indicators are also City Strategy top-tier indicators

#### Key

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

## Corporate Performance Report Quarter 4 2014/15: City Scorecard

### Adult prevalence of excess weight



Latest DoT

58% (2012) N/A

Poor dietary choices and physical inactivity are the main contributors to the high estimated prevalence of excess weight in adults in Wolverhampton. The Director of Public Health Annual Report on obesity has triggered a series of work streams known as the Call To Action Programme, following the obesity summit held in November 2014:

- Workplace health
- Communication and engagement
- Community call to action – working well week
- Weight management and physical activity pathway

The obesity summit also launched the million miles for Wolverhampton and the millions pound for Wolverhampton challenge. These work streams and initiatives which alongside organisational pledges, alongside local organisational pledges will inform an action plan to begin to tackle the issue of excess weight within the population.

### Obesity in primary school age children in year 6



Latest DoT

26.2% (2013/14) ↓ 7.4%

The weight management and physical activity pathway of the Call to Action programme will be a life course approach to tackling obesity and will include children. Currently there is a weight management programme for children aged 5-7 years that are identified as obese through the National Childhood Measurement Programme. Work is underway to commission a weight management programme for children aged 8-11 years.

These programmes address both healthy eating and physical activity, working with families. Implementation of the school food standards and the school food plan may impact on healthy eating within the school setting and the promotional work through the Call to Action Programme will aim to address healthy eating within the community.

\*Indicators are also City Strategy top-tier indicators

#### Key

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

# Corporate Performance Report Quarter 4 2014/15: City Scorecard

## Achievement of 5 or more A\*-C at GCSE or equiv.



Page 14

Latest	DoT
46.4% (2013/14)	↓ 23.9%

These figures are for end of academic year i.e. summer 2014 results. Key stage 4 is not directly comparable with 2013 because of changes made to the calculation of what counts as a GCSE.

### The early entry rule:

“On 29 September 2013 the Secretary of State announced that, from this date, only a pupil’s first entry to a KS4 qualification counts towards their school’s performance measures. The early entry rule will apply even where qualifications are taken with one exam board and then re-taken with another. Although this new rule does not prevent schools from entering pupils for examinations before the end of key stage 4, it aims to focus attention on whether pupils have been sufficiently prepared to achieve the very best possible outcome in that subject. Pupils can sit an examination more than once but it will be their first certificated grade in that subject that will be used for performance measures.”

### The new GCSE equivalency rule is:-

From 2014 qualifications will only be included if they are the same size as a GCSE or larger and each qualification will count as one in the tables, irrespective of size. A maximum of two non-GCSE qualifications will be included in the performance tables and measures. Previously a BTEC (for example) could count as 4 GCSE equivalents but now only counts as one.

\*Indicators are also City Strategy top-tier indicators

### Key

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

## Corporate Indicators: Summary of performance indicators by Corporate Plan theme



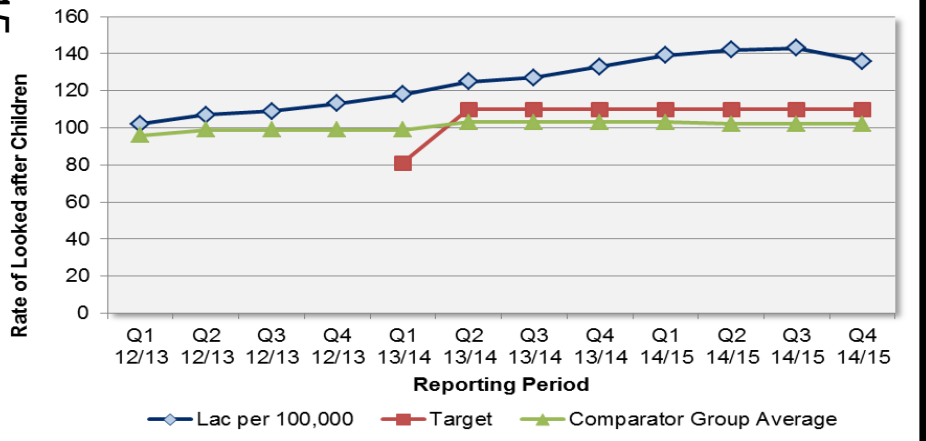
**Indicator Name:** Rate of Looked after Children (LAC) (per 10,000 population)

**Performance:** 136

**Current rating:** ▲

Page 15

Period	Qtr. 1 2012/13	Qtr. 2 2012/13	Qtr. 3 2012/13	Qtr. 4 2011/13	Qtr. 1 2013/14	Qtr. 2 2013/14	Qtr. 3 2013/14	Qtr. 4 2013/14	Qtr. 1 2014/15	Qtr. 2 2014/15	Qtr. 3 2014/15	Qtr. 4 2014/15
Actual	102	107	109	113	118	125	127	133	139	142	143	136
Target					81	110	110	110	110	110	110	110
Benchmark	96	99	99	99	99	103	103	103	103	102	102	102



**Commentary:**

While the number of looked after children remains above target, there has been a noted decline in numbers throughout the year. Analysis has evidenced that the Families R First programme has significantly slowed down the rate of increase and therefore prevented approximately 128 children becoming looked after when compared to rates for 2013-2014. Using this method, it is estimated that (if Families R First hadn't been in place) there would have been circa 900 children in care in Wolverhampton by March 2015.

Further detailed planned projections for reducing LAC are in place for 15/16 and are being monitored monthly. In addition, a whole system review is currently in development which should impact significantly on reducing demand.

## Corporate Indicators: Summary of performance indicators by Corporate Plan theme



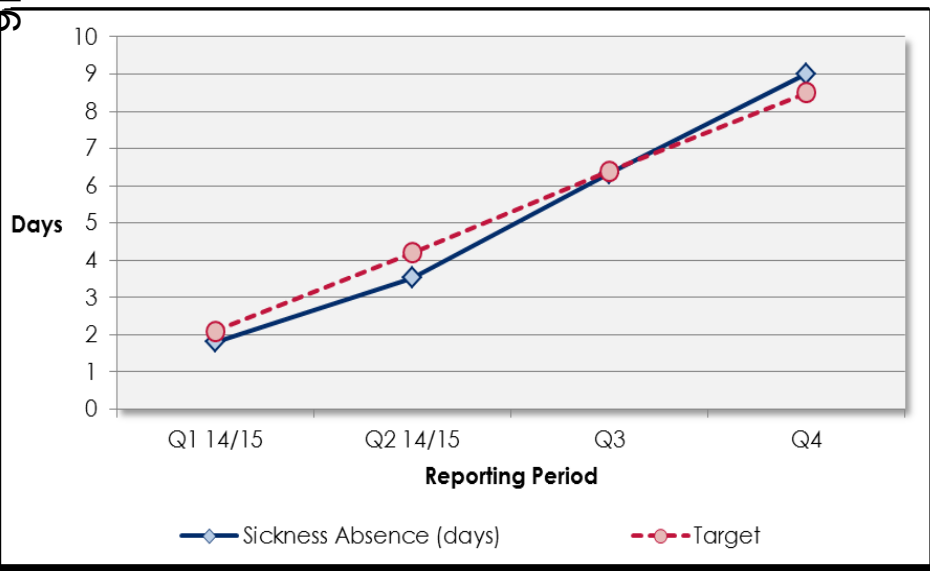
**Indicator Name:** Average number of working days lost due to sickness absence

**Performance:** 9 days

**Current rating:** ▲

Page 16

Period	Qtr. 1 2014/15	Qtr. 2 2014/15	Qtr. 3 2014/15	Qtr. 4 2014/15
Actual	1.81 days	3.53 days	6.33 days	9 days
Target	2.1 days	4.2 days	6.4 days	8.5 days



**Commentary:**

New reporting procedures for management of attendance were implemented in April 2013, and since that date significant work has taken place to improve the quality of our data around sickness reporting. Any potential under reporting of sickness has been addressed with managers and further communications have taken place to ensure that all employees are aware of the correct process to undertake when they are phoning in sick. This has resulted in more occurrences of sickness being recorded than previously.

The issue is being monitored at the sickness management board, and initiatives such as Occupational Health call backs initiated. Workplace health is also included in the council's new Organisational Development Strategy.



## Corporate Indicators: Summary of performance indicators by Corporate Plan theme



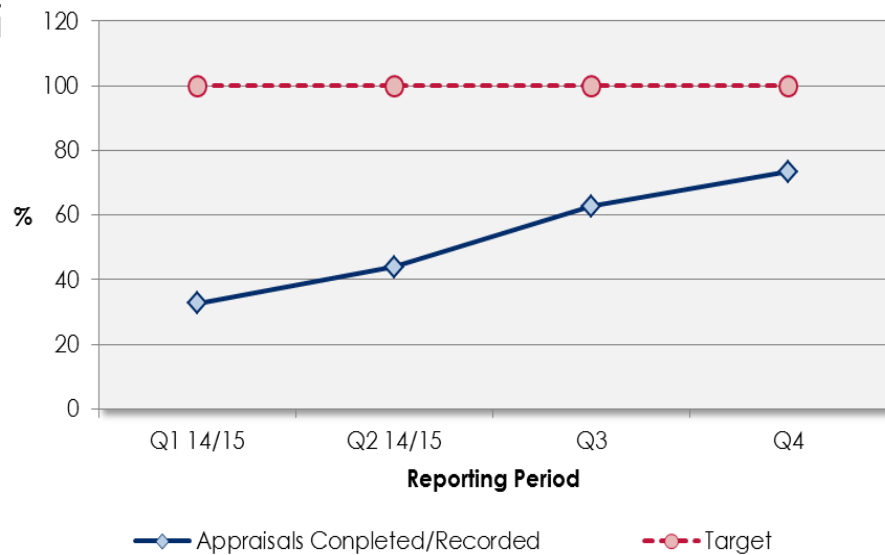
**Indicator Name:** Percentage of employees who have a current appraisal

**Performance:** 73.4%

**Current rating:** ▲

Period	Qtr. 1 2014/15	Qtr. 2 2014/15	Qtr. 3 2014/15	Qtr. 4 2014/15
Actual	32.63%	43.90%	62.69%	73.4%
Target	100%	100%	100%	100%

Page 17







**Commentary:**

If an appraisal is not undertaken within the 12 month rolling period, it will appear as an employee has not had an appraisal within that year. It may be that the Manager has undertaken the next appraisal but it may have been after 12 months and one week of the previous appraisal, and so is not showing as 'complete' within the data.

Also employees on maternity leave or extended sick leave may not have had an appraisal within this period and will reduce the numbers of appraisals undertaken.

Following an internal audit, an action plan is in place to review and monitor this indicator, including rolling out a simplified appraisal system and reviewing the methodology and methods of recording.

## 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	22%	0	0%	0	0%	6	67%	1	11%
Empowering People and Communities	7	50%	4	29%	1	7%	2	14%	0	0%
Re-Invigorating the City	2	29%	0	0%	0	0%	3	42%	2	29%
Confident, Capable Council	1	17%	2	33%	2	33%	0	0%	1	17%
<b>Total</b>	<b>12</b>	<b>33%</b>	<b>6</b>	<b>17%</b>	<b>3</b>	<b>8%</b>	<b>114</b>	<b>31%</b>	<b>4</b>	<b>11%</b>

## Corporate Indicators: Encouraging Enterprise and Business

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 4 2013/14)		RAG Status
Hectares of readily available employment land	<b>Annually reported in Quarter 2</b>					
% pupils leaving primary school with level 4 in reading, writing and maths	<b>Annually reported in Quarter 3</b>					
% pupils leaving secondary school with 5+ A*-C GCSEs (including Maths and English)	<b>Annually reported in Quarter 3</b>					
% of residents of working age with no qualifications	<b>21.9%</b>	<b>22.9%</b> Quarter 4 2013/14	<b>19.6%</b> Quarter 4 2014/15	↓	16.9%	★
% of residents of working age qualified to NVQ level 4 or equivalent	<b>21.0%</b>	<b>20.0%</b> Quarter 4 2013/14	<b>23.6%</b> Quarter 4 2014/15	↑	18.0%	★
% of 16 to 17 year olds in education, work based learning or employment with training	<b>Annually reported in Quarter 2</b>					
Businesses assisted	<b>Baseline Year – No Targets Set</b>	<b>16</b> Quarter 3 2014/15	<b>123</b> Quarter 4 2014/15	↑	50.0%	N/A
No. of young people starting an apprenticeship	<b>Annually reported in Quarter 2</b>					
No. of young people participating in apprenticeships	<b>Annually reported in Quarter 2</b>					







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

## Corporate Indicators: Empowering People and Communities

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 4 2013/14)	RAG Status
Number of Families in Focus whose situation is improved	403	167	810	N/A	★
Rate of looked after children (per 10,000 population)	110	139 Quarter 3 2014/15	136 Quarter 4 2014/15	↑	▲
Rate of children subject to a child protection plan (per 10,000 population)	47	42 Quarter 3 2014/15	51 Quarter 4 2014/15	↓	●
Number of years of healthy life expectancy (Males)	59.5	59.3 2009/11	58.3 2010/12	↑	★
Number of years of healthy life expectancy (Females)	58.2	58.0 2009/11	58.1 2010/12	↓	★
Number of years of life expectancy (Males)	77.6	77.4 2010/12	77.5 2011/13	↓	★
Number of years of life expectancy (Females)	81.8	81.7 2010/12	82.0 2011/13	↓	★
% of older people who were still at home 91 days after leaving hospital	89.5%	85.8% Quarter 4 2013/14	80.6% Quarter 4 2014/15	↓	●
% of people using social care receiving self-directed support, and receiving direct payments	90%	80% Quarter 3 2014/15	78% Quarter 4 2014/15	↓	●

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

## Corporate Indicators: Empowering People and Communities

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 4 2013/14)	RAG Status
% of primary schools judged to be good or outstanding	<b>Annually reported in Quarter 3</b>				
% of secondary schools judged to be good or outstanding	<b>Annually reported in Quarter 3</b>				
Permanent admissions to care homes per 100,000 population – younger adults	<b>24</b>	<b>20</b> Quarter 3 2014/15	<b>24.1</b> Quarter 4 2014/15		<b>85.4%</b> 
Permanent admissions to care homes per 100,000 population – older people	<b>723</b>	<b>723</b> Quarter 3 2014/15	<b>650.1</b> Quarter 4 2014/15		<b>11.6%</b> 
Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)	<b>548</b>	<b>673</b> Quarter 3 2014/15	<b>621</b> Quarter 4 2014/15		<b>17.5%</b> 







Page 21








## Corporate Indicators: Re-Invigorating the City

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 4 2013/14)	RAG Status	
% of properties in the City empty for 3 months to 2 years	<b>Baseline Year – No Targets Set</b>	<b>0.4%</b> Quarter 3 2014/15	<b>0.4%</b> Quarter 4 2014/15	N/A	N/A	
% of properties in the City empty for over 2 years	<b>Baseline Year – No Targets Set</b>	<b>0.3%</b> Quarter 3 2014/15	<b>0.3%</b> Quarter 4 2014/15	N/A	N/A	
Gross affordable housing completions as % of gross housing completion target	<b>Annually reported in Quarter 1</b>					
% of retail units vacant in Wolverhampton City Centre	<b>Annually reported in Quarter 2</b>					
Recorded incidents of crime	<b>Year on Year Reduction</b>	<b>12,850</b> Quarter 3 2014/15	<b>16,884</b> Quarter 4 2014/15	↑	0.1%	★ 2013/14 outturn = 16,903
Number of council homes made decent	<b>500</b>	<b>509</b> Quarter 2 2014/15	<b>775</b> Quarter 3 2014/15	↑	33.9%	★ This measure is reported one quarter in arrears, due to time-lag.
Number of visitors to cultural venues	<b>No Target Set</b>	<b>410,420</b> Quarter 3 2014/15	<b>98,863</b> Quarter 4 2014/15	↓	55.5%	N/A

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

## Corporate Indicators: Confident, Capable Council

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 4 2013/14)	RAG Status
% of information requests (FOI and EIR) processed in time	100%	96.34% Quarter 3 2014/15	94.9% Quarter 4 2014/15	N/A	
% of information requests (SAR) processed in time	Baseline Year – No Targets Set	87.97% Quarter 3 2014/15	82.52% Quarter 4 2014/15	N/A	N/A
Average number of working days lost due to sickness absence	8.50 days	6.33 days Quarter 3 2014/15	9.00 days Quarter 4 2014/15	 18.4%	
% of total debt collected in year	92.5%	78.78% Quarter 3 2014/15	82.34% Quarter 4 2014/15	N/A	
Percentage of employees who have a current appraisal	100%	62.69% Quarter 3 2014/15	73.4% Quarter 4 2014/15	N/A	
% of complaints responded to in time	95%	100% Quarter 3 2014/15	99.6% Quarter 4 2014/15	N/A	

 on target 
  of concern 
  off target 
  not available 
  improving 
  worsening 
  no change

This page is intentionally left blank





# Cabinet (Performance Management) Panel

15 June 2015

<b>Report title</b>	Housing Managing Agents Performance Monitoring Report – Quarter Three October 2014 to December 2014	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Peter Bilson City Assets	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Nick Edwards, City Assets	
<b>Originating service</b>	Housing Services	
<b>Accountable employee(s)</b>	Liane Percival	Housing Strategy and Development Support Officer
	Telephone	01902 554758
	Email	<a href="mailto:liane.percival@wolverhampton.gov.uk">liane.percival@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	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 three 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. Due to the timing of the data being available being out of sync with the dates of Cabinet (Performance) Management Panel this report describes quarter three performance (1 October 2014 to 31 December 2014).

## **2.0 Background**

2.1 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.

2.2 This report refers to the third quarter in 2014/15 and particularly in relation to:

2.2.1 Showing the quarters from quarter three 2013/14 to quarter three 2014/15 inclusively to allow comparison over the year.

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

- a) Rents management
- b) Repairs management
- c) Empty property management

2.2.3 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.

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

2.2.5 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.

## **2.3 Benchmarking**

2.3.1 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 has met with HouseMark to discuss the situation, has contributed to a consultation, and is 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. The Councils with ALMOs Group (CWAG) which the Council is a member of is also working with HouseMark and the National Federation of ALMOs to address this issue.

## **2.4 Governance**

2.4.1 The Housing Strategy Team continues to monitor the governance of the housing management organisations as described in a previous report.

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

2.4.3 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.

2.4.4 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 Team are working with each of the TMOs to put investment plans together.

2.4.5 Despite the good performance reported against the targets quarter on quarter, Housing Services are concerned that sufficient staff resources and time are dedicated to managing and monitoring the TMOs. This is reflected in the number of complaints received about poor practice within certain TMOs. These complaints are discussed in turn within each TMO's section below.

2.4.6 As part of the overarching 'Improving the City Housing Offer' report, on 11 April 2012 Cabinet approved the reviewing and renewing of all four TMO Management Agreements. However due to a shortage of staff resources this work has not been undertaken. The need to undertake this work was included in the action plan approved by Cabinet as part of the 11 March 2015 Improving the City Housing Offer report. A further report will be presented to Cabinet on 15 September setting out a strategy to renew the management agreements.

### **3.0 Progress for Wolverhampton Homes**

- 3.1 This section gives an outline of Wolverhampton Homes' performance for quarter three 2014/15. Performance details are available in Appendix 1a and 1b.
- 3.2 Wolverhampton Homes manages 20,746 properties on behalf of the Council. Generally, performance has been maintained in the third quarter of the year. Of the twenty-eight indicators reported;
- performance for sixteen of the twenty-one with targets set are in target
  - fourteen of the twenty-one with targets set have been maintained or improved when compared to the same quarter last year
  - twelve of the twenty-two with applicable data have been maintained or improved this quarter
  - for the five 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 for example undertaking detailed financial assessments. Partnerships have also been developed, most notably with the CAB and Refugee and Migrant Centre, providing specialist advice and information which is tailored to meet the needs of individual households.
- 3.3.2 Performance for rents management was very good in the third quarter of 2014-15, meeting all but one of the targets, and all improving on performance of the same quarter in the previous year. Rent collected has exceeded the profiled quarterly and annual target. Rent arrears of current tenants, whilst slightly off target has improved greatly on last quarter. There have been fifty-six evictions for rent arrears so far this year, two of which were solely due to the impact of welfare reform and the removal of the under occupancy subsidy.
- 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 Vision trial repairs was good and as a result, from June 2014, Wolverhampton Homes delivered 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. Target times are now irrelevant and the focus has shifted to appointments made and kept in time.
- 3.4.4 Wolverhampton Homes are currently developing the methodologies for the new indicators and considering the targets. HouseMark, a benchmarking service provider to housing organisations, conducted a consultation in February 2015 to determine how repairs performance should be measured across the industry. The result of this consultation and further feedback is helping to shape the suite of indicators for Wolverhampton City Council. The new suite of repairs indicators is expected to be in place by mid-May 2015.
- 3.4.5 Current repairs performance has improved for each indicator when compared to the previous quarter.
- 3.5 Empty Property Management**
- 3.5.1 Performance for empty property management was very good for the third quarter of 2014-15, meeting all targets and with continuing good performance from the previous quarter and generally improving on performance for the same quarter in the previous year. The average time to re-let properties and rent lost through properties being vacant are both in target, and have improved significantly on the performance in the same quarter last year.
- 3.5.2 The average number of empty dwellings at quarter four is 203 out of a total stock number of 20,746.
- 3.6 Business Planning**
- 3.6.1 Performance for average days lost through illness continues to be very good.
- 3.7 Anti-Social Behaviour**
- 3.7.1 Wolverhampton City Council and Wolverhampton Homes have undergone a joint service review, the outcome of which was reported to Vibrant, Safe and Sustainable Communities Scrutiny Panel on 2 October 2014. Scrutiny Panel endorsed the recommended option for future delivery of the service to be undertaken by Wolverhampton Homes, and this was approved by Cabinet on 12 November 2014.
- 3.7.2 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.
- 3.8 Decent Homes**
- 3.8.1 Wolverhampton's Decent Homes Programme is at the end of its final year and is thought to be the only scheme nationally that secured additional funding of £895,000 from the Homes and Communities Agency (HCA) to continue with improvements for the year through the Strategic Construction Partnership. A further £531,808 was awarded by the

HCA to fund work on another 77 properties. In February 2015, the HCA confirmed a further allocation of £170,025 to fund work to 34 properties, bringing the total of additional funding to nearly £1.6 million in 2014/15.

- 3.8.2 Performance for Decent Homes work to properties exceeded all targets and is expected to meet end of year targets.
- 3.8.3 Performance for satisfaction with Decent Homes remains off target and is unlikely to meet the year-end target, although a significant improvement has been seen this quarter. Particularly poor performance by one of the partners has had an impact on outturns, although Wolverhampton Homes has reported that the performance in quarter four looks to be showing further signs of improvement. 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 targets for average call answer time and calls abandoned for Homes Direct are now the same as the Council's targets for City Direct and were changed as part of Wolverhampton Homes' Channel Shift agenda. Performance for both indicators is in target.
- 3.9.3 Performance for complaints responded to in target time and councillor enquiries responded to in 14 days has not met the targets for quarter three and has weakened when compared to the same quarter last year. There were some resourcing issues which contributed to delays in responses. A new system is in place to monitor the process and improvement in both indicators is expected for quarter four.

### **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 three 2014/15. Performance details are available in Appendix 2.

4.2 Bushbury Hill EMB manages 843 properties on behalf of Wolverhampton City Council. Generally, performance has weakened slightly this quarter. All nine indicators are in target and of the six where historic data is available, performance has been maintained or weakened for all indicators when compared to the same quarter last year. All year end targets are expected to be met.

#### 4.3 **Rents Management**

4.3.1 Performance for rents management was very good in the third quarter of 2014-15, meeting all targets and remaining well within in targets for the year to date. This are of performance does not currently give any cause for concern.

#### 4.4 **Voids and Allocations**

4.4.1 Performance for voids and allocations has been very good this quarter with the average re-let time being well within target, and the year to date performance also in target. BHEMB operates a local lettings plan and its own choice-based lettings scheme - Bushbury Choose Your Home. The Housing Strategy team is currently monitoring and reviewing the processes and early indications suggest that it is effective and well run.

#### 4.5 **Repairs**

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

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

#### 4.6 **Governance**

4.6.1 Governance of Bushbury Hill EMB is good. There is a strong active board with clear leadership from the chair. Officers support the board and strive to improve and widen the services provided to tenants. For example through its relationship with Wrekin Housing Trust, BHEMB offers money advice to tenants. The EMB also operate life skills and getting ready for tenancy training courses from its offices.

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

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

5.2 Dovecotes TMO manages 829 properties on behalf of Wolverhampton City Council. Generally performance is very good this quarter. Of the eleven indicators ten are in target, seven have improved this quarter and eight have been improved when compared to the same quarter last year.

### 5.3 Rents

5.3.1 Performance for rents management was good in the third quarter of 2014-15, meeting all but one target. The percentage of tenants with more than seven weeks rent arrears remains off target and will be monitored.

### 5.4 Voids and Allocations

5.4.1 Performance for voids and allocations has been good this quarter with both levels of void loss and the average re-let time being well within target although re-let times weakened slightly on the year to date.

5.4.2 Concerns were raised in anonymous complaints to the Council in relation to individual properties not being allocated in accordance with the Council's Allocations Policy. The Housing Strategy team supported by the Lettings Manager from Wolverhampton Homes conducted an extensive investigation into a random sample of allocations, including the specific addresses raised in the complaints. While some poor practice was identified, it was clear that there was no case of fraud or deliberate attempts to circumvent the correct procedures.

5.4.3 Improved practices have been put in place and formal training organised for all the TMO employees who deal with allocations.

### 5.5 Repairs

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

5.5.2 Performance for repairs is very good with all indicators in target, two improved this quarter, and emergency repairs completed on time at 100%. All repairs indicators have improved when compared to the same quarter last year.

### 5.6 Governance

5.6.1 The draft audit report referred to in the last quarters report has been finalised and issued to the TMO along with an improvement plan. The majority of points raised in the report have been actioned while the remaining issues are being dealt with.

5.6.2 The Housing Strategy team will be working with the TMO board to identify training needs and put together a training plan.



## **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 three 2014/15. Performance details are available in Appendix 4.
- 6.2 New Park Village TMC manages 299 properties on behalf of Wolverhampton City Council. Generally, performance has improved this quarter. Of the ten indicators all but one are in target, five have improved this quarter and five are improved or maintained when compared to the same quarter last year.
- ### **6.3 Rents**
- 6.3.1 Performance for rents management was good in the third quarter of 2014-15, meeting all targets. Performance for arrears as a percentage of rent roll improved when compared to last quarter and performance for tenants evicted improved on the same quarter last year.
- ### **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 Performance for voids and allocations has been mixed this quarter with levels of void loss being within target, although the average re-let time being off target and weakening when compared to last quarter and to the same quarter last year.
- 6.4.3 The Housing Strategy team received a complaint from a resident who believed he had been unfairly overlooked when bidding on void properties within New Park Village. Once more the Housing Strategy team investigated a random sample of allocations including the specific addresses contained in the complaint. It concluded that there was some poor practice but there was no deliberate attempt to circumvent the Council's Allocations policy. Employees at New Park Village are also being provided with further support and training on allocations.
- ### **6.5 Repairs**
- 6.5.1 New Park Village TMC is currently providing repairs performance data for the established indicators whilst a new suite of indicators is being considered.
- 6.5.2 Performance for repairs is very good with all indicators in target, all improved or maintained this quarter and all but one maintained or improved when compared to the same quarter last year. Routine repairs completed on time continues to perform at 100%.

## 6.6 Governance

- 6.6.1 New Park Village TMC are currently preparing for a continuation ballot which is due to take place during June/July 2015.

## 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 three 2014/15. Performance details are available in Appendix 5.
- 7.2 Springfield Horseshoe HMC manages 275 properties on behalf of Wolverhampton City Council. Generally, performance has been good this quarter. Of the ten indicators all are in target, eight have been maintained or improved this quarter and all have improved or been maintained when compared to the same quarter last year.

## 7.3 Rents Management

- 7.3.1 Performance for rents management was very good in the third quarter of 2014-15, meeting all targets. There has been improvement of performance through the quarter and all performance has improved when compared to the same quarter last year.

## 7.4 Voids and Allocations

- 7.4.1 Performance for voids and allocations has been good this quarter. Levels of void loss and the average re-let time are well within target and improved both when compared to the previous quarter and when compared to the same quarter last year.

## 7.5 Repairs

- 7.5.1 Springfield Horseshoe HMC is currently providing repairs performance data for the established indicators whilst a new suite of indicators is being considered.
- 7.5.2 Performance for repairs remains very good with all indicators in target and all performance improved or maintained at very high levels. Repairs completed in time continues to perform at 100% and average time for non-urgent repairs was 1.35 days.

## 7.6 Governance

- 7.6.1 Springfield Horse HMC conducted a continuation ballot which concluded on 10 April 2015. The results established that of the 174 votes cast 87.9% were in favour of the HMC continuing as the Managing Agent providing housing services in the area and 87.6% of tenants are satisfied with services received.
- 7.6.2 In response to complaints received by the Council about poor governance and financial management at the HMC, the Council's audit team carried out an investigation into the running of the HMC. While there are a number of areas of real concern, the HMC had already acted upon and dealt with many issues. The final audit report and action plan is due to be issued to the HMC in June.

## **8.0 Financial implications**

8.1 This report has no financial implications. [CF/09022015/X]

## **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/09022015/T]

## **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 Three Performance (by category)

### **Appendix 1b:**

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

### **Appendix 2:**

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

### **Appendix 3:**

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

### **Appendix 4:**

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

### **Appendix 5:**

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

Appendix 1a Wolverhampton Homes by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Rent Management</b>										
<b>G</b>	Rent collected as a percentage of rent owed	<b>H</b>	97.98	98.40	97.54	97.77	98.09	<b>[P] 97.14 [A] 97.00</b>	Performance has improved year-on-year in and is in target.	<b>+</b>
<b>G</b>	Tenants with more than 7 weeks arrears as a percentage of all tenants	<b>L</b>	2.06	1.97	1.27	1.43	1.50	<b>[P] 1.95 [A] 1.95</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	Tenants evicted for rent arrears as a percentage of all tenants	<b>L</b>	0.34	0.50	0.06	0.19	0.27	<b>[P] 0.33 [A] 0.45</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	Rent arrears of current tenants as a % of the rent roll (WH only)	<b>L</b>	1.16	0.87	1.13	1.26	1.16	<b>[P] 1.15 [A] 1.00</b>	Performance has been maintained year-on-year and is off target.	<b>+</b>
<b>Repairs</b>										
<b>G</b>	% of responsive repairs for which an appointment was made & kept	<b>H</b>	92.82	94.01	94.54	95.22	94.98	<b>[P] 94.00 [A] 94.00</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	% of valid gas certificates for tenanted properties	<b>H</b>	99.95	99.97	99.99	99.99	99.98	<b>[P] 99.60 [A] 99.60</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>N/A</b>	% Fix It - at your convenience completed in time	<b>H</b>	-	-	-	98.30	98.54	<b>[P] TBC [A] TBC</b>	This is a new indicator for Q2 2014-15. Target tbc.	<b>+</b>

Appendix 1a Wolverhampton Homes by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Repairs continued</b>										
N/A	% Fix It - emergency completed in time	H	-	-	-	99.37	99.86	[P] TBC [A] TBC	This is a new indicator for Q2 2014-15. Target tbc.	+
N/A	% Fix It - emergency gas completed in time	H	-	-	-	96.77	100.00	[P] TBC [A] TBC	This is a new indicator for Q2 2014-15. Target tbc.	+
N/A	% 5 Fix It - today completed in time	H	-	-	-	99.24	99.63	[P] TBC [A] TBC	This is a new indicator for Q2 2014-15. Target tbc.	+
R	% total repairs completed within target	H	99.04	98.56	98.93	98.47	98.87	[P] 99.00 [A] 99.00	Performance has weakened year-on-year and is off target.	+
<b>voids and Allocations</b>										
G	Average days to re-let property	L	25	24	22	19	20	[P] 25 [A] 25	Performance has improved year-on-year and is in target.	-
G	% of tenancy offers accepted first time	H	86.77	83.78	87.44	82.90	82.65	[P] 80.00 [A] 80.00	Performance has weakened year-on-year and is in target.	-
G	% Rent lost through properties being vacant	L	1.84	1.76	1.52	1.53	1.55	[P] 1.70 [A] 1.70	Performance has improved year-on-year and is in target.	-
<b>Business Planning</b>										
G	Average days lost through illness	L	5.49	5.90	5.13	5.45	6.20	[P] 6.50 [A] 6.50	Performance has weakened year-on-year and is in target.	-

Appendix 1a Wolverhampton Homes by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Anti-Social Behaviour</b>										
<b>G</b>	% satisfied with the way their ASB complaint was dealt with	<b>H</b>	90.91	92.00	93.26	96.88	93.55	<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>	88.64	88.00	92.13	96.25	93.55	<b>[P] 85.00 [A] 85.00</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Strategic Partnership</b>										
<b>G</b>	Number non-decent homes made decent	<b>H</b>	775	621	403	509	512	<b>[P]505 [A] 1855</b>	Performance has exceeded the target to Q3.	<b>N/A</b>
<b>G</b>	Number non-decent homes made decent (Priority N/hoods)	<b>H</b>	535	439	172	396	386	<b>[P] 350 [A] 1200</b>	Performance has exceeded the target to Q3.	<b>N/A</b>
<b>G</b>	Total number of properties that have received DH work	<b>H</b>	775	621	403	509	512	<b>[P] 505 [A] 1855</b>	Performance has exceeded the target to Q3.	<b>N/A</b>
<b>G</b>	% Variation between actual and target costs	<b>within tolerance</b>	-17.08	7.40	-4.20	-2.84	-1.90	<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>	85.09	85.00	90.68	85.94	91.79	<b>[P] 96.00 [A] 96.00</b>	Performance has improved year-on-year and is off target.	<b>+</b>

Appendix 1a Wolverhampton Homes by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Customer Care</b>										
<b>G</b>	Homes Direct - Average call answer wait time (in seconds)	<b>L</b>	31.00	48.00	46.00	23.00	75.00	<b>[P] 90.00 [A] 90.00</b>	This is a new target for Q3 2014-15. Performance is in target.	<b>N/A</b>
<b>G</b>	Homes Direct - % of calls abandoned	<b>L</b>	4.30	7.40	6.50	2.90	10.50	<b>[P] 15.00 [A] 15.00</b>	This is a new target for Q3 2014-15. Performance is in target.	<b>N/A</b>
<b>R</b>	Complaints responded to in target timescales - %	<b>H</b>	95.24	96.71	92.95	93.48	81.82	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	-
<b>R</b>	Councillor enquiries responded to in 14 days	<b>H</b>	95.39	97.40	94.56	97.01	94.51	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	-
<b>Estates and Concierge</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>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.	=

Appendix 1b Wolverhampton Homes by Red, Amber, Green		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Green - Rents Management</b>										
<b>G</b>	Rent collected as a percentage of rent owed	<b>H</b>	97.98	98.40	97.54	97.77	98.09	<b>[P] 97.14 [A] 97.00</b>	Performance has improved year-on-year in and is in target.	<b>+</b>
<b>G</b>	Tenants with more than 7 weeks arrears as a percentage of all tenants	<b>L</b>	2.06	1.97	1.27	1.43	1.50	<b>[P] 1.95 [A] 1.95</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	Tenants evicted for rent arrears as a percentage of all tenants	<b>L</b>	0.34	0.50	0.06	0.19	0.27	<b>[P] 0.33 [A] 0.45</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>Green - Repairs</b>										
<b>G</b>	% of responsive repairs for which an appointment was made & kept	<b>H</b>	92.82	94.01	94.54	95.22	94.98	<b>[P] 94.00 [A] 94.00</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	% of valid gas certificates for tenanted properties	<b>H</b>	99.95	99.97	99.99	99.99	99.98	<b>[P] 99.60 [A] 99.60</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>Green - Voids and Allocations</b>										
<b>G</b>	Average days to re-let property	<b>L</b>	25	24	22	19	20	<b>[P] 25 [A] 25</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	% of tenancy offers accepted first time	<b>H</b>	86.77	83.78	87.44	82.90	82.65	<b>[P] 80.00 [A] 80.00</b>	Performance has weakened year-on-year and is in target.	<b>-</b>



<b>Appendix 1b Wolverhampton Homes by Red, Amber, Green</b>		<b>Good is</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Q2 14/15</b>	<b>Q3 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Green - Voids and Allocations continued</b>										
<b>G</b>	% Rent lost through properties being vacant	<b>L</b>	1.84	1.76	1.52	1.53	1.55	<b>[P] 1.70 [A] 1.70</b>	Performance has improved year-on-year and is in target.	-
<b>Green - Business Planning</b>										
<b>G</b>	Average days lost through illness	<b>L</b>	5.49	5.90	5.13	5.45	6.20	<b>[P] 6.50 [A] 6.50</b>	Performance has weakened year-on-year and is in target.	-
<b>Green - Anti-Social Behaviour</b>										
<b>Page 49</b> <b>G</b>	% satisfied with the way their ASB complaint was dealt with	<b>H</b>	90.91	92.00	93.26	96.88	93.55	<b>[P] 85.00 [A] 85.00</b>	Performance has improved year-on-year and is in target.	+
<b>G</b>	% satisfied with the outcome of their ASB complaint	<b>H</b>	88.64	88.00	92.13	96.25	93.55	<b>[P] 85.00 [A] 85.00</b>	Performance has improved year-on-year and is in target.	+
<b>Green - Strategic Constructor Partnership</b>										
<b>G</b>	Number non-decent homes made decent	<b>H</b>	775	621	403	509	512	<b>[P]505 [A] 1855</b>	Performance has exceeded the target to Q3.	<b>N/A</b>
<b>G</b>	Number non-decent homes made decent (Priority N/hoods)	<b>H</b>	535	439	172	396	386	<b>[P] 350 [A] 1200</b>	Performance has exceeded the target to Q3.	<b>N/A</b>
<b>G</b>	Total number of properties that have received DH work	<b>H</b>	775	621	403	509	512	<b>[P] 505 [A] 1855</b>	Performance has exceeded the target to Q3.	<b>N/A</b>

<b>Appendix 1b Wolverhampton Homes by Red, Amber, Green</b>		<b>Good is</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Q2 14/15</b>	<b>Q3 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>G</b>	% Variation between actual and target costs	<b>within tolerance</b>	-17.08	7.40	-4.20	-2.84	-1.90	<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>	31.00	48.00	46.00	23.00	75.00	<b>[P] 90.00 [A] 90.00</b>	This is a new target for Q3 2014-15. Performance is in target.	<b>N/A</b>
<b>G</b>	Homes Direct - % of calls abandoned	<b>L</b>	4.30	7.40	6.50	2.90	10.50	<b>[P] 15.00 [A] 15.00</b>	This is a new target for Q3 2014-15. Performance is in target.	<b>N/A</b>
<b>Green - Estates and Concierge</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>Amber - Customer Care</b>										
<b>A</b>	Councillor enquiries responded to in 14 days	<b>H</b>	95.39	97.40	94.56	97.01	94.51	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	<b>-</b>

<b>Appendix 1b Wolverhampton Homes by Red, Amber, Green</b>		<b>Good is</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Q2 14/15</b>	<b>Q3 14/15</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Red - Rent Management</b>										
<b>R</b>	Rent arrears of current tenants as a % of the rent roll (WH only)	<b>L</b>	1.16	0.87	1.13	1.26	1.16	<b>[P] 1.15 [A] 1.00</b>	Performance has been maintained year-on-year and is off target.	<b>+</b>
<b>Red - Repairs</b>										
<b>R</b>	% total repairs completed within target	<b>H</b>	99.04	98.56	98.93	98.47	98.87	<b>[P] 99.00 [A] 99.00</b>	Performance has weakened year-on-year and is off target.	<b>+</b>
<b>Red - Strategic Constructor Partnership</b>										
<b>R</b>	Satisfaction with Decent Homes	<b>H</b>	85.09	85.00	90.68	85.94	91.79	<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>	Complaints responded to in target timescales - %	<b>H</b>	95.24	96.71	92.95	93.48	81.82	<b>[P] 95.00 [A] 95.00</b>	Performance has weakened year-on-year and is off target.	<b>-</b>

**Appendix 1b  
Wolverhampton Homes  
by Red, Amber, Green**

		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Target To Be Confirmed - Repairs</b>										
N/A	% Fix It - at your convenience completed in time	H	-	-	-	98.30	98.54	[P] TBC [A] TBC	This is a new indicator for Q2 2014-15. Target tbc.	+
N/A	% Fix It - emergency completed in time	H	-	-	-	99.37	99.86	[P] TBC [A] TBC	This is a new indicator for Q2 2014-15. Target tbc.	+
N/A	% Fix It - emergency gas completed in time	H	-	-	-	96.77	100.00	[P] TBC [A] TBC	This is a new indicator for Q2 2014-15. Target tbc.	+
N/A	% 5 Fix It - today completed in time	H	-	-	-	99.24	99.63	[P] TBC [A] TBC	This is a new indicator for Q2 2014-15. Target tbc.	+

Page 44

Appendix 2 Bushbury Hill by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q3 to date	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>	2.08	1.78	1.66	1.84	2.40	1.97	<b>3.00%</b>	Performance has weakened year-on-year and is in target.	-
<b>G</b>	% of tenants evicted as a result of rent arrears	<b>L</b>	0.00	0.00	0.00	0.12	0.00	0.12	<b>1.00%</b>	Performance has been maintained year-on-year and is in target.	+
<b>Page 45</b>	Number of Tenants Evicted for Rent Arrears (cumulative)	<b>L</b>	0	0	0	1	0	1	<b>12</b>	Performance has been maintained year-on-year and is in target.	+
	Arrears as % of rent roll (cumulative)	<b>L</b>	1.33	0.99	1.49	1.56	1.81	1.81	<b>2.00%</b>	Performance has weakened year-on-year and is in target.	-
<b>Voids and Allocations</b>											
<b>G</b>	Void Loss as a % of rent roll	<b>L</b>	0.07	0.14	0.10	0.11	0.15	0.36	<b>1.00%</b>	Performance has weakened year-on-year and is in target.	-
<b>G</b>	Average time to re-let housing	<b>L</b>	26.00	36.60	22.83	20.71	28.50	24.27	<b>35 days</b>	Performance has weakened year-on-year and is in target.	-

**Appendix 2  
Bushbury Hill  
by category**

		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q3 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Repairs</b>											
<b>G</b>	% Repairs attended within time (WHT & WH)	<b>H</b>	N/A	N/A	95.77	97.85	97.31	96.98	<b>95.00%</b>	This is a new indicator for 2014-15 and performance is in target.	-
<b>G</b>	% Rapid Response Repairs attended same day (WHT only)	<b>H</b>	N/A	N/A	98.47	97.82	97.42	97.90	<b>97.00%</b>	This is a new indicator for 2014-15 and performance is in target.	-
<b>G</b>	% Rapid Response completed same day (WHT only)	<b>H</b>	N/A	N/A	84.21	82.22	81.77	82.73	<b>80.00%</b>	This is a new indicator for 2014-15 and performance is in target.	-

Appendix 3 Dovecotes TMO by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q3 to date	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Rent management</b>											
<b>R</b>	% tenants with more than seven weeks (gross) rent arrears	L	4.17	5.19	5.40	5.25	5.31	5.32	[P] 4.75%	Performance has weakened year-on-year in and is off target.	-
<b>G</b>	% of tenants evicted as a result of rent arrears	L	0.36	0.11	0.24	0.61	0.00	0.85	[A] 1.50%	Performance has improved year-on-year and is in target.	+
<b>Page 479</b>	Number of Tenants Evicted for Rent Arrears (cumulative)	L	3	1	2	5	0	7	[A] 12	Performance has improved year-on-year and is in target.	+
	Arrears as % of rent roll (cumulative)	L	2.46	2.37	2.51	2.60	2.59	2.59	[A] 3.00%	Performance has weakened year-on-year and is in target.	+
<b>Voids and allocations</b>											
<b>G</b>	Void Loss as a % of rent roll	L	0.29	0.21	0.22	0.30	0.22	0.74	[A] 2.00%	Performance has improved year-on-year and is in target.	+
<b>G</b>	Average time to re-let housing	L	11.90	16.90	15.70	19.42	16.79	17.36	[P] 21 days	Performance has weakened year-on-year and is in target.	+

Appendix 3 Dovecotes TMO by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q3 to date	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>	98.48	98.23	99.40	98.60	99.45	99.19	<b>[P] 96.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>P</b>	Average time taken (calendar days) to complete non-urgent repairs	<b>L</b>	6.90	6.73	6.84	5.40	5.97	6.07	<b>[P] 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>	94.77	93.77	94.98	97.70	97.02	96.54	<b>[P] 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>	98.28	97.14	100.00	100.00	100.00	100.00	<b>[P] 96.00%</b>	Performance has been improved year-on-year and is in target.	<b>=</b>
<b>G</b>	% of routine repairs completed on time	<b>H</b>	99.18	99.23	99.55	99.53	99.59	99.56	<b>[P] 96.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>



Appendix 4 New Park Village by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q3 to date	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>	4.49	3.83	2.97	4.66	7.05	4.89	<b>[P] 8.00%</b>	Performance has weakened year-on-year in and is in target.	-
<b>G</b>	% of tenants evicted as a result of rent arrears	<b>L</b>	0.34	0.34	0.34	0.34	0.00	0.68	<b>[A] 4.00%</b>	Performance has improved year-on-year and is in target.	+
Page 49	Number of Tenants Evicted for Rent Arrears	<b>L</b>	1.00	1.00	1.00	1.00	0.00	2.00	<b>[A] 11</b>	Performance has improved year-on-year and is in target.	+
	<b>G</b> Arrears as % of rent roll	<b>L</b>	2.52	1.95	2.32	2.85	2.79	2.79	<b>[A] 6%</b>	Performance has weakened year-on-year and is in target.	+
<b>Voids and Allocations</b>											
<b>G</b>	Void Loss as a % of rent roll	<b>L</b>	0.42	0.98	0.50	0.52	0.80	1.82	<b>[A] 2.5%</b>	Performance has weakened year-on-year and is in target.	-
<b>A</b>	Average time to re-let housing	<b>L</b>	46.50	33.00	21.00	33.44	57.11	40.32	<b>[P] 35 days</b>	Performance has weakened year-on-year and is off target.	-

**Appendix 4  
New Park Village  
by category**

		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q3 to date	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	98.00	100.00	99.14	<b>[P] 97.00%</b>	Performance has been maintained 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>	1.60	1.00	1.20	1.00	1.00	1.10	<b>[P] 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>	100.00	93.00	97.00	97.00	98.00	97.39	<b>[P] 97.00%</b>	Performance has weakened year-on-year and is in target.	<b>+</b>
<b>G</b>	% of routine repairs completed on time	<b>H</b>	100.00	100.00	100.00	100.00	100.00	100.00	<b>[P] 97.00%</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>

<b>Appendix 5 Springfield Horseshoe HMC by category</b>		<b>Good is</b>	<b>Q3 13/14</b>	<b>Q4 13/14</b>	<b>Q1 14/15</b>	<b>Q2 14/15</b>	<b>Q3 14/15</b>	<b>Q3 to date</b>	<b>Target Profile Or Annual</b>	<b>Comment</b>	<b>Trend Q-O-Q</b>
<b>Rents management</b>											
<b>G</b>	% tenants with more than seven weeks (gross) rent arrears	<b>L</b>	4.09	8.50	2.83	3.14	3.46	3.15	<b>8.00%</b>	Performance has improved year-on-year and is in target.	<b>-</b>
<b>G</b>	% of tenants evicted as a result of rent arrears	<b>L</b>	1.09	0.00	0.00	0.37	0.00	0.37	<b>4.00%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>Page 5 of 9</b>	Number of Tenants Evicted for Rent Arrears	<b>L</b>	3	0	0	1	0	1	<b>11</b>	Performance has improved year-on-year and is in target.	<b>+</b>
	Arrears as % of rent roll	<b>L</b>	1.61	1.23	1.51	1.50	1.49	1.49	<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>	0.37	0.30	0.41	0.30	0.21	0.92	<b>2.50%</b>	Performance has improved year-on-year and is in target.	<b>+</b>
<b>A</b>	Average time to re-let housing	<b>L</b>	45.10	59.50	42.00	46.20	33.44	38.89	<b>35 days</b>	Performance has improve year-on-year and is in target.	<b>+</b>

Appendix 5 Springfield Horseshoe HMC by category		Good is	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q3 to date	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	100.00	<b>97.00%</b>	Performance has been maintained 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>	2.00	1.35	1.00	1.00	1.35	1.11	<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>	77.00	100.00	100.00	100.00	100.00	100.00	<b>97.00%</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>	100.00	54.60	100.00	100.00	100.00	100.00	<b>97.00%</b>	Performance has been maintained year-on-year and is in target.	<b>=</b>



# Cabinet (Performance Management) Panel

15 June 2015

<b>Report title</b>	Information Governance performance – quarter four 2014/15 and year end	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kevin O’Keefe, Governance	
<b>Originating service</b>	Democracy	
<b>Accountable employee(s)</b>	Adam Hadley	Group Manager - Democracy
	Tel	01902 554026
	Email	Adam.Hadley@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Information Governance Board	28 May 2015
	Strategic Executive Board	2 June 2015
	Scrutiny Board	30 June 2015

---

## Recommendation(s) for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the quarter four and year end 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 four (January – March 2015) and year end for 2014-15.

## **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. This report reflects the previous Council structure and future performance reports will reflect the new Council structure.

## **3.0 Progress**

- 3.1 This is contained in appendices A and B.

#### **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 result in a fine of up to £500,000 from the ICO.

GE/04062015/U

#### **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/01062015/C

#### **6.0 Equalities implications**

- 6.1 There are no equality implications arising from this report and its recommendations.
- 6.2 Existing information governance policies and procedures are due for review and will undergo an initial equality analysis screening and full analysis if appropriate.

## **7.0 Environmental implications**

7.1 There are no environmental implications arising from this report.

## **8.0 Human resources implications**

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

## **9.0 Corporate landlord implications**

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

## **10.0 Schedule of background papers**

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



# Information Governance Summary Quarter Four 2014/15

## FOI number received (response rate) by Directorate Q4 2014/15

FOIs Directorate	January		February		March	
	Total	%	Total	%	Total	%
Community	36	81% ▲	32	91% ★	27	89% ★
Delivery	43	100% ★	52	98% ★	53	100% ★
Education and Enterprise	25	100% ★	29	97% ★	19	100% ★
OCE	9	100% ★	5	100% ★	10	100% ★
<b>Overall</b>	<b>113</b>	<b>94% ★</b>	<b>118</b>	<b>96% ▲</b>	<b>109</b>	<b>97% ★</b>

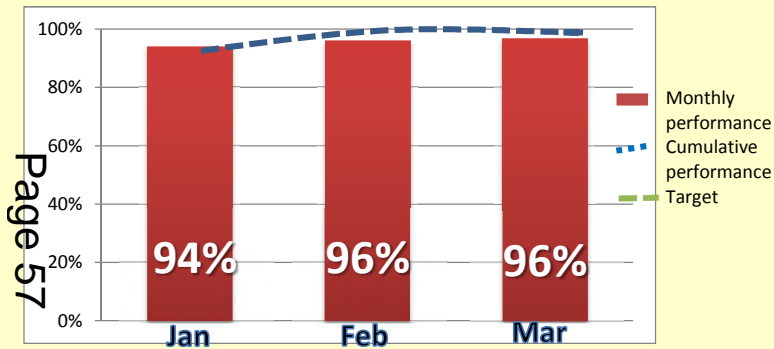
## Training Q4 2014/15

New Starters - 73  
Completed - 51%  
not completed - 49%

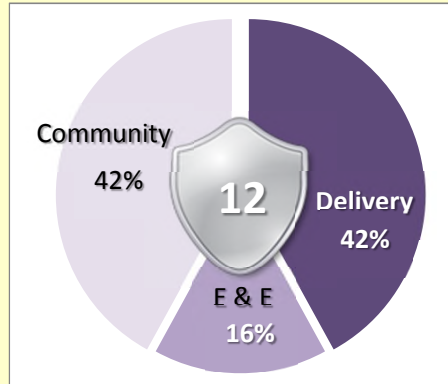
## SAR number received (response rate) by Directorate Q4 2014/15

SARs Directorate	January		February		March	
	Total	%	Total	%	Total	%
Community	5	80% ▲	18	56% ▲	15	73% ▲
Delivery	39	100% ★	43	93% ★	21	86% ★
Education and Enterprise	14	86% ★	13	100% ★	10	90% ★
OCE	0	0% ★	0	0% ★	0	0% ★
<b>Overall</b>	<b>69</b>	<b>95% ★</b>	<b>74</b>	<b>85% ★</b>	<b>46</b>	<b>83% ▲</b>

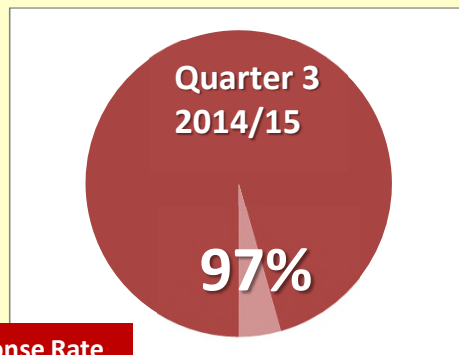
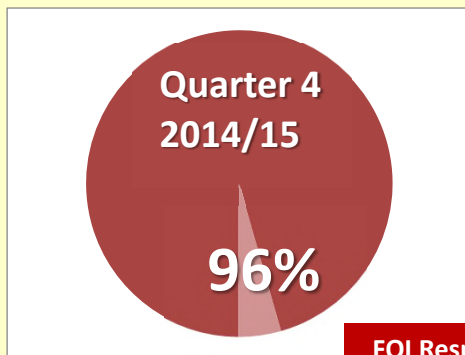
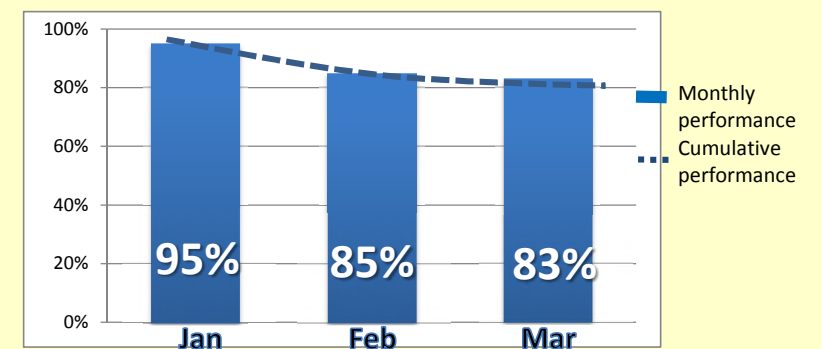
## Freedom of Information (FOI) Response Rates Q4 2014/15



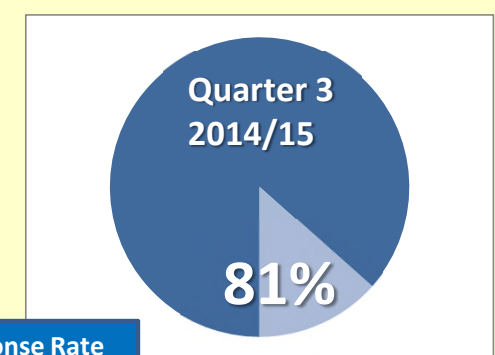
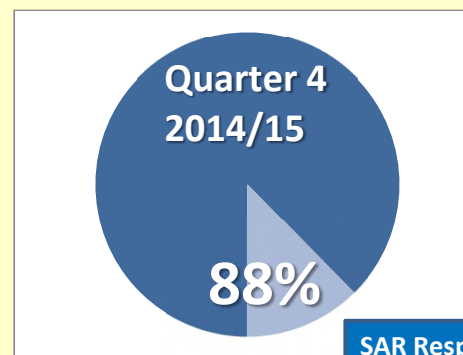
## Information Incidents Q4 2014/15



## Subject Access Request (SAR) Response Rates Q4 2014/15



FOI Response Rate



SAR Response Rate

This page is intentionally left blank