

Cabinet (Performance Management) Panel

5 March 2018

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

Membership

Chair Cllr Milkinderpal Jaspal (Lab)

Labour

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

Quorum for this meeting is five Councillors.

Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

Contact Dereck Francis
Tel/Email Tel: 01902 555835 or dereck.francis@wolverhampton.gov.uk
Address Democratic Services, Civic Centre, 1st 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.services@wolverhampton.gov.uk
Tel 01902 550320

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 - 4 December 2017** (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 **Housing Managing Agents Performance Monitoring Report – Quarter Three October to December 2017** (Pages 7 - 32)
[To review and comment on the performance and any areas for improvement]
- 6 **Information Governance Quarter Three Performance and General Data Protection Regulation (GDPR) Update** (Pages 33 - 42)
[To receive and comment on the quarter three performance and GDPR update]
- 7 **Update on Progress to Embed New Outcomes Based Accountability Performance Framework and New WV Insight Portal** (Pages 43 - 46)
[To receive and comment on the update on the implementation of outcome-based accountability core corporate indicators and the new WV Insight website]

CITY OF WOLVERHAMPTON COUNCIL	Meeting of the Cabinet (Performance Management) Panel Minutes - 4 December 2017
--	--

Attendance

Members of the Cabinet (Performance Management) Panel

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

Employees

Ian Fegan	Head of Communications
Dereck Francis	Democratic Services Officer
Keith Ireland	Managing Director
Helena Kucharczyk	Insight and Performance Manager
Jenny Lewington	Service Lead Housing Strategy
Lesley Roberts	Strategic Director - Housing
Martyn Sargeant	Head of Democratic Services

Part 1 – items open to the press and public

Item No. Title

- 1 **Apologies for absence**
Apologies for absence were submitted on behalf of Councillor Sandra Samuels OBE.
- 2 **Declarations of interests**
No declarations of interests were made.
- 3 **Minutes of the previous meeting - 18 September 2017**
Resolved:
That the minutes of the previous meeting held on 18 September 2017 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 Managing Agents Performance Monitoring Report – Quarter Two July 2017 to September 2017**

Jennie Lewington, Service Lead, Housing Strategy – Housing Services presented the report on the performance of Wolverhampton Homes (WH) and the Tenant Management Organisations (TMOs) in managing and maintaining Council owned properties during quarter two (July to September 2017). Generally, there was good performance across all the performance indicators.

In response to Councillor John Reynolds, the Service Lead, Housing Strategy gave an update on the Dovecoat TMO Organisation and Staff Review. The TMO Board had rejected the findings from the HR Consultant who undertook the review. The Council continued to support the TMO Board on the issues identified in the Consultant's report and to support them to improve other practises.

The Chair reported that this was Lesley Roberts, Strategic Director for City Housing's last meeting at the Panel before she retired from the Council at the end of January 2018. Along with other members of the Panel, the Chair placed on record his thanks and appreciation to the Strategic Director for her contributions to the work of the Panel, the Council and Wolverhampton Homes and wished her the best for the future.

Resolved:

That the performance of the housing managing agents for quarter two of 2017/2018 be noted.

6 **Information Governance Quarter Two and General Data Protection Regulation Update Report**

Martyn Sargeant, Head of Democratic Services presented the report on quarter two (July to September 2017) performance for Information Governance. High performance continued to be maintained for response to Freedom of Information/ Environmental Information (FOI) and Subject Access Requests (SARs) received during the period.

The report also provided an update on the General Data Protection Regulation and the preparatory work for when the new Regulation comes into effect on 25 May 2018. A briefing note had been circulated to the Leader of the Council on what the Regulation would mean for councillors and briefing sessions had been arranged for councillors. The Leader of the Council requested that a copy of the note be forwarded to the rest of the Cabinet.

Keith Ireland, Managing Director asked members of the Panel to attend the training programme and that group leaders encourage their colleagues to attend. Councillor Peter Bilson requested that a range of options, including morning and afternoon sessions be offered to councillors for the GDPR training programme.

Resolved:

1. That the Information Governance performance figures for 2017/2018 Freedom of Information/ Environmental Information requests and Subject Access request be noted.
2. That the quarterly progress to date on the general data protection Regulations noted.

7 **New Outcomes Based Accountability Performance Framework and WV Insight Portal Update**

The Panel received a report together with a presentation from Ian Fegan, Head of Service, Communications and Helena Kucharczyk, Insight and Performance Manager on the progress made to implement a new outcome-based corporate performance framework and on WV Insight, a new website to replace Wolverhampton in Profile and provide an easily accessible, user-friendly city data portal.

Councillor Steve Evans commented that there were external factors that affected performance against portfolios over which the Council had no control. He suggested that caveats be included on the new ward portal against information collected from a third party or where third party data would be made public. The Head of Service, Communications confirmed that data sources would be included in the system. The aim of WV Insight was also to create an area where councillors could look at their own data.

Councillor Andrew Johnson reported that care would need to be taken regarding the subjectivity of some outcomes; the tracking of the impact of decisions made; and any inbuilt delays before outcomes are realised, for example some public health programmes have a ten year delay before they see the outcomes. Use of WV Insight data to drive budget pressures would also require careful consideration.

Councillor Roger Lawrence reported that an improvement in the quality of information available would be welcomed. In terms of impact on decision making, it would allow the Executive to make choices about allocation of resources. The key point was that the information had to be meaningful. Keith Ireland, Managing Director added that the different types of data would be important. The Executive would receive targeted data and it would be the job of the Senior Management Team to present the Executive with as much targeted data as needed.

Councillor John Reynolds, added that he would like to have information from partner organisations included on the portal together with an interpretation of the data and a link to the work of the Council.

The Chair asked that more Councillors be made aware of WV Insight. He also asked about plans to train councillors in the use of the web portal. The Head of Service, Communications reported that a small group of Councillors had been established to help shape the ongoing user requirement from the system. In terms of Councillors wider portfolio work, the outcome based accountability approach was already imbedded in parts of the Council, such as within Children's Services. The Managing Director added that training would be delivered to councillors in Spring once WV Insight was built.

Resolved:

That progress to date be noted and the continuing implementation of the Council's new outcome-based corporate performance framework and development of the new WV Insight website be endorsed.

This page is intentionally left blank

CITY OF WOLVERHAMPTON COUNCIL	Cabinet (Performance Management) Panel 5 March 2018
--	---

Report title	Housing Managing Agents Performance Monitoring Report – Quarter Three October 2017 to December 2017	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Peter Bilson City Assets and Housing	
Key decision	No	
In forward plan	No	
Wards affected	All	
Accountable director	Kate Martin, Housing	
Originating service	Housing	
Accountable employee(s)	Melissa Green	Housing Strategy and Development Support Officer – Housing Services 01902 554758 Melissa.Green3@wolverhampton.gov.uk
	Tel	
	Email	
Report to be/has been considered by	N/A	

Recommendation for decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the performance of the housing management agents for quarter three 2017-2018 and any areas for improvement.

1.0 Purpose

- 1.1 The primary purpose of this report is to provide an evaluation of the performance of Wolverhampton Homes and the Tenant Management Organisations (TMOs) in managing and maintaining council owned dwellings during the 2017-2018 financial year.

2.0 Background

- 2.1 This report assists in clarifying and highlighting areas of performance; where performance data suggests that intervention or revised working may be required or has been undertaken.
- 2.2 This report illustrates performance from quarter three 2016-2017 to quarter three 2017-2018 inclusively to allow comparison over the year.
- 2.3 The performance for each of the managing agents is grouped under three headings:
- a) Rents management
 - b) Repairs management
 - c) Voids and allocations
- 2.4 Wolverhampton Homes additionally reports on Business Planning, satisfaction with the handling and outcome of the Anti-Social Behaviour (ASB) process, Customer Care and Estate Services. Stock Investment indicators were previously monitored; however, these were related to the Decent Homes Programme which ended in 2016-2017.
- 2.5 Tables indicate both the direction in which performance needs to move for improvement, and performance trends between the current and the previous quarter.
- 2.6 Additionally, performance is categorised as:
- a) GREEN – where performance is in target and:
 - (i) Was in target the previous quarter, or
 - (ii) Was marked as Amber in the previous quarter.
 - b) AMBER – where performance is:
 - (i) Off target this quarter and was marked as Green in the previous quarter, or
 - (ii) In target this quarter and was marked as Red in the previous quarter.
 - c) RED – where performance is off target and,
 - (i) Was marked as Amber in the previous quarter, or
 - (ii) Was marked as Red in the previous quarter, or
 - (iii) Gives clear cause for concern

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

Governance

- 2.7 The Housing Strategy Team continues to monitor the governance of the housing management organisations.
- 2.8 The Service Lead - Housing Strategy is invited to attend Wolverhampton Homes' board meetings as an observer. Wolverhampton Homes' board, committee and other minutes and papers are available on request to council employees.
- 2.9 The TMOs provide agendas, minutes and other documents from their regular meetings. Housing Services employees have observed TMO board and committee meetings where resources have permitted.
- 2.10 An annual review of the TMOs is conducted and this includes a review of governance, the next review is scheduled for April 2018.

3.0 Progress for Wolverhampton Homes

- 3.1 This section gives an outline of Wolverhampton Homes' performance for quarter three 2017-2018. Performance details are available in Appendix 1a and 1b.
- 3.2 Wolverhampton Homes manages 20,106 properties on behalf of City of Wolverhampton Council. Generally, good performance has been maintained in the third quarter of the year and remains good overall. Of the 22 indicators included in this report;
- performance for sixteen of the twenty-two are within target,
 - four are within acceptable tolerance and two are outside of target and tolerance.

Anti-Social Behaviour

- 3.3 Performance for tenant satisfaction with the anti-social behaviour service has increased to 97.71%.
- 3.4 The percentage of customers satisfied with the outcome of their ASB complaint has risen by 0.76% from quarter two to 97.71% in quarter three, it is on target.

Business Planning

- 3.5 Performance for 'average days lost through employee illness' continues to be very good and has dropped slightly, however performance has still shown some improvement in December.

Customer Care

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

- 3.7 Performance is very good for all four indicators in the third quarter of 2017-2018; all are on target, with two having a weakened performance. However, two indicators have improved in comparison to both previous quarters.
- 3.8 The 'percentage of calls answered' indicator was a new indicator adopted for 2017-2018 and so prior to quarter one there was no previous comparable information. In quarter one performance was 83.40%, this has weakened slightly to 76.70% in quarter three, but remains well above the target of 55.00%. Performance has continued to demonstrate a significant improvement since changes were made to the call waiting system in October 2016.
- 3.9 The 'percentage of calls abandoned' has reduced dramatically from 2016-2017, and is firmly within the 20% target. Performance is in target at 5.20%. The telephony system has been changed, after consultation with tenants, to allow a caller to wait for an answer rather than having the call disconnected after five minutes. This was originally designed to encourage people to call back at less busy times.
- 3.10 Performance for 'complaints responded to within timescales' in quarter three is 93.29% and is on target.
- 3.11 The indicator 'percentage of member enquiries responded to within 14 calendar days' is also performing very well, currently at 93.29% which is above target level of 92%.

Health and Safety

- 3.12 Results for fire safety inspections carried out in low and medium rise blocks has been at 100%, well within target, since at quarter four of 2012-2013. Results for fire safety inspections carried out in high rise blocks has been maintained at 100%, firmly within target, since at least the beginning of the 2011-2012 financial year.
- 3.13 Fire safety assessments continue to be carried out daily by the responsible concierge service, employed by Wolverhampton Homes for all tower blocks.

Rents Management

- 3.14 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.
- 3.15 Performance for rents management was good in the third quarter of 2017-2018, meeting two of the four targets. One indicator has weakened in comparison to the previous quarter.

- 3.16 Performance for 'percentage of rent collected' on target, despite challenges in rent collection.
- 3.17 'Percentage of rent arrears of current tenants as a proportion of rent roll' remains within the top quartile of benchmarked housing organisations.
- 3.18 Performance for 'Tenants with more than seven weeks' arrears' is outside of target due to the increasingly challenging climate, issues include; welfare reform, court entry limits, levels of unemployment, and pay and benefit constraints. However benchmarking data collated from Housing Quality Network for 2017 suggests the average value for ALMO's is 3.61%. It is 3.31% for all organisation types. One indicator has remained on target and one other is slightly off target, however there has been a significant reduction in arrears.
- 3.19 Performance for 'rent arrears of current tenants as a proportion of rent roll' is just below target in quarter but only by 0.01% despite challenges in rent collection.
- 3.20 Performance for 'tenants evicted for rent arrears' even though there has been an increase from previous quarter two, it still remains within target. There has been a reduction from the previous quarter year. Wolverhampton Homes continues to advise and support tenants identified as having difficulty in maintaining their tenancy, and the process of eviction is only taken when all other options have been exhausted.

Repairs Management

- 3.21 Repairs performance was good in the third quarter, with all three indicators being in target.
- 3.22 Performance for the 'responsive repairs for which an appointment was made/kept' has weakened by 0.23% in comparison to the previous quarter, but remains within target.
- 3.23 Performance for 'total response repairs completed within target' has reduced slightly from the previous quarter at 98.24%, it is still above target.
- 3.24 Performance for 'percentages of valid gas certificates for tenanted properties' is above target at 99.99% in quarter three.

Voids and Allocations

- 3.25 Performance for voids and allocations was mostly good in the third quarter of 2017-2018, with two indicators within target, two outside of target but within the acceptable tolerance and one-off target.
- 3.26 Performance for the 'average time taken to re-let standard voids' has remained the same from quarter two to quarter three. Performance is slightly below target; the expected improvement has been marred by a yearly high number of voids received during December 2017 and days lost due to Bank Holidays. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect.

- 3.27 Performance for the 'average time taken to re-let major works voids' has weakened slightly from quarter two to quarter three. Performance is slightly below target. New online pre-tenancy, and revised asbestos removal processes are hoped to have a positive effect.
- 3.28 The 'percentage of tenancy offers accepted first time' remains within the 80% target. This indicator has been on target for a full three years.
- 3.29 The 'percentage of rent lost through empty property' remains within target. Compared to previous quarter there has been an increase of 0.05%.
- 3.30 Throughout the third quarter of 2017-2018 Wolverhampton Homes process for allocating properties has been monitored using a random sample of cases. No issues were flagged and adherence to the Council's allocations policy was demonstrated.

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 2017-2018. Performance details are available in Appendix two.
- 4.2 Bushbury Hill EMB manages 826 properties on behalf of City of Wolverhampton Council. Performance has been good this quarter, with all eight indicators within target. Four have improved when compared to the previous quarter, and three have improved when compared to the previous year.

Rents Management

- 4.3 Performance for rents management was good in the third quarter of 2017-2018, with targets for all three indicators being met. Slight decrease from previous quarter, but still within target.
- 4.4 Bushbury Hill EMB continue to focus on rent collections, Direct Debits and providing literature on debts to reduce the 'percentage of tenants with more than seven weeks (gross) rent arrears'. The performance for quarter three is 1.86%, an improved performance compared to quarter two. This is well within the 2.50% target and is an improvement on the same quarter in 2016-2017.
- 4.5 Two tenants were evicted due to rent arrears during quarter three compared to quarter two where no tenants were evicted.
- 4.6 Performance for 'arrears as a percentage of rent roll' has remained the same at 1.68% since quarter two, and there has been an increase of 0.13% in comparison to the same period last year.
- 4.7 The full roll out of Universal Credit in Wolverhampton took place in December 2017. This is likely to have an effect on income collection and rent arrears. The TMO continues to prepare for this change to the benefits system.

Repairs

- 4.8 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.
- 4.9 Performance for repairs is excellent with all indicators above target. One of the three measures has improved in comparison to both the previous quarter, and one has improved in comparison to the same period last year.
- 4.10 The 'percentage of repairs attended within time' is performing above target, at 97.76% of repairs being attended to within timescales.
- 4.11 Performance for the 'percentage of rapid response repairs attended on the same day' has weakened slightly this quarter, to 97.84%, down by 0.92% from the previous quarter. This remains above target.
- 4.12 'Repairs completed on the same day' is performing again at its highest level in over 12 months, at 91.18%. This is an improvement of 3.9% from the previous quarter, and up by 4.15% from the same period last year.

Health and Safety

- 4.13 Bushbury Hill EMB have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility.
- 4.14 The Corporate Health and Safety Team have conducted a site visit to BHEMB to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 4.15 Bushbury Hill EMB will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 4.16 The TMO operates a local lettings plan and its own choice-based lettings scheme - Bushbury Choose Your Home. The Housing Strategy team is currently monitoring the processes and indications suggest that it is run in accordance with the allocations policy.
- 4.17 Performance for voids and allocations has been excellent this quarter. The 'average time to re-let housing' has dropped but is higher than the previous quarter. Quarter one to quarter three continue to show significantly better performance than the same two quarters in the previous year.
- 4.18 'Void loss as a percentage of rent roll' performance has improved by 0.16% in comparison to the quarter in the previous year and remains within target.

General Governance

- 4.19 General Governance of Bushbury Hill EMB is good. Officers support the board and strive to improve and widen the services provided to tenants.
- 4.20 During quarter two Bushbury Hill EMB provided a copy of their finalised financial account for 2016-2017. The Council's Finance and Legal departments have reviewed these and no concerns have been raised.
- 4.21 As recommended in the Governance Review, Bushbury Hill EMB has adopted a Risk Register which will be monitored quarterly to mitigate against risks to the organisation. During quarter two fire safety was reviewed and added to the risk register. Bushbury Hill EMB is working with the Council, corporate Health and Safety and Wolverhampton Homes to review fire safety processes.

5.0 Progress for Dovecotes Tenant Management Organisation (TMO)

- 5.1 This section gives an outline of Dovecotes TMO's performance for quarter three 2017-2018. Performance details are available in Appendix 3.
- 5.2 Dovecotes TMO manages 802 properties on behalf of City of Wolverhampton Council. Performance for quarter three 2017-2018 is mixed. Compared to the previous quarter, performance in relation to repairs, voids and allocations is good, with all seven related indicators within target. However, performance in relation to rent management remains a challenge, for quarter three, two of the three related indicators are outside of target.
- 5.3 In comparison to the same quarter in the previous year, two indicators have showed improvement performance, six have weakened and two has been maintained.

Rents

- 5.4 Performance for rents management has weakened in quarter three 2017-2018, with two indicators outside of targets.
- 5.5 In relation to the 'percentage of tenants with more than seven weeks of rent arrears', performance in quarter three has weakened to 5.30%, outside of the 5.25% target, although this is an improvement against the same quarter in 2016-2017 which was 6.63%. Compared to the previous quarter, there has been an improvement of 0.46%.
- 5.6 The Council is monitoring TMO performance and continuing to monitor ongoing service improvements against the improvement plan. The TMO is making efforts to closely monitoring the numbers of tenants in rent arrears and developing a more proactive approach to dealing with arrears and debts. New IT equipment has been ordered for TMO staff, which will encourage more in-depth one-to-one sessions with tenants and the TMO are looking to set up access to IT for tenants within the housing office.
- 5.7 Performance for 'arrears as a percentage of rent roll' has weakened by 0.40% in comparison to the previous quarter, increasing from 2.80% in quarter one to 3.20% in

quarter two. This quarter's performance is also weaker than the same quarter in 2016-2017. Performance is outside of target, and as per the points raised in the previous point remains a concern to the Council and subject to actions within the improvement plan.

- 5.8 Performance for 'tenants evicted for rent arrears has increased the from previous quarter by 0.03%, but remains in target.
- 5.9 The full roll out of Universal Credit in Wolverhampton took place in December 2017. This is likely to have an effect on income collection and rent arrears. The TMO continues to prepare for this change to the benefits system.
- 5.10 In June 2017, a Risk Register was developed for Dovecotes TMO to assess the level of risk around rent collection and how this is being mitigated. The Council has put an action plan in place to improve performance in rent collection and this is being monitored monthly. This continues to be a challenge for the TMO and the Council is providing guidance on how service could be improved.

Repairs

- 5.11 Performance for repairs is good, with all indicators in target. Three measures have improved since the previous quarter, and two of these have remained above target when compared to the third quarter of 2016-2017. Performance for three of the measures has weakened slightly in comparison to the previous quarter and the third quarter of 2016-2017, but are still well within target.
- 5.12 Performance for the 'percentage of urgent repairs completed within government time limits' reduced to 94.44% for the third quarter. This is below the required target of 96%.
- 5.13 The 'average time taken to complete non-urgent repairs' has weakened by 1.30 days in comparison to the previous quarter, but remains above the required target.
- 5.14 The 'percentage of responsive repairs for which an appointment was made and kept' has weakened by 1.29% in comparison to the previous quarter, however remains within target.
- 5.15 Performance for the 'percentage of emergency repairs completed on time' has weakened by 0.15% in comparison to the previous quarter, but remains within target.
- 5.16 The 'percentage of routine repairs completed on time' has increased by 0.08% against the previous quarter, and by 0.26% against the same period last year.

Health and Safety

- 5.17 Dovecotes TMO have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility.

- 5.18 The Corporate Health and Safety Team have conducted a site visit to Dovecotes to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 5.19 Dovecotes TMO will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 5.20 Performance for voids is good this quarter, with re-let properties performance weakening slightly but is within target level.
- 5.21 The performance for 'void loss as a percentage of rent roll' increased to 0.79% in quarter three, which is 0.01% increase from the previous quarter. This is well within target, but has weakened by 0.62% when compared to the same quarter in 2016-2017.
- 5.22 The 'average time to re-let housing' has increased by 11 days in comparison to the previous quarter, in comparison to the same period last year by 0.85%.

Governance

- 5.23 Dovecotes TMO have entered into a Service Level Agreement with Wolverhampton City Council Human Resources Department, who will provide Human Resources support on Dovecotes behalf.
- 5.24 An Action Plan has also been developed for the TMO to monitor rent arrears performance, as well as other issues such as Welfare Reform preparation and ASB complaints. The Action Plan is kept updated by the Housing Strategy team, and is monitored monthly.
- 5.25 The TMO was issued with an Improvement Plan in September 2017 as they failed to conduct the Annual General Meeting in accordance with the terms of the Management Agreement. As a result, an EGM was organised, which included a successful continuation vote.

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 2017-18. Performance details are available in Appendix 4.
- 6.2 New Park Village TMC manages 295 properties on behalf of City of Wolverhampton Council. Performance is good overall this quarter with nine out of the nine indicators in target. In comparison to the previous quarter, two indicators have improved, four have weakened and four have been maintained. Of the three indicators, which have weakened, all three are within target. When compared to the previous year, five have weakened and four have been improved or remained the same.

Rents

- 6.3 All three rent indicators for quarter three of 2017-2018 are within target.
- 6.4 'Tenants with more than seven weeks (gross) rent arrears' has weakened by 1.32% from the previous quarter and 0.26% from the previous year. Whilst performance has weakened, it remains within the 6% target.
- 6.5 'Percentage of tenants evicted because of rent arrears' has remained at the same level since quarter one, with no tenants being evicted due to rent arrears in quarter three.
- 6.6 'Arrears as a percentage of the rent roll' has improved by 0.37% when compared to the previous quarter and weakened by 0.03% when compared to the previous year. Performance remains within the 3% target.
- 6.7 The full roll out of Universal Credit in Wolverhampton took place in December 2017. This is likely to have an effect on income collection and rent arrears. The TMO continues to prepare for this change to the benefits system.

Repairs

- 6.8 Performance for quarter one is good, with all three of the four indicators on target. One of the indicators has weakened and three have been maintained compared to the last quarter. Two have weakened and one has improved, with two indicators improving compared to the same quarter last year. Notably, performance for the 'percentage of routine repairs completed on time' has fallen from 100% in quarter one, to 94% in quarter two, bringing performance outside of target.
- 6.9 All 'urgent repairs completed within government time limits' were completed on time, with performance maintained at 100% against the previous quarter and improved from 96% in the same quarter last year. NPV continue to inspect at least 10% of all reported urgent repairs after they have been actioned.
- 6.10 Performance for 'average time taken (calendar days) to complete non-urgent repairs' has dropped slightly to 1.5 days, compared to the previous quarter, it is still below the target of five days.
- 6.11 'Percentage of emergency repairs completed on time' is above target, with all emergency repairs being completed within timescales. Performance for this indicator has been maintained at 100% since quarter one.
- 6.12 'Percentage of routine repairs completed on time' has fallen below the target of 97% to 94%.

Health and Safety

- 6.13 New Park Village (NPV) has worked with the Council's Health and Safety Team to develop a Fire Safety Policy, this includes clear lines of responsibility.
- 6.14 The Corporate Health and Safety Team have conducted a site visit to NPV to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 6.15 NPV will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 6.16 Performance for voids and allocations has been good this quarter, with both indicators within target.
- 6.17 'Average time to re-let housing' has improved significantly to 14.80 days since the previous quarter.
- 6.18 Performance for 'Void loss as a percentage of rent roll' has weakened by 0.1% to 0.83% in comparison to the last quarter. Performance remains well within the 2.50% target.

Governance

- 6.19 Governance at New Park Village TMC appears good, with the Board receiving monthly updates on all areas of performance in the form of a Management Report. The board are free to request information for inclusion with the report as they wish.
- 6.20 As recommended in the Governance Review, New Park Village TMC adopted a Risk Register in May 2017 to mitigate risks to the organisation. During quarter two, fire safety was reviewed and added to the risk register. During Quarter three New Park Village completed their Fire Safety Policies and are currently working on Legionella, Asbestos and Gas.

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 of 2017-2018. Performance details are available in Appendix 5.
- 7.2 Springfield Horseshoe HMC manages 259 properties on behalf of City of Wolverhampton Council. Performance has been very good this quarter, with all nine indicators in target. Four have weakened and five have been maintained when compared to the previous quarter.

Rents Management

- 7.3 Performance for rents management was good in the third quarter of 2017-2018, with all indicators well within target. Compared to the same quarter last year, four indicators have improved and five has been maintained.
- 7.4 Performance for 'tenants with more than seven weeks (gross) rent arrears has weakened from quarter two has improved to 2.59%. The quarter three performance (2.59%) is much improved from the same quarter in the previous year (4.45%) and comfortably below the 5.0% target.
- 7.5 There were no evictions due to rent arrears in the third quarter of 2017-2018.
- 7.6 Performance for 'arrears as a percentage of rent roll' has improved by 0.01% when compared to the previous quarter, but compared to previous quarter last year there has been an increase of 0.13%.
- 7.7 The full roll out of Universal Credit in Wolverhampton took place in December 2017. This is likely to have an effect on income collection and rent arrears. The TMO continues to prepare for this change to the benefits system.

Repairs

- 7.8 Performance for repairs remains excellent with all indicators in target and all performance maintained at very high levels throughout 2016-17, and in both the second and third quarters of 2017-2018. All repairs are being completed within timescales, with non-urgent repairs being completed within one day on average.

Health and Safety

- 7.9 Springfield Horseshoe HMC have worked with the Councils Health and Safety Team to develop a Fire Safety Policy, which includes clear lines of responsibility.
- 7.10 The Corporate Health and Safety Team have conducted a site visit to Springfield Horseshoe HMC to provide a 'critical friend' review of policies and practices, and training has been offered to Board Members.
- 7.11 Springfield Horseshoe HMC will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

Voids and Allocations

- 7.12 Performance for voids and allocations has been good this quarter, with both indicators well within target.

- 7.13 Performance for 'void loss as a percentage of rent roll' has improved by 0.01% when compared to the previous quarter and increased by 0.52% when compared to the same quarter last year. However, the indicator remains firmly within target.
- 7.14 The 'average time to re-let housing' has weakened by 3.5 days in comparison to the previous quarter, but has weakened to 3.17 days in comparison to the same quarter last year.
- 7.15 During the second quarter of 2017-2018 the process for allocating properties within Springfield Horseshoe has been monitored using a random sample of cases. No issues were flagged and the TMO demonstrated good practise and adherence to the Councils allocations policy.

Governance

- 7.16 As recommended in the Governance Review, Springfield Horseshoe HMC adopted a Risk Register in May 2017 to mitigate risks to the organisation.
- 7.17 During quarter two fire safety has been reviewed and added to the risk register.

8.0 Re-negotiation of Tenant Management Organisation Management Agreements

- 8.1 Each of the TMOs has now completed their internal approval process for adoption of the new Management Agreement.
- 8.2 Each of the TMOs has completed a Governance Review.
- 8.3 The Council has worked with each of the TMOs to develop a Risk Register, as recommended by the Governance Reviews. All TMO's have now formally adopted their Risk Registers which are monitored quarterly.
- 8.4 The performance monitoring framework has been reviewed and updated as part of the new Management Agreement, at which stage the Council and TMOs will sign the agreement.
- 8.5 The Council's corporate insurance section has provided updated clauses in relation to insurance and compensation procedures.
- 8.6 The Council and Wolverhampton Homes have worked with the TMOs to update the repairs schedules which set out retained and delegated repair responsibilities.
- 8.7 It is anticipated that the new Management Agreements will be fully adopted by March 2018.

9.0 Financial implications

- 9.1 The performance of the managing agent, and in particular Wolverhampton Homes, impacts on the Council's Housing Revenue Account (HRA) Business Plan. The financial impact is reflected in the quarterly financial monitoring of the HRA which is included as part of the quarterly corporate budget monitoring reports to Cabinet (Resources) Panel.
[JM/16022018/B]

10.0 Legal implications

- 10.1 The services provided by the managing agents relates to the discharge of the Council's duties to its tenants. Failure to undertake relevant repairs to housing stock within a reasonable time following notice to the Council of disrepair can result in a tenant commencing proceedings in the civil courts against the Council for breach of repairing obligations under S11 of the Landlord and Tenant Act 1985.
[RB16022018/Q]

11.0 Equalities implications

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

12.0 Environmental implications

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

13.0 Human resources implications

- 13.1 This report has no human resources implications.

14.0 Corporate landlord implications

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

15.0 Schedule of background papers

- 15.1 **None**

16.0 Appendices

- 16.1 **Appendix 1a:**
Wolverhampton Homes – 2017-2018 Quarter Three Performance (by category)

Appendix 1b:

Wolverhampton Homes – 2017-2018 Quarter Three Performance (by Rag Rating)

Appendix 2:

Bushbury Hill EMB – 2017-2018 Quarter Three Performance (by category)

Appendix 3:

Dovecotes TMO – 2017-2018 Quarter Three Performance (by category)

Appendix 4:

New Park Village TMC – 2017-2018 Quarter Three Performance (by category)

Appendix 5:

Springfield Horseshoe HMC – 2017-2018 Quarter Three Performance (by category)

Appendix 1a Wolverhampton Homes by category		Good is	Q3 16/17	Q4 16/17	EOY 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Target Profile Or Annual	Comment	Trend Q-O- Q
Anti-social behaviour											
G	% satisfied with the way their ASB complaint was dealt with	H	98.65	100.00	98.73	98.90	96.95	97.71	97.00	Performance has improved year on year and is on target.	+
G	% satisfied with the outcome of their ASB complaint	H	98.65	99.39	98.00	98.34	96.95	97.71	96.00	Performance has improved year on year and is on target.	+
Business planning											
A	Average days lost through illness	L	6.42	6.50	6.50	5.72	6.40	6.74	6.50	Performance has weakened year on year and is off target, however performance has shown improvement in December 2017.	-
Customer care											
G	Homes Direct - % of customers answered within 80 seconds +(New for 2017 / 2018)	H	N/A	N/A	N/A	83.40	82.50	76.70	55.00	Performance is on target.	-
G	Homes Direct - % of calls abandoned	L	19.40	12.70	17.20	4.20	3.50	5.20	20.00	Performance has improved year on year and is on target.	+
G	Councillor enquiries responded to in 14 days	H	93.75	97.55	94.31	98.64	96.98	96.02	95.00	Performance has improved year on year and is on target.	+
G	Complaints responded to in target timescales - %	H	94.67	93.02	90.48	94.65	92.63	93.29	92.00	Performance has improved year on year and is on target.	+

Estate services/Health and Safety											
G	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance has been maintained and is on target.	=
G	% of fire safety inspections completed on high rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance has been maintained and is on target.	=
Rent management											
G	Rent collected as a percentage of rent owed	H	97.67	98.17	98.17	96.48	96.88	97.70	96.75	Performance has improved year on year and is on target.	+
R	Tenants with more than 7 weeks arrears as a percentage of all tenants	L	2.40	2.49	2.49	2.59	2.85	2.93	2.50	Performance has weakened year in year and is off target. Benchmarking from HQN for 2017 suggests that the average value for ALMO's who monitor this indicator is 3.61%.	-
G	% of Tenants evicted for rent arrears as a percentage of all tenants	L	0.36	0.51	0.51	0.07	0.20	0.28	0.37	Performance has improved year on year and is on target.	+
A	Rent arrears of current tenants as a % of the rent roll (WH only)	L	1.57	1.18	1.18	1.67	1.90	1.58	1.52	Performance has weakened year in year and is off target.	-
Repairs											
G	% of responsive repairs for which an appointment was made & kept	H	95.47	96.35	95.99	96.10	95.90	95.67	95.00	Performance has improved year on year and is on target.	+
G	% of valid gas certificates for tenanted properties	H	99.98	100.00	100.00	99.99	99.99	99.99	99.60	Performance has improved year on year and is on target.	+
G	% total response repairs completed within target	H	96.98	97.09	97.28	98.06	98.61	98.24	98.00	Performance has improved year on year and is on target.	+

Stock investment											
G	% progress (by Value) with the delivery of capital projects	+/- 5%	71.64	93.89	93.89 (Target 95%)	20.92	43.49	66.90	71.25	Performance is on target.	-
Voids and allocations											
A	Average time taken to re-let standard voids	L	17	18	19	21	21	21	20.00	Performance has been maintained and is off the target.	=
A	Average time taken to re-let major works voids	L	8	7	8	9	11	12	10.00	Performance has weakened year on year and is off target.	-
G	% of tenancy offers accepted first time	H	85.13	85.25	84.74	81.54	83.33	86.17	80.00	Performance has improved year on year and is on target.	+
G	% Rent lost through properties being vacant	L	0.81	0.79	0.79	0.78	0.84	0.89	0.94	Performance has improved year on year and is on target.	+
R	Council Tax Liability - Average number of management voids	L	81.00	106.69	101.88	117.31	137.04	145.90	120.00	Performance has weakened year on year and is off target. December's performance shows signs of improvement (a reduction of 4.5 voids)	-

Appendix 1b Wolverhampton Homes by RAG Rating		Good is	Q3 16/17	Q4 16/17	EOY 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Target Profile Or Annual	Comment	Trend Q-O- Q
Anti-social behaviour											
G	% satisfied with the way their ASB complaint was dealt with	H	98.65	100.00	98.73	98.90	96.95	97.71	97.00	Performance has improved year on year and is on target.	+
G	% satisfied with the outcome of their ASB complaint	H	98.65	99.39	98.00	98.34	96.95	97.71	96.00	Performance has improved year on year and is on target.	+
Customer care											
G	Homes Direct - % of customers answered within 80 seconds (New for 2017 / 2018)	H	N/A	N/A	N/A	83.40	82.50	76.70	55.00	Performance has improved year on year and is on target.	+
G	Homes Direct - % of calls abandoned	L	19.40	12.70	17.20	4.20	3.50	5.20	20.00	Performance has improved year on year and is on target.	+
G	Councillor enquiries responded to in 14 days	H	93.75	97.55	94.31	98.64	96.98	96.02	95.00	Performance has improved year on year and is on target.	+
G	Complaints responded to in target timescales - %	H	94.67	93.02	90.48	94.65	92.63	93.29	92.00	Performance has improved year on year and is on target.	+
Estate services											
G	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance has been maintained and is on target.	=
G	% of fire safety inspections completed on high rise blocks (concierge)	H	100.00	100.00	100.00	100.00	100.00	100.00	99.00	Performance has been maintained and is on target.	=

Rent management											
G	Rent collected as a percentage of rent owed	H	97.67	98.17	98.17	96.48	96.88	97.70	96.75	Performance has improved year on year and is on target.	+
G	% of Tenants evicted for rent arrears as a percentage of all tenants	L	0.36	0.51	0.51	0.07	0.20	0.28	0.37	Performance has improved but is within on target.	=
Repairs											
G	% of responsive repairs for which an appointment was made & kept	H	95.47	96.35	95.99	96.10	95.90	95.67	95.00	Performance has improved year on year and is on target.	+
G	% of valid gas certificates for tenanted properties	H	99.98	100.00	100.00	99.99	99.99	99.99	99.60	Performance has improved but is within on target.	=
G	% total response repairs completed within target	H	96.98	97.09	97.28	98.06	98.61	98.24	98.00	Performance has improved but is in on target.	-
Stock investment											
G	% progress (by Value) with the delivery of capital projects	+/- 5%	71.64	93.89	93.89 (Target 95%)	20.92	43.49	66.90	71.25	Performance is on target.	-
Voids and allocations											
G	% of tenancy offers accepted first time	H	85.13	85.25	84.74	81.54	83.33	86.17	80.00	Performance has improved year on year and is on target.	+
G	% Rent lost through properties being vacant	L	0.81	0.79	0.79	0.78	0.84	0.89	0.94	Performance has improved year on year and is on target.	+
Business Planning											
A	Average days lost through illness	L	6.42	6.50	6.50	5.72	6.40	6.74	6.50	Performance weakened year on year and is off target	-

Rent management											
A	Rent arrears of current tenants as a % of the rent roll (WH only)	L	1.57	1.18	1.18	1.67	1.90	1.58	1.52	Performance weakened year on year and is off target	-
Voids and allocations											
A	Average time taken to re-let standard voids	L	17	18	19	21	21	21	20.00	Performance has been maintained and is off target.	=
A	Average time taken to re-let major works voids	L	8	7	8	10	11	13	10.00	Performance has weakened year on year and is off target	-
Rent management											
R	Tenants with more than 7 weeks arrears as a percentage of all tenants	L	2.40	2.49	2.49	2.59	2.85	2.93	2.50	Performance has weakened year on year and is off target. However, the target was expected to be challenging. Benchmarking from HQN for 2017 suggests that the average value for ALMO's who monitor this indicator is 3.61%. It is 3.31% for all organisation types.	-
Voids and allocations											
R	Council Tax Liability - Average number of management voids	L	81.00	106.69	101.88	117.31	137.04	145.90	120.00	Performance is off target. This has been impacted upon by the asbestos removal issues which have now been resolved. December's performance shows signs of improvement (a reduction of 4.5 voids)	-

Appendix 2 - Bushbury Hill Estate Management Board

Appendix 2 - Bushbury Hill Estate Management Board											
RAG	Measure	Aim	Annual Target	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Comment	Trend Q2-Q3
Rent Management											
G	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	2.50%	2.16%	1.70%	2.02%	1.64%	1.94%	1.86%	Performance has remained within the target level, between Q2 and Q3.	+
G	% of tenants evicted as a result of rent arrears	L	1.00%	0.12%	0.24%	0.74%	0.24%	0.00%	0.24%	Performance has weakened from Q2 to Q3, but remains within target	-
G	Arrears as % of rent roll (cumulative)	L	1.75%	1.55%	0.98%	0.98%	1.52%	1.68%	1.68%	Performance has remained the same from Q2 to Q3, it remains within target	=
Repairs											
G	% Repairs attended within time (WHT & WH)	H	95.00%	98.39%	97.20%	97.13%	99.52%	99.67%	97.76%	Performance between Q2 to Q3 has weakened but is above target.	-
G	% Rapid Response Repairs attended same day (WHT only)	H	97.00%	97.88%	97.93%	98.10%	99.30%	98.76%	97.84%	Performance has weakened from Q2 to Q3, but remains within target	-
G	% Rapid Response completed same day (WHT only)	H	80.00%	87.03%	83.93%	84.23%	86.92%	87.79%	91.18%	Performance from Q2 to Q3 has improved and remains within target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll (quarter figure)	L	1.00%	0.11%	0.14%	0.57%	0.60%	0.34%	0.27%	Performance has improved from Q2 to Q3, but remains within target	+
G	Average time to re-let housing	L	35 days	20.78	28.71	25.42	14.13	13.90	17.00	Performance from Q2 to Q3 has weakened and remains within target.	-

This report is PUBLIC
[NOT PROTECTIVELY MARKED]

Appendix 3 - Dovecotes Tenant Management Organisation

Appendix 3 - Dovecotes Tenant Management Organisation											
RAG	Measure	Aim	Annual Target	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Comment	Trend Q2-Q3
Rent management											
R	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	5.25%	6.63%	4.98%	6.15%	5.24%	5.76%	5.30%	Performance from Q2 to Q3 has improved slightly from the previous quarter. But is outside the target figure.	-
G	% of tenants evicted as a result of rent arrears	L	1.50%	0.00%	0.12%	0.62%	0.25%	0.00%	0.03%	Performance from Q2 to Q3 weakened, but remains within target.	-
A	Arrears as % of rent roll (cumulative)	L	3.00%	3.12%	2.47%	2.47%	2.80%	3.20%	3.30%	Performance from Q2 to Q3 has weakened and is outside of the target figure.	-
Repairs											
A	% of urgent repairs completed within government time limits (Right to Repair)	H	96.00%	98.95%	99.18%	98.97%	100.00%	100.00%	94.44%	Performance from Q2 to Q3 has weakened and is outside of the target figure.	-
G	Average time taken (calendar days) to complete non-urgent repairs	L	9 days	6.45	6.36	6.25	6.58	5.81	7.11	Performance from Q2 to Q3 weakened, but remains within target.	-
G	% of responsive repairs for which an appointment was made and kept	H	90.00%	97.46%	96.88%	97.30%	97.34%	95.59%	94.30%	Performance from Q2 to Q3 has weakened but is within target.	-
G	% of emergency repairs completed on time	H	96.00%	96.88%	97.30%	96.54%	96.61%	97.37%	97.22%	Performance from Q2 to Q3 has weakened, but remains within target	-
G	% of routine repairs completed on time	H	96.00%	99.32%	98.82%	98.98%	98.56%	99.50%	99.58%	Performance from Q2 to Q3 has improved from previous quarter and remains above target.	+
Voids and Allocations											
G	Void Loss as a % of rent roll (quarter figure)	L	2.00%	0.17%	0.08%	0.88%	0.78%	0.78%	0.79%	Performance from Q2 to Q3 has decreased from previous quarter and is above target.	-
G	Average time to re-let housing	L	30 days	27.85	16.20	28.43	18.57	16.94	28.70	Performance from Q2 to Q3 has weakened but remains within target.	-

Appendix 4 - New Park Village Tenant Management Co-operative

Appendix 4 - New Park Village Tenant Management Co-operative											
RAG	Measure	Aim	17/18 Target	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Comment	Trend Q2-Q3
Rent Management											
G	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	6.00%	3.20%	1.69%	3.16%	2.39%	4.78%	3.46%	Performance from Q2 to Q3 has improved, it remains within target	+
G	% of tenants evicted as a result of rent arrears	L	3.00%	0.00%	0.00%	0.34%	0.00%	0.00%	0.00%	No evictions this quarter, performance has been maintained well within target.	=
G	Arrears as % of rent roll	L	3.00%	2.18%	1.69%	1.69%	2.30%	2.58%	2.21%	Performance from Q2 to Q3 has improved, it remains within target	+
Repairs											
G	% of urgent repairs completed within government time limits (Right to Repair)	H	97.00%	96.00%	100.00%	99.11%	100.00%	100.00%	100.00%	Performance from Q2 to Q3 has been maintained and is within target.	=
G	Average time taken (calendar days) to complete non-urgent repairs	L	5 days	1.00	1.00	1.00	1.00	1.00	1.50	Performance from Q2 to Q3 has weakened, but remains within target	-
G	% of emergency repairs completed on time	H	97.00%	95.00%	95.00%	96.87%	100.00%	100.00%	100.00%	Performance from Q2 to Q3 has been maintained and is within target.	=
AM	% of routine repairs completed on time	H	97.00%	100.00%	95.00%	97.05%	100.00%	95.00%	94.00%	Drop in performance due to 3 repairs during the quarter not being carried out within 5 days	-
Voids and Allocations											
G	Void Loss as a % of rent roll (quarter figure)	L	2.50%	0.17%	0.03%	0.61%	1.12%	0.82%	0.83%	Performance from Q2 to Q3 has weakened, but remains within target	-
G	Average time to re-let housing	L	35 days	19.40	10.05	19.67	15.00	32.00	14.80	Performance from Q2 to Q3 has improved, it remains within target	+

Appendix 5 - Springfield Horseshoe Housing Management Co-operative

Appendix 5 - Springfield Horseshoe Housing Management Co-operative											
RAG	Measure	Aim	Annual Target	Q3 16/17	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Comment	Trend Q2-Q3
Rents management											
G	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	5.00%	4.45%	3.01%	4.90%	2.74%	3.07%	2.59%	Performance from Q2 to Q3 has improved, but remains within target	+
G	% of tenants evicted as a result of rent arrears	L	2.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No evictions this quarter, performance maintained well within target.	=
G	Arrears as % of rent roll	L	3.00%	1.94%	1.63%	1.63%	1.88%	2.08%	2.07%	Performance from Q2 to Q3 has improved, remains within target	+
Repairs											
G	% of urgent repairs completed within government time limits (Right to Repair)	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q2 to Q3 has been maintained and is within target.	=
G	Average time taken (calendar days) to complete non-urgent repairs	L	2 days	1.00	1.00	1.00	1.00	1.00	1.00	Performance from Q2 to Q3 has been maintained and is within target.	=
G	% of emergency repairs completed on time	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q2 to Q3 has been maintained and is within target.	=
G	% of routine repairs completed on time	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q2 to Q3 has been maintained and is within target.	=
Voids and Allocations											
G	Void Loss as a % of rent roll (quarter figure)	L	2.00%	0.07%	0.09%	0.33%	0.42%	0.60%	0.59%	Performance from Q2 to Q3 has improved and is within target	+
G	Average time to re-let housing	L	32 days	7.33	14.00	15.00	4.67	14.00	10.5	Performance from Q2 to Q3 has improved and is within target	+

CITY OF WOLVERHAMPTON COUNCIL	Cabinet (Performance Management) Panel 5 March 2018
--	---

Report title	Information Governance Quarter Three Performance and General Data Protection Regulation (GDPR) Update Report	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Milkinderpal Jaspal Governance	
Corporate Plan priority	Confident Capable Council	
Key decision	No	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Kevin O'Keefe, Director of Governance	
Originating service	Governance	
Accountable employee	Anna Zollino-Biscotti Tel Email	Information Governance Manager 01902 555166 Anna.zollino-biscotti@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board Governance Directorate Leadership Team Information Governance Board	20 February 2018 22 February 2018 22 March 2018

Recommendations for noting:

The Cabinet (Performance Management) Panel is recommended to:

1. Review and comment on the quarterly progress update on the General Data Protection Regulation project and feedback any further action that may be necessary.
2. Review and comment on the quarter three performance for Information Governance and feedback any further action that may be necessary.

1.0 Purpose

- 1.1 To provide an update on the Information Governance performance figures for quarter three.
- 1.2 To provide a quarterly update on the work currently being undertaken by the Information Governance (IG) team and directorates in preparation for the General Data Protection Regulation (GDPR)

2.0 General Data Protection Regulation (GDPR)

Background and context

- 2.1 On 14 April 2016, the EU Parliament approved the General Data Protection Regulation (GDPR). The regulation is due to come into effect on 25 May 2018 to provide an accountability based framework for data protection in Europe.
- 2.2 In October 2016, the Government confirmed that it will implement the GDPR in the UK and that the UK's decision to leave the EU will not affect the commencement of the GDPR. The new regulations will replace the current Data Protection Act 1998 and the Information Commissioner's Office (ICO) will continue to be the supervisory authority.
- 2.3 In April 2017, the Government issued a consultation document to consider the derogations (exemptions) within the GDPR where the UK can exercise discretion over how certain provisions are applied.
- 2.4 In September 2017, the Data Protection Bill was published and sets out the new standards for protecting general data in accordance with GDPR and preserving certain other exemptions of the current Data Protection Act 1998. The Bill will result in a new Data Protection Act replacing the current Data Protection Act (1998) and will add clarity on how the UK will apply statutory controls to areas of the GDPR where Member States have been given some flexibility i.e. the derogations. As and when the UK leaves the EU the new Data Protection Act would replace the GDPR.
- 2.5 In preparation for the new regulation, a GDPR work programme has been developed, drawing on regional collaborative work completed with other local authorities. This was approved in July 2017 and this report provides the second quarterly update to the Panel on progress to date.

Progress of work overview

- 2.6 A training Needs Analysis (TNA) and communication plan was completed at the start of the project to identify the level of engagement required by each service area. This ranges from those who only need to be aware of the changes, as little or no personal data is processed by the service, to those who need to be actively engaged in the programme.
- 2.7 Using the information identified from the TNA, a matrix has been produced to identify those departments who are key stakeholders in GDPR work. A training priority has been

assigned to each department. Appendix 1 shows the list of departments and the priority status given – 1 being high priority.

- 2.8 To ensure maximum engagement with minimum disruption, training and awareness briefings are taking place at regular team or departmental meetings. Where workshops are required, these are also being led by the IG team and comprise of a pre-booked two-hour session to review areas of impact and devise service specific action plans. Progress against the plan is then monitored throughout the duration of the project, and revisited where required.

Progress to date and next steps

- 2.9 The GDPR programme of work continues and is on plan. Appendix 1 shows the service areas across the Council who have received GDPR awareness training to date, either through briefings or workshops. Most service areas who are key stakeholders and who have a high training priority have received training and are now progressing individual action plans. Monitoring of these plans is ongoing. Only a handful of high priority teams are outstanding and engagement with them has been made with training dates being scheduled in for completion by the end of March 2018.
- 2.10 Training has also extended to support wider council relationships, with the delivery of GDPR presentations to Tenancy Management Offices (TMOs), Wolverhampton Homes, Head Teacher forums, and the Safer Wolverhampton Partnership Board. In addition, Councillors have also received training with twenty councillors recently attending face to face GDPR drop-in sessions.
- 2.11 The next phase of training will target those service areas where the IG team have yet to engage with at operational level, and who are in the most part, teams who have a low training priority. Awareness raising for these teams will be more general, and will be in the format of briefings and bulletins to suit the particular audience, as opposed to specific presentations and workshops; unless a need is identified. This will continue throughout quarter four.
- 2.12 As the demand for face to face training reduces, the IG team's focus will be on completing corporate and service specific operational tasks in the following months until go live. Tasks include reviewing, updating and creating GDPR compliant policies, processes and procedures; corporate template documents, such as Privacy Notices, consent forms and mandatory Data Impact Assessments, to name just a few.
- 2.13 Support will also continue with Legal and Procurement teams to finalise and update contractual documents to make them GDPR compliant and to ensure that the Council's third-party suppliers are aware of the changes the new regulation brings regarding accountability and liability.
- 2.14 A GDPR Service Level Agreement (SLA) is also being prepared for publication between February – March 2018. This will complement the existing Information Governance consultancy offering in place for schools and will also be extended to TMOs to support them through the regulatory changes of GDPR and provide ongoing support on general Information Governance.

2.15 In line with the project's communication plan, a series of City People and Core Brief articles are being drafted and will be published at key points during March, April and May 2018. An IG team intranet portal is also being developed. This will support employees on general information governance matters and particularly GDPR, and will provide another means of communicating updates and reminders, provide links to GDPR compliant templates and forms and other supportive learning materials, such as the new GDPR e-learning module that will be available for employees to use from the end of March 2018.

3.0 Quarter three Information Governance performance reporting

Background and context

- 3.1 The ICO has been interacting with the Council on information governance matters for several years. Considerable improvements have been made since their consensual audits in 2011 and 2012, which focused on requests for personal data (Subject Access requests - SAR) and Freedom of Information (FOI).
- 3.2 Work has continued since the conclusion of the audit and a strategic approach to Information Governance has been adopted to ensure that the Council appropriately manages its information assets. Considerable improvements have been made in terms of processing information requests and the Council's overall statutory response rates have improved dramatically over the last five years.
- 3.3 To ensure ongoing improvements with information governance this report outlines current performance.

Progress for quarter three

- 3.4 The IG performance figures for quarter three are contained in appendix 2.
- 3.5 Freedom of Information and Environmental Information (FOI/EIR) – 287 requests were received for Freedom of Information and Environmental Information which is slightly more than last quarter. All but one valid request was responded to within the statutory 20-day timeframe, which equates to a 99% response rate. This was the result of an administrative error with the IG team.
- 3.6 Data Protection (DP/SAR) - 137 personal data requests were received this quarter which is a substantial increase in volume (54) compared to the number of requests received last quarter. The response rate for this quarter is steady at 99%, despite the increase in volume, as one request was responded to outside of the statutory 40-day timeframe. This was due to the request not being identified as a formal Subject Access Request by the business area and not being sent to the IG team to process until after the statutory deadline had passed.
- 3.7 Information Incidents - the number of information incidents reported for the quarter has halved; nine incidents have been reported compared to 18 reported in quarter two of this year. All incidents reported were of the low risk category.

4.0 Financial implications

- 4.1 There are no financial implications associated with this report as Councillors are requested to review the information governance performance figures and note the progress made on the GDPR programme of work.
- 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 currently result in a fine of up to £500,000 from the ICO. When the GDPR comes into effect, a two-tiered sanction regime with higher financial penalties will be adopted. Lesser information incidents will be subject to a maximum fine of either €10 million or 2% of an organisation's global turnover, whichever is greater. More serious violations could result in fines of up to €20 million or 4% of turnover.
[GE/14022018/G]

5.0 Legal implications

- 5.1 The Council has a legal duty under the current 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.
- 5.5 Demonstration of the Council's compliance with the current Data Protection Act 1998 and with GDPR going forward protects it from legal challenges for alleged breaches of individuals' rights.
[TS/14022018/Q]

6.0 Equalities implications

- 6.1 Having considered the equalities issues presented under the current Data Protection Act 1998, we believe that no new implications have been identified from associated actions or recommendations of this report.
- 6.2 Any new equalities issues that become apparent as the programme of work progresses will undergo an initial screening and if appropriate will be followed by a full equalities analysis.

7.0 Environmental implications

- 7.1 There are no environmental implications identified

8.0 Human resources implications

- 8.1 Working practices to support the adoption of GDPR controls and measures will be incorporated into existing Information Governance and HR policies.

9.0 Corporate landlord implications

- 9.1 There no direct corporate landlord implications identified.

10.0 Schedule of background papers

- 10.1 Strategic Executive Board – Briefing note on GDPR – July 2017
- 10.2 Strategic Executive Board Report – Approach to GDPR – January 2017

11.0 Appendices

- 11.1 Appendix 1 – GDPR progress
- 11.2 Appendix 2 – Quarter three 2017-18 info-graph

K= Key Stakeholder H= High Priority L= Low Priority X= Yes - = No or N/A		Management Briefing Session Date	Team Workshop Date	Training Priority
	Department			
Governance	Information Governance	08/05/2017	08/06/2017	1
Corporate Services	ICT	31/08/2017	[^] Dec 2017	2
Corporate Services	DTP	31/08/2017	25/09/2017	3
Corporate Services	Procurement	11/09/2017	09/11/2017	3
People	Children and Young People - Child Protection	14/07/2017	20/10/2017	4
People	Children and Young People - LAC	14/07/2017	21/10/2017	4
People	Children and Young People - Early Intervention	14/07/2017	22/10/2017	4
People	Children and Young People - Specialist Support	14/07/2017	23/10/2017	4
People	Children and Young People - Youth Offending	14/07/2017	24/10/2017	4
People	Children and Young People - Educational Psychology	14/07/2017	25/10/2017	4
People	Children and Young People - Head Start Programme	14/07/2017	26/10/2017	4
People	Children and Young People - MASH		Date TBC	4
People	Commissioning	18/09/2017	20/10/2017 & 22/01/2017	4
Education	School Planning and Resources	09/10/2017	[^] Feb 2018	5
Education	Headteachers	19/10/2017	19/10/2017 & 9/01/2018	6
Education	School Standards	09/10/2017	19/01/2018	5
People	Adult social Care - West	18/09/2017	01/12/2017 & 09/01/2017	5
People	Adult social Care - East	18/09/2017	01/12/2017 & 09/01/2018	5
People	Adult social Care - North	18/09/2017	01/12/2017 & 09/01/2019	5
People	Adult social Care - Principal Social worker	18/09/2017	01/12/2017 & 09/01/2020	5
People	Adult social Care - Adult Provision	18/09/2017	01/12/2017	5
People	Adult social Care - Community Financial Support	18/09/2017	01/12/2017	5
People	Adult social Care - Mental Health	18/09/2017	01/12/2017 & 20/12/2017	5
People	Adult social care - Hospital Team		09/01/2018	5
People	Safeguarding	14/07/2017	07/02/2018	6
People	Adult Social Care - MASH	15/07/2017	25/02/2018	
Corporate Services	Revenues and Benefits	04/08/2017 21/08/2017	04/08/2017 21/08/2017	7
Corporate Services	Customer Services	27/09/2017	24/10/2017	7
Corporate Services	Communications	11/09/2017	28/02/2018	7
Corporate Services	The Hub	28/09/2017	NR	7
Governance	Human Resources	11/09/2017	08/11/2017	7
People	Public Health - Evidence	Schedule for March 2018		8
People	Public Health - Protection	Schedule for March 2018		8
People	Public Health - Commissioning	Schedule for March 2018		8
People	Public Health - Healthier Place	Schedule for March 2018		8
People	Public Health - Programmes	Schedule for March 2018		8
People	Public Health - Community Safety	Schedule for March 2018		8
Corporate Services	Organisational Development	11/09/2017	Date TBC	9
Governance	Legal Services	11/09/2017	Date TBC	9
Governance	Democratic Services	11/09/2017	11/01/2018	10
Governance	Licencing Services	11/09/2017	23/01/2018	10
Governance	Equalities		01/02/2018	10
Governance	Scrutiny		01/02/2018	10
Governance	Members (Councillors)	24/01/2018	24/01/2018 & 31/01/2018	10
Corporate Services	Audit		Mar-18	10

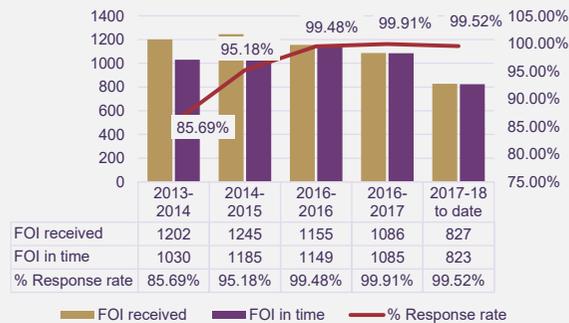
K= Key Stakeholder H= High Priority L= Low Priority X= Yes - = No or N/A		Management Briefing Session Date	Team Workshop Date	Training Priority
	Department			
Corporate Services	Insight & Performance	11/09/2017	date tbc	11
Corporate Services	Finance/Accountant	11/09/2017		11
Place	Housing	18/09/2017		12
Place	Economy - Enterprise	18/09/2017		12
Place	Economy - Skills	18/09/2017	06/02/2018	12
Place	Economy - Visitor Economy	18/09/2017		12
Place	Environment - Highways Network	18/09/2017		12
Place	Environment - Public Protection	18/09/2017		12
Place	Environment - Environmental Services	18/09/2017		12
Place	Landlord - Facilities	18/09/2017		12
Place	Economy - Strategic Programmes	18/09/2017		12
Place	Economy - City Development	18/09/2017		12
Place	Economy - Major Projects	18/09/2017		12
Place	Economy - City Planning	18/09/2017		12
Place	Economy - Black County Hub Growth	18/09/2017		12
Place	Environment - Strategic Transport	18/09/2017		12
Place	Landlord - Assets	18/09/2017		12
Place	Landlord - Projects and Works	18/09/2017		12
Corporate Services	PMO Office	11/09/2017	28/11/2017	12
Place	Future Space	18/09/2017		12
West Midlands Pension Fu	Pensions and Investments	05/05/2017	Separate training Plan	
West Midlands Pension Fu	Pensions Governance	05/05/2017	Separate training Plan	
West Midlands Pension Fu	Pensions Finance	05/05/2017	Separate training Plan	
West Midlands Pension Fu	Pensions Programme	05/05/2017	Separate training Plan	
West Midlands Pension Fu	Pensions Administration	05/05/2017	Separate training Plan	
Wholly Owned Companies	YOO Recruit		Separate Data Controller	
Wholly Owned Companies	WV Active	10/10/2017	21/11/2017	Separate Dat
Wholly Owned Companies	Building Houses		Separate Data Controller	
Wholly Owned Companies	Wolverhampton Homes	01/07/2017	^Dec 2017	
Boards	Safer Wolverhampton Partnership Board		02/02/2018	
Operational Group	Safer Wolverhampton Partnership operational group		17/01/2018	
	TMOs		08/01/2018	

Freedom of Information

FOI Quarterly Performance
Q4 16-17 to Q3 17-18



FOI Performance - Annual Comparison -
2013-14 to date



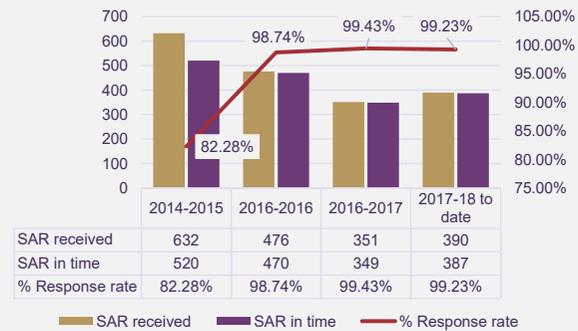
Out of the 287 requests received, all but one request was responded to within the 20 day statutory time period.

Data Protection

Data Protection/SAR Quarterly Performance -
Q4 16-17 to Q3 17-18



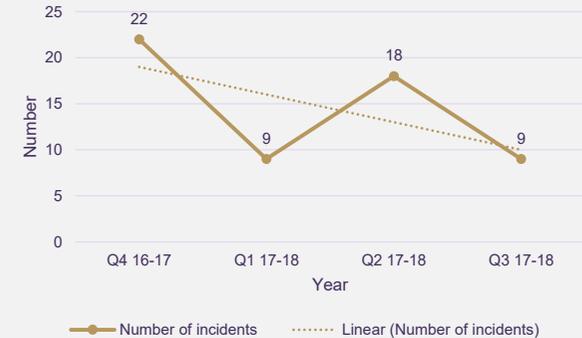
Data Protection/SAR Performance - Annual
Comparison - 2014-15 to present



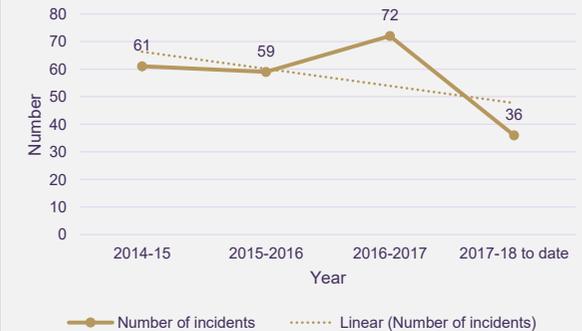
137 requests for personal information were received in the quarter. Only one request exceeded the statutory 40 day deadline which was the result of the request not being identified as a formal Subject Access Request.

Information Incidents

Number of incidents - Quarterly performance
Q4 16-17 to Q3 17-18



Number of incidents to Annual Comparison
2014-15 to present



The number of information incidents has halved for this quarter. All incidents were of the low-risk category.

This page is intentionally left blank

CITY OF WOLVERHAMPTON COUNCIL	Cabinet (Performance Management) Panel 5 March 2018
--	---

Report title	Update on progress to embed new Outcomes Based Accountability Performance Framework and new WV Insight Portal	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Milkinder Jaspal Governance	
Key decision	No	
In forward plan	No	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	Insight and Performance, Communications	
Accountable employee(s)	Ian Fegan	Head of Service - Communications
	Tel	01902 554286
	Email	Ian.Fegan@wolverhampton.gov.uk
	Helena Kucharczyk	Insight and Performance Manager
	Tel	01902 555440
	Email	Helena.Kucharczyk@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendations for noting:

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

1. Progress with the continuing implementation of the Council's new outcome-based corporate performance framework.
2. Progress on the development of the new WV Insight website.
3. A presentation and demonstration of PowerBI dashboard functionality.

1.0 Purpose

- 1.1 Following on from the previous update to Cabinet (Performance Management) Panel in December 2017, the purpose of this report is to update members on the implementation of Outcome-Based Accountability (OBA) core corporate indicators and the new WV Insight website.

2.0 Background

- 2.1 As outlined in the previous reports, the council is currently in the process of rolling out and embedding an Outcome-Based Accountability (OBA) and Outcome-Based Budgeting (OBB) approach to business planning and performance monitoring.
- 2.2 Progress has been made:
- developing 'top 100' corporate performance indicators from a combination of nationally-agreed and local priorities which demonstrate delivery of the corporate plan.
 - developing the WV Insight portal with comparable data at ward, city and regional level that allows city and council performance to be understood in the context of regional and statistical comparators.

3.0 Progress so far

'Top 100' corporate performance indicators

- 3.1 Strategic Executive Board (SEB) received a report on the draft indicators on the 23 January and requested a number of amendments.
- 3.2 This included making indicator descriptions easier to understand and developing a way of segmenting data sets based on interest groups/audiences eg members of the public, visitors or businesses.
- 3.3 These revisions are currently being implemented. A plain-English, proto-type has been developed using adult social care data from the corporate indicator list and this has been presented in Power BI.
- 3.4 Data gathering work with heads of service for performance for the third quarter 2017/2018 (1 October to 31 December 2017) has been completed and is currently being reviewed by the Insight and Performance team prior to uploading into PowerBI.
- 3.5 This process will be completed by the end of this month.
- 3.6 As this is the pilot 'dry-run' for the new approach, the Insight and Performance team will be engaging with heads of service to see what went well and what can be improved before the end of year data gathering begins in mid-April for reporting in mid-May.
- 3.7 The Insight and Performance Manager will demonstrate the PowerBI dashboard.

Ward Portal / WV Insight

- 3.8 The vision for WV Insight is for it to be an open data platform that provides a 'one stop shop' for councillors, officers, the public and businesses to data and information about wards, the city and wider region'
- 3.9 The new system, which will replace Wolverhampton in Profile, will:
- present data from multiple sources consolidated into a single place providing ward, constituency, regional and national data
 - improve data and information to enable the organisation to become more intelligence-led in its decision-making
 - provide a mechanism for officers, councillors, businesses and the public to interact with key data sets about the city
 - provide access to open data to support Public Service Reform and Smart City agendas.
- 3.10 WV Insight will include universal information available to all including information about councillors and their wards, data across nine city scorecard indicators (population, housing, transport and neighbourhoods, social care, health and wellbeing, crime and community safety; key policy and strategy documents.
- 3.11 It will also include a councillor portal with information to support councillors in their work. This includes CWC assets (owned land/property etc); key ward amenities such as doctors' surgeries, schools etc; Report it app data including reports of fly-posting / fly-tipping; bespoke ward level dashboard data which pulls together key indicators from across the nine city scorecard indicators to show a 'health of the ward' and election results both local and parliamentary.
- 3.12 The requirements above have been shaped with the support of councillors who attended a member's reference group.
- 3.13 The timescales for delivery are detailed in the table below:

Milestone/Task	Start Date	End Date
Initial User testing of the platform	05/03/2018	16/03/2018
Internal Launch (selected officers)		26/03/2018
Platform Development and further user testing	09/04/2018	20/04/2018
Final user testing across the public and cllr site	07/05/2018	18/05/2018
External Launch		28/05/2018

- 3.14 The Insight and Performance Manager will demonstrate the WV Insight PowerBI dashboard for population statistics.

4.0 Impact on Wolverhampton council and / or city

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

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

5.0 Financial implications

5.1 All of the outcome based accountability work undertaken is being funded from the Transformation Reserve in accordance with existing approvals. Any costs associated with the WV Insight Portal are being met from a budget set aside within the Corporate directorate for this specific purpose.
[GE/22022018/G]

6.0 Legal implications

6.1 There are no direct legal implications. The indicators however need to be chosen with data protection in mind, e.g. should not be able to indirectly provide members of the public with protected information.
[LW/20022018/C]

7.0 Equalities implications

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

8.0 Environmental implications

8.1 There are no direct environmental implications

9.0 Human resources implications

9.1 There are no direct human resources implications.

10.0 Corporate landlord implications

10.1 There are no direct corporate landlord implications

11.0 Schedule of background papers

11.1 **13 September 2016** - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Scrutiny Board)

19 September 2016 - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Cabinet Performance Management Panel)

17 January 2017 - Outcomes Based Accountability – progress so far and next steps

June 2017 - Outcomes Based Accountability and Outcome-Based Budgeting Update

4 December 2017 - Outcomes Based Accountability and Outcome-Based Budgeting Update