

# Cabinet (Performance Management) Panel

25 June 2018

**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 Val Gibson (Lab)

### Labour

Cllr Peter Bilson  
Cllr Steve Evans  
Cllr Roger Lawrence  
Cllr Hazel Malcolm  
Cllr Louise Miles  
Cllr Lynne Moran  
Cllr John Reynolds  
Cllr Sandra Samuels OBE  
Cllr Paul Sweet

Quorum for this meeting is two Councillors.

## Information for the Public

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

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

# Agenda

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

*Item No.*    *Title*

### MEETINGS BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declarations of interests**
- 3            **Minutes of the previous meeting - 5 March 2018** (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 Four January to March 2018** (Pages 7 - 36)  
[To review and comment on the performance and any key areas for improvement]
- 6            **Information Governance Quarter Four Performance and General Data Protection Regulation (GDPR) Update Report** (Pages 37 - 50)  
[To receive an update on the Information Governance performance figures for quarter four and on 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]
- 7            **Update on Development of New Outcomes Based Accountability Performance Framework and New WV Insight Portal** (Pages 51 - 56)  
[To receive an update on the implementation of a revised, 'streamlined' version of Outcome-Based Accountability (OBA); development of a top-level suite of 25 core corporate indicators; the roll-out of PowerBi software to support operational performance; and progress on the new WV Insight website]

<b>CITY OF WOLVERHAMPTON COUNCIL</b>	<b>Meeting of the Cabinet (Performance Management) Panel Minutes - 5 March 2018</b>
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## 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 Sandra Samuels OBE  
Cllr Paul Sweet

### Employees

Shaun Aldis	Chief Executive Wolverhampton Homes
Ian Fegan	Head of Communications
Melissa Green	Housing Strategy and Development Support Officer
Keith Ireland	Managing Director
Helena Kucharczyk	Insight and Performance Manager
Kate Martin	Service Director - City Housing
Kevin O'Keefe	Director of Governance

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

*Item No.*      *Title*

### Chair for the meeting

In the absence of the Chair, Councillor Milkinder Jaspal, it was agreed that Councillor Paul Sweet chair the meeting.

- 1      **Apologies for absence**  
Apologies for absence were submitted on behalf of Councillor Milkinder Jaspal.
- 2      **Declarations of interests**  
There were no declarations of interests.
- 3      **Minutes of the previous meeting - 4 December 2017**  
Resolved:  
That the minutes of the previous meeting held on 4 December 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 that were not otherwise covered on the agenda for the meeting.

5 **Housing Managing Agents Performance Monitoring Report – Quarter Three October to December 2017**

Kate Martin, Service Director: Housing 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 three of the 2017-2018 financial year. Generally, there was good performance across all performance indicators. There were however, a few areas falling short of target. The service would be meeting with WH and the TMOs in the coming weeks to discuss their plans for bringing the targets back on track.

Councillor John Reynolds referred to the performance of Dovecotes TMO and New Park Village Tenant Management Co-operative on some of the repairs indicators that were outside of target. He asked whether they were undertaking the repairs work themselves or subcontracting it out. Melissa Green, Housing Strategy and Development Support Officer advised that Dovecotes TMO carried out their repairs through a contract with Wrekin Housing Trust. New Park Village Tenant Management Co-operative were looking to recruit the services of a contractor to undertake their repairs work. The Housing Strategy and Development Support Officer undertook to look into that issue.

Councillor Sandra Samuels OBE asked about the impact of the roll out of Universal Credit in Wolverhampton. The Service Director briefly reported on arrangements for supporting the TMOs with their arrangements to prepare for the change to the benefits system. There were no main issues to report at the moment.

Councillor Paul Sweet commented that following the recent severe winter weather conditions, the Council was receiving calls from tenants about burst pipes. He commended WH presence on social media in keeping its tenants updated. He asked about the methods of communication used by the TMOs to speak to and receive feedback from their tenants. The Housing Strategy and Development Support Officer undertook to take up the issue with the TMOs.

Resolved:

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

6 **Information Governance Quarter Three Performance and General Data Protection Regulation (GDPR) Update**

Anna Zollino-Biscotti, Information Governance Manager delivered a quarterly update on the work currently being undertaken in preparation for the General Data Protection Regulation (GDPR) that would replace the current Data Protection Act 1998. The Information Governance Manager also reported on performance of Information Governance for quarter three (October to December 2017). Targets had been maintained for the response to Freedom of Information/ Environmental Information (FOI) and Subject Access Requests (SARs) received.

Councillor John Reynolds asked about repeated requests for the same information the Council received and the costs incurred in providing responses. The Information Governance Manager reported that data on costs incurred in responding to requests was not currently collated, but it was something that could be considered.

Resolved:

1. That the quarterly progress update on the General Data Protection Regulation project be noted.
2. That the quarter three performance for Information Governance be noted.

7 **Update on Progress to Embed New Outcomes Based Accountability Performance Framework and New WV Insight Portal**

Ian Fegan, Head of Corporate Communications presented the report on progress made on the implementation of outcome based accountability core corporate indicators and the new WV Insight website. Helena Kucharczyk, Insight and Performance Manager delivered a demonstration of the population model on WV Insight.

Councillor Paul Sweet commented that progress on the core corporate indicators and WV Insight had come a long way since initially proposed. He congratulated employees for their work on the initiatives.

Councillor John Reynolds asked that the University and College be informed when WV Insight is launched.

Resolved:

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

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<b>CITY OF WOLVERHAMPTON COUNCIL</b>	<b>Cabinet (Performance Management) Panel</b> 25 June 2018
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<b>Report title</b>	Housing Managing Agents Performance Monitoring Report – Quarter Four January 2018 to March 2018	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Peter Bilson City Assets and Housing	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kate Martin, City Housing	
<b>Originating service</b>	Housing	
<b>Accountable employee(s)</b>	Melissa Green	Housing Strategy and Development Support Officer – Housing Services 01902 554758 <a href="mailto:melissa.Green3@wolverhampton.gov.uk">melissa.Green3@wolverhampton.gov.uk</a>
	Tel	
	Email	
<b>Report to be/has been considered by</b>	N/A	

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**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 four 2017-2018 and any areas for improvement.

## **1.0 Purpose**

- 1.1 The purpose of this report is to provide an evaluation of the performance of the City's Arms Length Management Organisation (Wolverhampton Homes) and its' Tenant Management Organisations (four TMOs) in managing and maintaining council owned residential 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 sets out comparative performance from quarter four 2016-2017 to quarter four 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.
- 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.

## **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, committee and AGM meetings where resources have permitted.
- 2.10 An annual review of the TMOs is conducted and this includes a review of governance, which started March 2018.

## **3.0 Performance of Wolverhampton Homes**

- 3.1 This section sets out Wolverhampton Homes' performance for quarter four 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 fourth quarter of the year and remains good overall.

### **Of the 22 indicators reported in this report:**

- **performance for eight of the twenty-two indicators are within target,**
- **fourteen are outside of target but within acceptable tolerance.**
- **Reviewing 2017-2018 as a whole, thirteen indicators are within target and nine are out of target but within acceptable tolerance levels.**

## **Anti-Social Behaviour**

- 3.3 **Tenant Satisfaction with the Anti-Social Behaviour Service** - decreased to 96.86% which is slightly below the required target of 97%. This is the equivalent of two cases giving some negative feedback in the handling of their case (565 individuals surveyed).

## **Business Planning**

- 3.4 Performance for '**average days lost through employee illness**' is slightly out of target by 0.28 days - attributed to a circulating virus between November to January 2018, with management attendance procedures being followed.

## **Customer Care**

- 3.5 Performance is good for all four Customer Care indicators in the fourth quarter of 2017-2018 and all were in target at year end.

- 3.6 **Percentage of Customers (calls) Answered within 80 Seconds'** - is slightly off target by 0.20%, however at year end it is well above target
- 3.7 **Responses to Councillor Enquiries within 14 days** - has dropped slightly by 0.30% when compared to the previous quarter. However, at year end outturn is at the required target of 95%.
- 3.8 **Percentage of Calls Abandoned** - 11% for quarter four, well below the required 20% and this improves further to 7% calls abandoned at year-end.
- 3.9 **Complaints Responded to within Timescales** - weakened slightly since the previous quarter but is within target.

### **Health and Safety**

- 3.10 **Percentage of fire safety inspections completed on low and medium rise blocks and the percentage of fire safety inspections carried out in high rise blocks** continues to perform at 100%.
- 3.11 Fire Safety Assessments continue to be carried out daily by the responsible concierge service, employed by Wolverhampton Homes for all tower blocks.

### **Rents Management**

- 3.12 In response to Housing Benefit changes brought about by Welfare Reform, Wolverhampton Homes have diverted staffing resources to focus on income and arrears collection and the provision of money and debt advice. Partnerships have also been developed, most notably with the CAB and Refugee and Migrant Centre, to provide specialist advice and information, tailored to meet the needs of individual households.
- 3.13 Rents management was good for Q4 2017-2018. Two indicators were within target. The additional two targets summarised at 3.16 and 3.17 were slightly off target but were within acceptable tolerance levels.
- 3.14 **Percentage of rent arrears of current tenants as a proportion of the rent roll –** Performance was slightly off target at 1.28% (compared to 1.20%), performance remains within the top quartile of benchmarked housing organisations.
- 3.15 **Tenants with more than seven weeks' arrears –** Performance was slightly off the 2.50% target at 2.96% but benchmarking data collated from Housing Quality Network for 2017 suggests the average value for Arms Length Management Organisation's (ALMO's) is 3.61%, and 3.31% for all organisations. There is an increasingly challenging climate due to welfare reform, court entry limits, levels of unemployment and pay and benefit constraints. The financial impact of missing the target equated to increased rent arrears of £65,000, which is 0.08% of the overall rent debit of £87.0 million.

## Repairs Management

- 3.16 Repairs performance was good, with two of the three indicators being above target at quarter four.
- 3.17 **Total response repairs completed within target** - this indicator has weakened slightly from quarter three to quarter four to 96.66%, however at year end it is above target by 0.10%.
- 3.18 **Percentage of valid gas certificates for tenanted properties** and the **percentage of responsive repairs for which an appointment was made and kept** were both above target at 99.99% and 95.39% respectively in quarter four.

## Voids and Allocations

- 3.19 Wolverhampton Homes report on five performance indicators for voids and allocations. For the fourth quarter of 2017-2018 two indicators were within target:
- **Percentage of tenancy offers accepted first time**
  - **Percentage rent lost through properties being vacant**
- A further two indicators were out of target but within acceptable tolerances.
- 3.20 **Average time taken to re-let standard voids** – quarter four performance has weakened to 25 days (target is 20 day). Year-end performance is also slightly off target at 22 days. The expected improvement has been marred by a yearly high number of voids received during December 2017. Changes in asbestos removal processes and difficult to let, age restricted properties have also impacted on the time taken to re-let the properties.
- 3.21 **Average time taken to re-let major works voids** – performance at quarter of 11 days was an improvement on quarter three however was just out of target by 1 day.
- 3.22 **Council Tax Liability - Average number of management voids** – this is off target with an average of 149.15 management voids however this was an improvement on the previous quarter,

## Stock Investment

- 3.23 **Percentage progress by value on the delivery of capital projects** - performance is slightly below target by 9.40%. This is due to some underspend against capital budgets as options for the refurbishment of Ellerton Walk are considered. Performance since quarter one has improved with work at Merridale Court completed, and progress against the refurbishment of retained properties on Heath Town.

## 4 Progress for Bushbury Hill Estate Management Board (EMB)

- 4.1 This section sets out Bushbury Hill EMB's performance for quarter four 2017-2018. Performance details are available in appendix two.
- 4.2 Bushbury Hill EMB manages 824 properties on behalf of the City of Wolverhampton Council. Performance has been good this quarter, with all eight indicators within target.

## Rents Management

- 4.3 Performance for rents management was good in the fourth quarter of 2017-2018, with all three indicators within target.
- 4.4 **Percentage of tenants with more than seven weeks (gross) rent arrears** - Performance for quarter four is 1.95%, well within the 2.50% target and is an improvement on the same quarter in 2016-2017 with Bushbury Hill EMB continuing to focus on rent collections, Direct Debits and providing literature on managing debt.
- 4.5 **Percentage of tenants evicted as a result of rent arrears** - No tenants were evicted due to rent arrears during quarter four 2017-18.
- 4.6 **Arrears as a percentage of rent roll** - Performance has improved since quarter three to 1.16%, but has weakened slightly when compared to the same quarter in 2016-2017.
- 4.7 The TMO continues to prepare for the impact of Universal Credit, which is likely to effect income collection and rent arrears.

## 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. As the methodology the Council uses to measure repairs performance cannot apply in these circumstances, Bushbury Hill EMB have agreed with the Council a suite of repairs indicators that can be used to measure its performance.
- 4.9 Performance for repairs is excellent with all indicators above target.
- 4.10 **Percentage of repairs attended within time** – Quarter four performance at 96.1% and year end performance at 98.3% are both above the required target of 95%.
- 4.11 **Percentage of rapid response repairs attended on the same day** - Performance has improved to 98.94%, and is above the required target of 97%.
- 4.12 **Percentage of rapid response repairs completed on the same day** - At 90.92% the TMO is performing at 10% above target and is an improvement against the same quarter of the previous year.

## Health and Safety

- 4.13 Bushbury Hill EMB has worked with the Council's Health and Safety Team to develop a Fire Safety Policy, which 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, which is monitored by the Housing Strategy team.
- 4.17 **Average time to re-let housing** – Performance has improved against the previous quarter and when compared against the same quarter of the previous year, there has been an improvement of nearly 10 days.
- 4.18 **Void loss as a percentage of the rent roll** – Performance continues to be maintained at well below target, improving each quarter since the beginning of the year.

### **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 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.
- 4.21 Audits will be undertaken during 2018-2019.

## **5 Progress for Dovecotes Tenant Management Organisation (TMO)**

- 5.1 This section sets out Dovecotes TMO's performance for quarter four 2017-2018. Performance details are available in Appendix three.
- 5.2 Dovecotes TMO manages 802 properties on behalf of the City of Wolverhampton Council. Compared to the previous quarter, performance in relation to repairs, voids and allocations is good, with nine of the ten related indicators within target.

### **Rents**

- 5.3 Performance for rents management has weakened in quarter four 2017-2018, with one of the three indicators outside of its target.
- 5.4 **Percentage of tenants with more than seven weeks of rent arrears** - performance in quarter four has weakened to 5.33%, outside of the 5.25% target.
- 5.5 The Council is monitoring TMO performance and continuing to monitor ongoing service improvements against the improvement plan. The TMO is making efforts to closely monitor the numbers of tenants in rent arrears and developing a more proactive approach to dealing with arrears and debts.

- 5.6 **Arrears as a percentage of rent roll** - Performance has improved and has met the 2.50% target at close of quarter four 2017-18.
- 5.7 **Percentage of tenants evicted for rent arrears** – Whilst performance has weakened slightly when compared to the previous quarter of 2017-18 at 0.13%, it is still well below target and is significantly lower than the same quarter in 2016-2017.
- 5.8 The TMO continues to prepare for the impact of the Universal Credit roll out in the City, which is likely to have an effect on income collection and rent arrears. The Council providing guidance to the TMO to improve performance in rent collection, which continues to be a challenge for them.

### **Repairs**

- 5.9 Performance for repairs is good, with all indicators within target. Four indicators have improved since the previous quarter of 2017-2018.
- 5.10 **Percentage of urgent repairs completed within government time limits** - Performance reached 100% at quarter four 2017-2018.
- 5.11 Performance has improved from quarter three to quarter four for;
- the **average time taken to complete non-urgent repairs** to 6.5 days
  - the **percentage of responsive repairs for which an appointment was made and kept** which has improved by 1.8% to 97.4%
  - the **percentage of emergency repairs completed on time** which has improved by 0.16% to 97.96%
- 5.12 **Percentage of routine repairs completed on time** – Performance has decreased by 0.01% against the previous quarter, to 99%.

### **Health and Safety**

- 5.13 Dovecotes TMO have worked with the Council's Health and Safety Team to develop a Fire Safety Policy, which includes clear lines of responsibility.
- 5.14 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.
- 5.15 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**

- 5.16 Performance for voids is good this quarter.

- 5.17 **Void loss as a percentage of the rent roll** - Performance has remained the same from quarter three to 0.79% which meets its target and has improved compared to the same quarter in 2016-2017.
- 5.18 **Average time to re-let housing** – Performance has improved by 1.5 days in comparison to the previous quarter, and by seven days in comparison to the same quarter in 2016-2017.

### **Governance**

- 5.19 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.
- 5.20 An audits of Dovecotes TMO will be undertaken during 2018-2019, which will provide a full review of governance arrangements and compliance with the management agreement.

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

- 6.1 This section sets out New Park Village TMC's performance for quarter four 2017-2018. Performance details are available in Appendix four.
- 6.2 New Park Village TMC manages 295 properties on behalf of City of Wolverhampton Council. Performance is good overall this quarter. All nine indicators are in target.

### **Rents**

- 6.3 All three rent indicators for quarter four of 2017-2018 are within target.
- 6.4 **Tenants with more than seven weeks (gross) rent arrears and arrears as a percentage of the rent roll are** within their target levels.
- 6.5 **Percentage of tenants evicted as a result of rent arrears** - No tenants were evicted in quarter four.
- 6.6 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.

### **Repairs**

- 6.7 Performance for quarter four is good, with all four indicators above target and improved when compared to the same quarter in 2016-2017.

- 6.8 **Urgent repairs completed within government time limits and the percentage of emergency repairs completed on time** – Performance has been maintained at 100% since quarter one.
- 6.9 **Average time taken (calendar days) to complete non-urgent repairs** – Performance has increased to two days from one and a half, compared to the previous quarter but is well below the target of five days.

### **Health and Safety**

- 6.10 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.
- 6.11 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.
- 6.12 NPV will be subject to a formal Health and Safety audit by the Corporate Health and Safety Team in 2018-2019.

### **Voids and Allocations**

- 6.13 Performance for voids and allocations has been good this quarter, with both indicators within target.
- 6.14 **Average time to re-let housing** – has increased slightly to 17 days since the previous quarter. Some of the increase has been as a result of circumstances outside of New Park Village's control, of which supporting information has been provided to Housing Strategy and Development Support Team.
- 6.15 **Void loss as a percentage of rent roll** - Performance has weakened in comparison to the last quarter but remains well within the 2.50% target.

### **Governance**

- 6.16 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 within the report as they wish.
- 6.17 As recommended in the Governance Review, New Park Village TMC adopted a Risk Register in May 2017 to mitigate risks to the organisation.
- 6.18 An audit of governance arrangements and compliance with the management agreement. will be undertaken during 2018-2019.

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

- 7.1 This section sets out Springfield Horseshoe HMC's performance for quarter four of 2017-2018. Performance details are available in Appendix five.
- 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. At year end all indicators have improved or been maintained when compared to the same quarter in 2016-2017.

### **Rents Management**

- 7.3 Performance for rents management was good in the fourth quarter of 2017-2018, with all three indicators within the required target level.
- 7.4 **Tenants with more than seven weeks (gross) rent arrears** – Performance was at 2.84% which is much improved from the same quarter in the previous year (4.90%) and comfortably below the 5.0% target.
- 7.5 **Percentage of tenants evicted as a result of rent arrears** - There were no evictions due to rent arrears in the fourth quarter of 2017-2018.
- 7.6 **Arrears as a percentage of the rent roll** - has improved to 1.60% compared to the previous quarter and when compared to the same quarter in 2016-2017.
- 7.7 The TMO continues to prepare for the impact of the full roll out of Universal Credit, which took place in Wolverhampton in December 2017 and is likely to have an effect on income collection and rent arrears.

### **Repairs**

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

### **Health and Safety**

- 7.9 Springfield Horseshoe HMC have worked with the Council's 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; **void loss as a percentage of rent roll** and **average time to re-let housing** well within target.

## **Governance**

- 7.13 As recommended in the Governance Review, Springfield Horseshoe HMC adopted a Risk Register in May 2017 to mitigate risks to the organisation.
- 7.1 An audit will be undertaken of Springfield Horseshoe HMC during 2018-2019, which will examine governance arrangements and compliance with the management agreement.

## **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. Final amendments are being made to management agreements in preparation for sealing and signing.

## **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/01062018/X]

## **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.  
[RB/04062018/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 Four Performance (by RAG rating)

16.2 **Appendix 1b:**  
Wolverhampton Homes – 2017-2018 Quarter Four Performance (by category)

16.3 **Appendix 2:**  
Bushbury Hill EMB – 2017-2018 Quarter Four Performance (by category)

16.4 **Appendix 3:**  
Dovecotes TMO – 2017-2018 Quarter Four Performance (by category)

16.5 **Appendix 4:**  
New Park Village TMC – 2017-2018 Quarter Four Performance (by category)

16.6 **Appendix 5:**  
Springfield Horseshoe HMC – 2017-2018 Quarter Four Performance (by category)

WOLVERHAMPTON HOMES RAG RATING INFO

Appendix 1a 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	Q4 17/18	EOY 17/18	Target Profile Or Annual	Comment	Trend Q-O- Q
<b>Anti-social behaviour</b>													
<b>G</b>	% satisfied with the outcome of their ASB complaint	<b>H</b>	98.65	99.39	98.00	98.34	95.24	99.35	90.48	96.86	<b>96.00</b>	Performance has weakened from Q3-Q4 but at year-end on target.	-
<b>Customer care</b>													
<b>G</b>	Homes Direct - % of customers answered within 80 seconds	<b>H</b>	N/A	N/A	N/A	83.40	81.60	65.60	54.80	70.50	<b>55.00</b>	Performance has weakened from Q3-Q4 but at year-end on target.	-
<b>G</b>	Homes Direct - % of calls abandoned	<b>L</b>	19.40	12.70	18.10	4.20	2.80	8.40	11.00	7.00	<b>20.00</b>	Performance has weakened from Q3 to Q4 and is on target at year end.	-

<b>G</b>	Councillor enquiries responded to in 14 days	<b>H</b>	93.75	97.55	94.31	98.64	95.47	93.95	94.25	95.58	<b>95.00</b>	Performance has improved from Q3 to Q4 and is on target at year end	<b>+</b>
<b>G</b>	Complaints responded to in target timescales - %	<b>H</b>	94.67	93.02	89.90	94.65	89.47	94.44	93.59	93.39	<b>92.00</b>	Performance has weakened from Q3 to Q4. On target at year-end	<b>-</b>
<b>Estate services</b>													
<b>G</b>	% of fire safety inspections completed on low rise & medium rise blocks (concierge)	<b>H</b>	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	<b>99.00</b>	Performance is on 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	100.00	100.00	100.00	<b>99.00</b>	Performance is on target.	<b>=</b>
<b>Rent management</b>													
<b>G</b>	Rent collected as a percentage of rent owed	<b>H</b>	97.67	98.17	98.17	96.48	96.88	97.70	98.08	98.08	<b>97.50</b>	Performance has improved from Q3 to Q4 and is on target.	<b>+</b>
<b>G</b>	% of Tenants evicted for rent arrears as a percentage of all tenants	<b>L</b>	0.36	0.51	0.51	0.05	0.18	0.24	0.34	0.34	<b>0.50</b>	Performance has weakened from Q3 to Q4 and is on target.	<b>-</b>

Repairs													
<b>G</b>	% of responsive repairs for which an appointment was made & kept	<b>H</b>	95.47	96.35	95.99	96.10	95.81	95.34	95.39	95.58	<b>95.00</b>	Performance has improved from Q3 to Q4 and is on target.	<b>+</b>
<b>G</b>	% of valid gas certificates for tenanted properties	<b>H</b>	99.98	100.00	100.00	99.99	99.99	99.99	99.99	99.99	<b>99.80</b>	Performance is on target.	<b>=</b>
<b>G</b>	% total response repairs completed within target	<b>H</b>	96.98	97.09	97.28	98.06	99.03	98.46	96.66	98.10	<b>98.00</b>	Performance has weakened from Q3-Q4 but at year-end on target.	<b>-</b>
Voids and allocations													
<b>G</b>	% of tenancy offers accepted first time	<b>H</b>	85.13	85.25	84.34	81.54	85.14	86.32	88.18	84.34	<b>80.00</b>	Performance has improved from Q3 to Q4 and is on target.	<b>+</b>
<b>G</b>	% Rent lost through properties being vacant	<b>L</b>	0.81	0.79	0.79	0.78	0.84	0.89	0.88	0.88	<b>0.94</b>	Performance has improved from Q3 to Q4 and is on target.	<b>+</b>
Anti-social behaviour													
<b>A</b>	% satisfied with the way their ASB complaint was dealt with	<b>H</b>	98.65	100.00	98.73	98.90	94.56	99.35	91.67	96.81	<b>97.00</b>	Fallen to below target. Short of target by 2 cases from 565 in total.	<b>-</b>

Business Planning													
A	Average days lost through illness	L	6.42	6.50	6.50	5.72	6.40	6.74	6.73	6.73	6.50	Target has been missed by 0.23 days as a result of short term sickness.	+
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	1.28	1.28	1.20	Performance improved but is slightly above target, but within an agreed tolerance.	+
Voids and allocations													
A	Average time taken to re-let standard voids	L	17	18	19	21	21	22	25	22	20.00	Performance has weakened and is out of target.	-
A	Average time taken to re-let major works voids	L	8	7	8	10	11	13	11	11	10.00	Improved but performance is off target but within the agreed tolerance.	-
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	2.96	2.96	2.50	Performance has weakened slightly and is off target.	-

Stock investment													
R	% progress (by Value) with the delivery of capital projects	+/- 5%	71.64	93.89	93.89 (Target 95%)	20.92	45.13	66.90	85.60	85.60	95.00	Off target. Progress continues to be maintained. Underspend as refurbishment options for Ellerton Walk are considered	-
Voids and allocations													
R	Council Tax Liability - Average number of management voids	L	81.00	106.69	101.88	117.31	155.36	165.85	158.92	149.15	120.00	Performance has improved but is off target.	+

WOLVERHAMPTON HOMES STATS INFO

Appendix 1b Wolverhampton Homes by category		Good is	Q3 16/17	Q4 16/17	EOY 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	EOY 17/18	Target Profile Or Annual	Comment	Trend Q-O-Q
<b>Anti-social behaviour</b>													
A	% satisfied with the way their ASB complaint was dealt with	H	98.65	100.00	98.73	98.90	94.56	99.35	91.67	96.81	<b>97.00</b>	Performance has weakened due to being short by 2 cases from 565 in total.	-
G	% satisfied with the outcome of their ASB complaint	H	98.65	99.39	98.00	98.34	95.24	99.35	90.48	96.86	<b>96.00</b>	Performance has weakened slightly but at year-end is on target.	-
<b>Business Planning</b>													
A	Average days lost through illness	L	6.42	6.50	6.50	5.72	6.40	6.74	6.73	6.73	<b>6.50</b>	The target has been missed by 0.23 days as a result of short term sickness.	+

Customer care													
<b>G</b>	Homes Direct - % of customers answered within 80 seconds	<b>H</b>	N/A	N/A	N/A	83.40	81.60	65.60	54.80	70.50	<b>55.00</b>	Performance has weakened but at year-end is on target.	-
<b>G</b>	Homes Direct - % of calls abandoned	<b>L</b>	19.40	12.70	18.10	4.20	2.80	8.40	11.00	7.00	<b>20.00</b>	Performance has weakened from Q3 to Q4 and is on target.	-
<b>G</b>	Councillor enquiries responded to in 14 days	<b>H</b>	93.75	97.55	94.31	98.64	95.47	93.95	94.25	95.58	<b>95.00</b>	Performance has improved from Q3 to Q4 and is on target at year-end.	+
<b>G</b>	Complaints responded to in target timescales - %	<b>H</b>	94.67	93.02	89.90	94.65	89.47	94.44	93.59	93.39	<b>92.00</b>	Performance has weakened slightly but at year-end is on target.	-
Estate services													
<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	100.00	100.00	100.00	<b>99.00</b>	Performance is on 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	100.00	100.00	100.00	<b>99.00</b>	Performance is on target.	=
Stock investment													
<b>R</b>	% progress (by Value) with the delivery of capital projects	<b>+/- 5%</b>	71.64	93.89	93.89 (Target 95%)	20.92	45.13	66.90	85.60	85.60	<b>95.00</b>	Off target. Good progress continues to be maintained on most projects, with Merridale Court complete and Heathtown and Chetton Green progressing well.	-

Rent management													
<b>G</b>	Rent collected as a percentage of rent owed	<b>H</b>	97.67	98.17	98.17	96.48	96.88	97.70	98.08	98.08	<b>97.50</b>	Performance is on target.	<b>+</b>
<b>R</b>	Tenants with more than 7 weeks arrears as a percentage of all tenants	<b>L</b>	2.40	2.49	2.49	2.59	2.85	2.93	2.96	2.96	<b>2.50</b>	Performance has weakened slightly but at year-end is on target.	<b>-</b>
<b>G</b>	% of Tenants evicted for rent arrears as a percentage of all tenants	<b>L</b>	0.36	0.51	0.51	0.05	0.18	0.24	0.34	0.34	<b>0.50</b>	Performance has weakened slightly and is on target.	<b>-</b>
<b>G</b>	Rent arrears of current tenants as a % of the rent roll (WH only)	<b>L</b>	1.57	1.18	1.18	1.67	1.90	1.58	1.28	1.28	<b>1.20</b>	Performance has improved slightly but within an agreed tolerance.	<b>+</b>
Repairs													
<b>G</b>	% of responsive repairs for which an appointment was made & kept	<b>H</b>	95.47	96.35	95.99	96.10	95.81	95.34	95.39	95.58	<b>95.00</b>	Performance has improved slightly and is on target.	<b>+</b>
<b>G</b>	% total response repairs completed within target	<b>H</b>	96.98	97.09	97.28	98.06	99.03	98.46	96.66	98.10	<b>98.00</b>	Performance has weakened slightly but at year end is on target.	<b>-</b>
<b>G</b>	% of valid gas certificates for tenanted properties	<b>H</b>	99.98	100.00	100.00	99.99	99.99	99.99	99.99	99.99	<b>99.80</b>	Performance is on target.	<b>=</b>

Voids and allocations													
<b>A</b>	Average time taken to re-let standard voids	<b>L</b>	17	18	19	21	21	22	25	22	<b>20.00</b>	Performance has weakened and is off target but within the agreed tolerance.	-
<b>A</b>	Average time taken to re-let major works voids	<b>L</b>	8	7	8	10	11	13	11	11	<b>10.00</b>	Performance has improved from Q3 to Q4 and is within the agreed tolerance at year-end.	+
<b>G</b>	% of tenancy offers accepted first time	<b>H</b>	85.13	85.25	84.34	81.54	85.14	86.32	88.18	84.34	<b>80.00</b>	Performance has improved from Q3 to Q4 and is on target at year-end.	+
<b>G</b>	% Rent lost through properties being vacant	<b>L</b>	0.81	0.79	0.79	0.78	0.84	0.89	0.88	0.88	<b>0.94</b>	Performance has improved from Q3 to Q4 and is on target at year-end.	+
<b>G</b>	Council Tax Liability - Average number of management voids	<b>L</b>	81.00	106.69	101.88	117.31	155.36	165.85	158.92	149.15	<b>120.00</b>	Performance has improved from Q3 to Q4. This performance is challenged by Senior Management at weekly void meetings.	+

## Appendix 2 - Bushbury Hill Estate Management Board

Appendix 2 - Bushbury Hill Estate Management Board												
RAG	Measure	Aim	Annual Target	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 17/18 YTD	Comment	Q-Q
<b>Rent Management</b>												
G	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	2.50%	1.70%	2.02%	1.64%	1.94%	1.86%	1.95%	1.95%	Performance has weakened from Q3 to Q4, it is within target	-
G	% of tenants evicted as a result of rent arrears	L	1.00%	0.24%	0.74%	0.24%	0.00%	0.24%	0.00%	0.24%	Performance has improved from Q3 to Q4, it is within target.	+
Page 29	Arrears as % of rent roll (cumulative)	L	1.75%	0.98%	0.98%	1.52%	1.68%	1.68%	1.16%	1.16%	Performance has improved from Q3 to Q4, it is within target.	+
<b>Repairs</b>												
G	% Repairs attended within time (WHT & WH)	H	95.00%	97.20%	97.13%	99.52%	99.67%	97.76%	96.09%	98.30%	Performance has weakened from Q3 to Q4, however it is above target.	-
G	% Rapid Response Repairs <b>attended</b> same day (WHT only)	H	97.00%	97.93%	98.10%	99.30%	98.76%	97.84%	98.94%	98.57%	Performance has improved from Q3 to Q4, it is within target.	+
G	% Rapid Response <b>completed</b> same day (WHT only)	H	80.00%	83.93%	84.23%	86.92%	87.79%	91.18%	90.92%	89.42%	Performance has weakened from Q3 to Q4, it is within target.	-

RAG	Measure	Aim	Annual Target	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 17/18 YTD	Comment	Q-Q
<b>Voids and Allocations</b>												
<b>G</b>	Void Loss as a % of rent roll (quarter figure)	<b>L</b>	<b>1.00%</b>	0.14%	0.57%	0.60%	0.34%	0.27%	0.24%	<b>0.24%</b>	Performance has improved from Q3 to Q4, it is within target.	<b>+</b>
<b>G</b>	Average time to re-let housing	<b>L</b>	<b>35 days</b>	28.71	25.42	14.13	13.90	17.00	17.33	<b>15.61</b>	Performance has weakened from Q3 to Q4, it is within target	<b>-</b>

### Appendix 3 - Dovecotes Tenant Management Organisation

#### Appendix 3 - Dovecotes Tenant Management Organisation

RAG	Measure	Aim	Annual Target	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 17/18 YTD	Comment	
<b>Rent management</b>												
R	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	5.25%	6.15%	6.15%	5.24%	5.76%	5.30%	5.33%	5.33%	Performance from Q3 to Q4 has decreased slightly, it is not with target level.	-
AM	% of tenants evicted as a result of rent arrears	L	1.50%	0.12%	0.62%	0.25%	0.00%	0.03%	0.13%	0.13%	There have been four evictions, performance is still within target	-
AM	Arrears as % of rent roll (cumulative)	L	3.00%	2.47%	2.47%	2.80%	3.20%	3.30%	2.50%	2.50%	Performance from Q3 to Q4 has improved and is within of the target figure.	+
<b>Repairs</b>												
G	% of urgent repairs completed within government time limits (Right to Repair)	H	96.00%	99.18%	98.97%	100.00%	100.00%	94.44%	100%	99.56%	Performance from Q3 to Q4 has improved and is within target	+
G	Average time taken (calendar days) to complete non-urgent repairs	L	9 days	6.36	6.25	6.58	5.81	7.11	6.42	6.50	Performance from Q3 to Q4 has improved and is within the target figure.	+

RAG	Measure	Aim	Annual Target	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 17/18 YTD	Comment	
G	% of responsive repairs for which an appointment was made and kept	H	90.00%	96.88%	97.30%	97.34%	95.59%	94.30%	97.36	96.14%	Performance from Q3 to Q4 has improved and is above the target figure.	+
G	% of emergency repairs completed on time	H	96.00%	97.30%	96.54%	96.61%	97.37%	97.22%	97.96	97.38%	Performance from Q3 to Q4 has improved and is above the target figure.	+
G	% of routine repairs completed on time	H	96.00%	98.82%	98.98%	98.56%	99.50%	99.58%	98.96	99.18%	Performance from Q3 to Q4 has weakened and is within the target figure.	-
<b>Voids and Allocations</b>												
AM	Void Loss as a % of rent roll (quarter figure)	L	2.00%	0.08%	0.88%	0.78%	0.78%	0.79%	0.79%	0.79%	Performance has remained the same from Q3 to Q4, it is within target	=
G	Average time to re-let housing	L	30 days	16.20	28.43	18.57	16.94	28.70	27.20	21.68	Performance from Q3 to Q4 has improved, it is 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	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 17/18 YTD	Comment	
<b>Rent Management</b>												
AM	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	6.00%	1.69%	3.16%	2.39%	4.78%	3.46%	3.64%	3.64%	Performance has slightly weakened from Q3 to Q4.	-
G	% of tenants evicted as a result of rent arrears	L	3.00%	0.00%	0.34%	0.00%	0.00%	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%	1.69%	1.69%	0.00%	2.58%	2.21%	2.17%	2.17%	Performance from Q3 to Q4 has improved, it remains within target	+
<b>Repairs</b>												
G	% of urgent repairs completed within government time limits (Right to Repair)	H	97.00%	100.00%	99.11%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q3 to Q4 has been maintained and is within target	=

RAG	Measure	Aim	17/18 Target	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 17/18 YTD	Comment	
G	Average time taken (calendar days) to complete non-urgent repairs	L	5 days	1.00	1.00	1.00	1.00	1.50	2.00	1.00	Performance from Q3 to Q4 has weakened	-
G	% of emergency repairs completed on time	H	97.00%	95.00%	96.87%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q3 to Q4 has been maintained and is within target	=
G	% of routine repairs completed on time	H	97.00%	95.00%	97.05%	100.00%	100.00%	94.00%	98.00%	96.75%	Performance has improved from Q3 to Q4 and is above target.	+
<b>Page 34</b>												
<b>Voids and Allocations</b>												
AM	Void Loss as a % of rent roll (quarter figure)	L	2.50%	0.03%	0.61%	1.12%	0.82%	0.83%	0.89%	0.89%	Performance has weakened from Q3 to Q4, it remains within target.	-
AM	Average time to re-let housing	L	35 days	10.05	19.67	15.00	32.00	14.80	17.20	32.27	Performance has weakened from Q3 to Q4, 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	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 YTD	Comment	
<b>Rents management</b>												
G	% tenants with more than seven weeks (gross) rent arrears (quarter figure)	L	5.00%	3.01%	4.90%	2.74%	3.07%	2.59%	2.84%	2.81%	Performance from Q3 to Q4 has weakened slightly. It 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%	0.00%	No evictions this quarter, performance has been maintained well within target	=
G	Arrears as % of rent roll	L	3.00%	1.63%	1.63%	1.88%	2.08%	2.07%	1.60%	1.90%	Performance from Q3 to Q4 has improved, it remains within target	+
<b>Repairs</b>												
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%	100.00%	Performance from Q3 to Q4 has improved, it remains within target	=

RAG	Measure	Aim	Annual Target	Q4 16/17	Q4 16/17 YTD	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q4 YTD	Comment	
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	1.00	Performance from Q3 to Q4 has improved, it remains within target	=
G	% of emergency repairs completed on time	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q3 to Q4 has improved, it remains within target	=
G	% of routine repairs completed on time	H	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Performance from Q3 to Q4 has improved, it remains within target	=
<b>Voids and Allocations</b>												
G	Void Loss as a % of rent roll (quarter figure)	L	2.00%	0.09%	0.33%	0.42%	0.60%	0.59%	0.50%	0.52%	Performance from Q3 to Q4 has improved, it remains within target	+
AM	Average time to re-let housing	L	32 days	14.00	15.00	4.67	14.00	10.50	12.00	10.29	Performance from Q3 to Q4 has decreased slightly, but is well within target level	-

<b>CITY OF WOLVERHAMPTON COUNCIL</b>	<b>Cabinet (Performance Management) Panel</b> <b>25 June 2018</b>
----------------------------------------------	--------------------------------------------------------------------------

<b>Report title</b>	Information Governance Quarter Four Performance and General Data Protection Regulation (GDPR) Update Report	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Val Gibson Governance	
<b>Corporate Plan priority</b>	Confident Capable Council	
<b>Key decision</b>	No	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All Wards	
<b>Accountable Director</b>	Jennifer Brake	
<b>Originating service</b>	Information Governance	
<b>Accountable employee</b>	Anna Zollino-Biscotti Tel Email	Information Governance Manager 01902 555166 Anna.zollino- biscotti@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Corporate Directorate Leadership Team Strategic Executive Board Information Governance Board	11 June 2018 12 June 2018 21 June 2018

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**Recommendations for action:**

The Cabinet (Performance Management) Panel is recommended to:

1. Review the quarterly progress update on the General Data Protection Regulation.
2. Review the quarter four performance for Information Governance.

**Recommendations for noting:**

The Cabinet (Performance Management) Panel is recommended to:

3. Note that Audit Services is preparing a readiness analysis of the Council's services in relation to GDPR.

## **1.0 Purpose**

- 1.1 To provide an update on the Information Governance performance figures for quarter four.
- 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 came into effect on 25 May 2018 and provides 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 setting out 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 law 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 The Data Protection Act 2018 was given Royal Assent on 23 May 2018. The General Data Protection Regulation came into force on 25 May 2018.
- 2.6 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 third quarterly update to the Board on progress to date.

### **Progress of work – approach**

- 2.7 A training needs analysis (TNA) and communication plan were 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.

- 2.8 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.
- 2.9 To ensure maximum engagement with minimum disruption, training and awareness briefings have taken place at regular team or departmental meetings. Where workshops are required, these are also being led by the IG team and comprise 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**

- 2.10 The GDPR programme of work continues and is on plan. Appendix 1 shows the service areas across the Council which have received GDPR awareness training to date, either through briefings, workshops or drop-in sessions. Most service areas that are key stakeholders and have a high training priority have received training and are now progressing individual action plans. Monitoring of these plans continues.
- 2.11 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 Safer Wolverhampton Partnership Board.
- 2.12 Training has also been offered to Councillors with three training sessions held in January 2018 and a further session scheduled for 4 July 2018. Recently elected Councillors also received a GDPR overview in the Councillor induction sessions which were held on 10 May 2018. To supplement the training provided, a 66-page Councillor Information Pack was developed by the Information Governance team and has been sent to all Councillors via the Councillor Support Office. The pack provides Councillors with key GDPR compliant template documents, guidance notes and a check list of things to do to prepare for the changes and to help them to comply with the regulation, as individual Data Controllers.
- 2.13 Due to an increase in requests for training from teams during the last quarter and up to the end of May 2018, three full day drop-in sessions were provided, and nine further training sessions ran on these days. 88 employees attended these training sessions.
- 2.14 The IG Team's focus during the last quarter has been on completing corporate and service specific operational tasks. Tasks have included reviewing, updating and creating GDPR compliant policies – a new Data Protection Policy has been approved at IG Board and has been published, as has the Records Management Policy. Further IG related policies are being revised to reflect the changes (Breach Management policy and procedures and city-wide Information Sharing Protocols).

- 2.15 A new Council Privacy Notice has also been approved and published in accordance with the new requirements of the regulation. Templates have been provided to service areas for them to draft their own service specific privacy notices. These will need to be published and linked to the overarching Council privacy notice. The IG team is supporting teams with this. The data protection page on the Council website has also been updated to reflect the new regulation. As of 25 May 2018, the IG team will follow the statutory procedures for dealing with Subject Access Requests (SAR); a new standard operating procedure (SOP) is being drafted and will be finalised once guidance from the ICO has been published.
- 2.16 Work continues with Legal and Procurement to finalise the process for when statutory Data Privacy Impact Assessments (DPIAs) and Data Processing Agreements are to be used as part of the procurement process. A procedure is currently being drafted – this will also include the process for local procurement (where the procurement doesn't meet the threshold for it to be processed by the procurement team) and discussions have started with our Agresso finance business partner to identify if Agresso can provide a solution for identifying those procurements that require a DPIA.
- 2.17 The GDPR service level agreement with schools went live in April 2018 – take up has been positive (18 schools have taken up our various offerings) and work has commenced with them.
- 2.18 In line with the project's communication plan, a series of City People and Core Brief articles were published during April and May 2018. An IG team intranet portal is also being developed, however this has been delayed – as a result the team is looking to utilise the C3 portal as an interim measure to support employees on general information governance matters and particularly GDPR, and to provide links to GDPR compliant templates and forms and other supportive learning materials. In addition to the briefing sessions, the new GDPR e-learning module went live in April and will provide employees with additional guidance.
- 2.19 As part of the approved internal audit plan for 2018-2019, a health check has been started by Audit Services (May 2018) to provide assurances that the Council has the appropriate systems and controls in preparation for the implementation phase of the new regulation. A further, more detailed, audit will be scheduled in Autumn 2018 to ensure that changes have been applied and embedded across the Council.

### **3.0 Quarter four 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 four**

- 3.4 The IG performance figures for quarter four are contained in appendix 2.
- 3.5 Freedom of Information and Environmental Information (FOI/EIR) – 317 requests were received for Freedom of Information and Environmental Information which is slightly more than last quarter (287). All but three valid requests were responded to within the statutory 20-day timeframe, which equates to a 99.05% response rate. Of the three that went over, one request was the result of an administrative error with the IG team and the other two were missed as a result of process not being followed/training need by a new member of the team. This matter has been resolved and the relevant staff member has received refresher training to limit any reoccurrence.
- 3.6 A total of 1144 FOI/EIR requests have been received for the year. This is an increase of 58 requests compared to the number of requests received last year, and more in line with the volumes received in previous years. The overall response rate for the year remains high at 99% as it has done for the last three years running.
- 3.7 Data Protection (DP/SAR) - 153 personal data requests were received this quarter which is a slight increase in volume (137) compared to the number of requests received last quarter. The response rate for this quarter has dropped slightly at 98% which may be indicative of the increase in volume and the number of complex and voluminous requests that are being received. Two requests were responded to outside of the statutory 40-day timeframe.
- 3.8 A total of 464 DP/SAR requests were received for the year. This is an increase of 113 compared to the previous year. This reflects an upward trend that is more in line with the volumes received in previous years (2015-2016) and may be indicative of the volumes we will receive in future years due to the changes the new GDPR regulation brings, specifically the removal of the £10 fee for SAR requests. The overall response rate for the year remains high at 99% echoing the response rate of the previous two years.
- 3.9 Information Incidents – the number of incidents reported for the quarter has nearly doubled; 17 incidents have been reported compared to nine reported in quarter three of this year. All incidents reported were of the low risk category. The total number of incidents reported for the year is 53, which is slightly lower than the number of incidents reported for the previous year (72); again all reported incidents have been 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. Following the implementation of GDPR, 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.  
[MH/06062018/L]

#### **5.0 Legal implications**

- 5.1 The Council has a legal duty under the current Data Protection Act 1998 (replaced by Data Protection Act 2018 post 23 May 2018 and GDPR post 25 May 2018), 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 Data Protection 1998 or Privacy & Electronic Communication Regulations. Post 25 May 2018, GDPR introduces a two-tiered sanction regime and higher financial penalties will be adopted by the ICO. 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.
  - 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 to ensure they comply with the law.
  - Prosecute those who commit criminal offences under section 55 of the 1998 Act (and the equivalent sections in the Data Protection Act 2018 and GDPR).

- 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 Law protects it from legal challenges for alleged breaches of individuals' rights.  
[RB/06062018/B]

## **6.0 Equalities implications**

6.1 Having considered the equalities issues presented under the current Data Protection Act 1998 and new Data Protection Law (DPA 2018 and GDPR), 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 four 2017-18 info graph

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<b>K= Key Stakeholder</b> <b>H= High Priority</b> <b>L= Low Priority</b> <b>X= Yes</b> <b>- = No or N/A</b>		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	Drop in session	2
Corporate Services	DTP	31/08/2017	25/09/2017 & 2	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	14/07/2017	17/19/04/2018	4
People	Children and Young People - Early Years	14/07/2017	18/04/2018	4
People	Children and Young People - Policy and Procedure	14/07/2017	11/04/2018	4
People	Commissioning	18/09/2017	20/10/2017 & 22/01/2017	4
Education	School Planning and Resources	09/10/2017	08/02/2018	5
Education	Headteachers	19/10/2017	19/10/2017 & 9/01/2018	6
Education	School Standards	09/10/2017	19/01/2018	5
Education	Adult Education	26/04/2018	17/05/2018	6
Education	SEND	27/04/2018	27/04/2018	6
Education	E-Services Team		11/05/2018	6
Education	Learning Technologies		14/05/2018	6
Education	SENSE/SENSTART		21/04/2018	6
Education	School Improvement - School Governance		16/05/2018	6
Education	School Improvement - Special Needs Early Years		23/05/2018	6
Education	School Organisation -		23/05/2018	6
People	Adult social Care - West	18/09/2017	25/01/2018	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, 09/05/2018	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	Adult social care - OT		23/01/2018	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	13 March 18 -managers		8
People	Public Health - Protection	13 March 18 -managers		8
People	Public Health - Commissioning	13 March 18 -managers		8
People	Public Health - Healthier Place	13 March 18 -managers		8
People	Public Health - Programmes	13 March 18 -managers		8
People	Public Health - Community Safety	13 March 18 -managers		8
Corporate Services	Organisational Development	11/09/2017	17/04/2018	9
Governance	Legal Services	11/09/2017	Drop in session	9
Governance	Democratic Services	11/09/2017	11/01/2018	10
Governance	Licencing Services	11/09/2017	23/01/2018	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			
Governance	Equalities		01/02/2018	10
Governance	Scrutiny		01/02/2018	10
Governance	Members (Councillors)	24/01/2018	24/01/2018 & 31/01/2018 10/05/2018	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	Audit	08/03/2018	08/03/2018	10
Corporate Services	Insight & Performance	11/09/2017	11/04/2018	11
Corporate Services	Finance/Accountant	11/09/2017	7062018	11
Place	Housing - Private Sector Housing	18/09/2017	02-May-18	12
Place	Economy - Enterprise	18/09/2017	23/03/2018 and	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	drop in session	12
Place	Environment - Public Protection	18/09/2017		12
Place	Environment - Environmental Services	18/09/2017		12
Place	Environment - Parking Services	18/09/2017	10/04/2018	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 - Building Control	18/09/2017	01-May-18	12
Place	Economy - Black Country Hub Growth	18/09/2017		12
Place	Environment - Strategic Transport	18/09/2017		12
Place	Landlord - Assets	18/09/2017		12
place	City Archives		07/04/5018	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	Separate plan	Separate Dat
Boards	Safer Wolverhampton Partnership Board		02/02/2018	
Operational Group	Safer Wolverhampton Partnership operational group		17/01/2018	
	TMOs		08/01/2018	

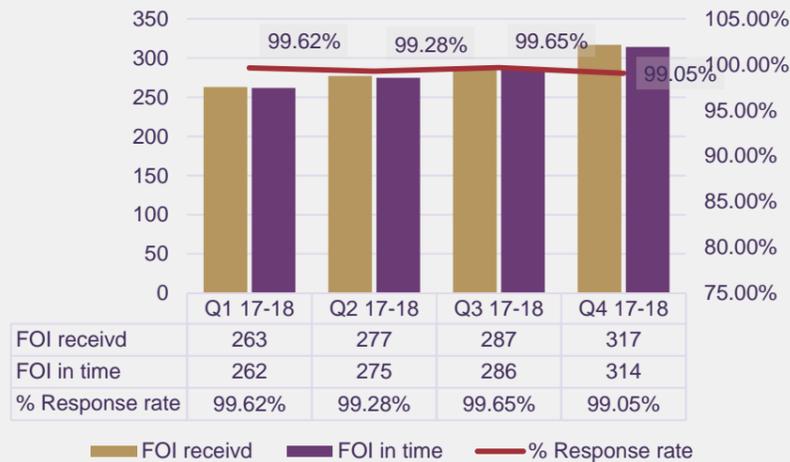
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# Information Governance

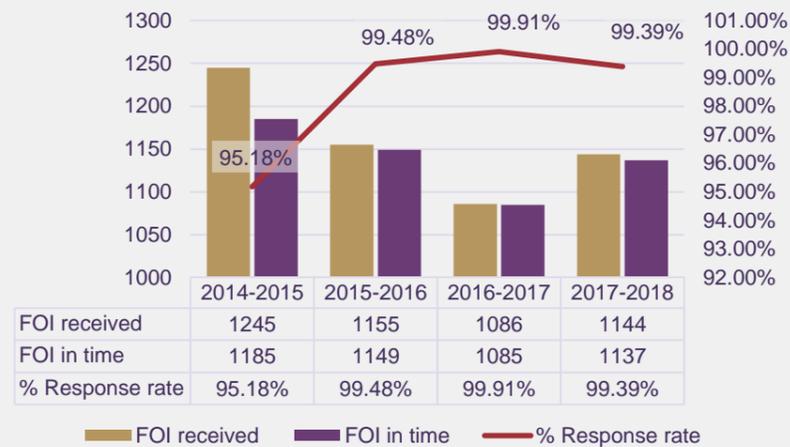
## Quarter Four 2017-2018

### Freedom of Information

FOI Quarterly Performance Q1 17-18 to Q4 17-18



FOI Performance - Annual Comparison- 2014-15 to date



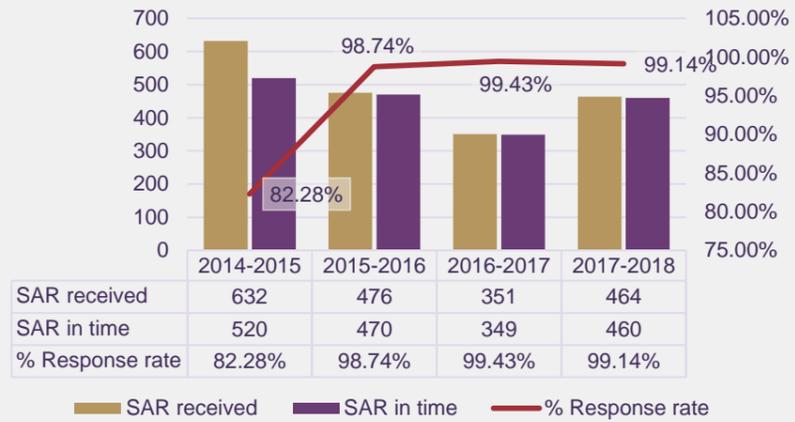
Out of the 317 requests, all but three requests were responded to within the statutory 20 day timeframe. Volumes of requests have risen this year compared to last year, however the response rate has remained at 99%

### Data Protection

Data Protection/SAR Quarterly Performance - Q1 17-18 to Q4 17-18



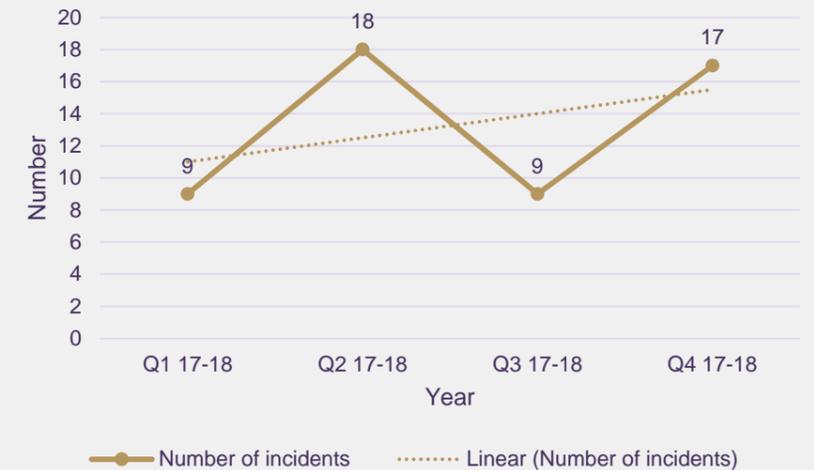
Data Protection/SAR Performance - Annual Comparison 2014-15 to present



All but two requests of the 153 received were responded to within the 40 day statutory deadline. Volumes of personal information requests have risen this year in comparison with last year - however the response rate has remained high at 99%.

### Information Incidents

Number of incidents - Quarterly performance Q1 17-18 to Q4 17-18



Number of incidents to Annual Comparison 2014-15 to present



The number of incidents reported this quarter has increased; however all incidents were of the low-risk category.

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<b>CITY OF WOLVERHAMPTON COUNCIL</b>	<b>Cabinet (Performance Management) Panel</b> 25 June 2018
----------------------------------------------	-------------------------------------------------------------------

<b>Report title</b>	Update on development of new Outcomes Based Accountability Performance Framework and new WV Insight Portal	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Val Gibson Governance	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland	
<b>Originating service</b>	Insight and Performance, Communications	
<b>Accountable employee(s)</b>	Ian Fegan	Head of Service - Communications
	Tel	01902 554286
	Email	<a href="mailto:Ian.Fegan@wolverhampton.gov.uk">Ian.Fegan@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	N/A	

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**Recommendations for noting:**

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

1. Progress with the continuing implementation of a new 'streamlined' outcome-based corporate performance framework focused on 25 top comparative indicator areas
2. Progress on developing the new WV Insight website.
3. A presentation and demonstration of PowerBI dashboards and, in particular, how they support operational performance improvement.

## **1.0 Purpose**

- 1.1 Following on from the previous update to Cabinet (Performance Management) Panel in March 2018, the purpose of this report is to update members on:
- the implementation of a revised, 'streamlined' version of Outcome-Based Accountability (OBA)
  - development of a top-level suite of 25 core corporate indicators
  - the roll-out of PowerBi software to support operational performance
  - positive progress on 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) approach to business planning and performance monitoring.
- 2.2 The Insight and Performance team have developed, or are developing, a suite of performance frameworks which support the strategy of automating data gathering and presentation, freeing up more time for proactive and predictive analytical work by officers.

## **3.0 Progress so far**

### *Outcome-Based Accountability (OBA) and top 25 indicators*

- 3.1 Following on from the previous update to Cabinet (Performance Management) Panel, the OBA work has progressed. A set of top 100 strategic indicators was identified and from this, as requested by SEB, the list has been refined to a top 25. These Top 25 indicators have been identified and proposed due to their strategic importance (nationally and locally).
- 3.2 Processes have been developed using SharePoint to collate data from heads of service on a quarterly basis to populate the performance framework. This provides time series data and regional and national comparisons. In the next quarter, it's proposed that contextual information will be added to the dashboards.
- 3.3 The proposal is that they are initially reported quarterly to leadership teams, SEB and Cabinet Performance Management Panel, alongside exception reporting on the wider dataset. However, in the medium-term, it is recommended that the Top 25 are reported monthly.
- 3.4 A Power BI model has been developed to deploy the indicators.
- 3.5 This potentially brings the latest phase of the OBA project to a conclusion. The outputs from the workshops will be fed back to heads of service for use in service plans. The future of OBA and any roll-out of Outcome Based Budgeting (OBB) needs to be linked to the development of the next iteration of the Corporate Plan and Organisational Development Strategy.

- 3.6 It has been identified that, to meet the changing needs of the organisation and its partners in terms of data analysis, predictive analytics and improved use of data, there needs to be a stock-take/review of the structure and skill set within the Insight and Performance team. This will ensure that it can meet demand/requirements against a back-drop of reduced funding levels and exploit collaboration opportunities.
- 3.7 The business intelligence manager (Corporate and Place) will demonstrate the top 25 corporate indicators.

*The roll out of PowerBi performance dashboards*

- 3.8 Power BI was identified and implemented by the Insight and Performance team as an agile solution for performance reporting and presentation around three-four months ago. All analysts within the team have been trained in its use and a number of models have now been developed or are in development. These include the top 25 corporate indicators, Project Assurance Group, HR, Gender Pay Gap, Education, SEND, Place Portfolio dashboards including for example skills and inclusion; Restorative Practice Board, Adults Safeguarding and an Adults Safeguarding Audit Tool.
- 3.9 All of the above models have been developed by Insight and Performance team analysts in house. In the future, it is possible that some external support will be required to ensure that the team's Power BI skills are developed in line with best practice and to support more technical issues surrounding deployment of the software. However, the team will prioritise in-house development to reduce consultancy costs.
- 3.10 A Power BI User Group has been established. This is being jointly chaired by the Business Intelligence Manager for Place and Corporate and the ICT Service Desk Supervisor. The group will establish processes for the development, sign off and roll-out of Power BI models across the organisation ensuring consistency, quality and preventing duplication. Moving forward, to maintain momentum and accelerate work where required, the team will also be seeking to influence the priorities and resources of the DTP programme.
- 3.11 The business intelligence manager (People) will demonstrate the Adults Safeguarding dashboard and audit tool which is an example of how performance analysts can develop a sustainable framework to support operational front-line practitioners.

*Ward Portal / WV Insight*

- 3.12 WV Insight is an open data platform and 'one stop shop' for councillors, officers, the public and businesses to data and information about wards, the city and wider region.
- 3.13 The new system replaces the outdated Wolverhampton in Profile and 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.
- 3.14 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).
- 3.15 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 and city environment 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'
  - customer service data
  - election results - local and parliamentary.
- 3.16 Requirements were shaped with the support of a councillor member reference group.
- 3.17 As well as developing the remaining dashboards, the project team has focused on extensive user testing over the last couple of months to iron out any potential loading issues. The site is due to be completed by 15 June and the priority will then be to carry out final user testing before launch at the end of month.
- 3.18 The Project Manager will demonstrate the WV Insight site including the new homepage, councillor portal and latest PowerBI dashboards.
- 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/14062018/I].

## **6.0 Legal implications**

6.1 There are no direct legal implications.  
[RB/13062018/L].

## **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)

11.2 19 September 2016 - City Scorecard, Corporate Plan and Outcomes Based Planning Update (Cabinet Performance Management Panel)

11.3 17 January 2017 - Outcomes Based Accountability – progress so far and next steps

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

11.5 4 December 2017 - Outcomes Based Accountability and Outcome-Based Budgeting Update

11.6 5 March 2018 - Outcomes Based Accountability and WV Insight Update

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