

Cabinet (Performance Management) Panel

17 September 2018

Time 5.00 pm **Public Meeting?** YES **Type of meeting** Executive

Venue Committee Room 3 - 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:

Contact Dereck Francis
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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 - 25 June 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 One April 2018 to June 2018** (Pages 7 - 42)
[To review and comment on the performance and key areas for improvement]
- 6 **Information Governance Quarter One Performance and General Data Protection Regulation (GDPR) Update Report** (Pages 43 - 50)
[To receive and comment the Information Governance quarter one performance and GDPR update]
- 7 **WV Insight Open Data Platform - Next Steps** (Pages 51 - 54)
[To receive an update on the WV Insight portal and on the next steps on development activity for the site]
- 8 **Draft Council Insight and Performance Strategy and Quarter One Corporate Top-25 indicators (1 April - 30 June 2018)** (Pages 55 - 74)
[To provide an update on the development of a new City of Wolverhampton Council Insight and Performance Strategy and on performance against the Council's top 25 performance indicators in quarter one]

CITY OF WOLVERHAMPTON COUNCIL	Meeting of the Cabinet (Performance Management) Panel Agenda Item No: 3 Minutes - 25 June 2018
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Attendance

Members of the Cabinet (Performance Management) Panel

Cllr Val Gibson (Chair)
Cllr Steve Evans
Cllr Roger Lawrence
Cllr Louise Miles
Cllr Lynne Moran
Cllr Sandra Samuels OBE
Cllr Paul Sweet

Employees

James Amphlett	Senior Analyst
Ian Fegan	Head of Communications
Dereck Francis	Democratic Services Officer
Kate Martin	Service Director - City Housing
Kevin O'Keefe	Director of Governance
Martyn Sargeant	Head of Public Service Reform
Geoff Simpson	Business Intelligence Manager
Mila Simpson	Section Leader - Housing Strategy and Development

Part 1 – items open to the press and public

Item No. Title

- 1 **Apologies for absence**
Apologies for absence were submitted on behalf of Councillors Peter Bilson, Hazel Malcolm and John Reynolds.
- 2 **Declarations of interests**
Councillor Louise Miles declared a non-pecuniary interest in item 5 (Housing Managing Agents Performance Monitoring Report – Quarter Four – January to March 2018), in so far as it refers to Wolverhampton Homes Anti-Social Behaviour Service.
- 3 **Minutes of the previous meeting - 5 March 2018**
Resolved:
That the minutes of the previous meeting held on 5 March 2018 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 Four January to March 2018**

Mila Simpson, Service Lead Housing Strategy 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 four (January to March 2018). Generally, there was good performance across all performance indicators. There were however, some ongoing issues for action that the service would be working on with WH and the TMOs in the coming weeks.

Councillor Lynne Moran commented that the concern with the roll out of Universal Credit in Wolverhampton would be for rent and council tax collection and arrears. The changes to the benefits system were causing damage to people's lives and she asked where the Council could take this feedback. The Chair commented that Wolverhampton Homes had done a lot of work on this area. Kate Martin, Service Director City Housing reported on some work and extra resource put in place amongst which included the provision of more officer support through Management Agreements.

Councillor Paul Sweet added that without the support of the Council's partners, the problems being reported and experienced as a result of Universal Credit could have been considerably worse. The figures do not show the true picture of the work that had gone on to mitigate the effects of Universal Credit.

Resolved:

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

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

Kevin O'Keefe, Director of Governance presented the quarterly update on the work currently being undertaken in preparation for the General Data Protection Regulation (GDPR) that would replace the Data Protection Act 1998. The Director also reported on the performance of Information Governance for quarter four (January to March 2018). Targets had been maintained for the response to Freedom of Information/ Environmental Information (FOI) and Subject Access Requests (SARs) received.

In response to the Chair, the Director of Governance reported on the uptake of GDPR training sessions offered to recently elected and existing Councillors. There had been good attendance from new councillors and 50 % of all Councillors had been trained on GDPR. The Chair asked that the training sessions continue to be offered to councillors who have yet to attend a GDPR session and that refresher training also be offered to all other councillors.

Councillor Lynne Moran commented that from her experience of the training workshop for newly elected councillors, she was not sure that the focus on councillors and others personal information came across as powerfully as it could. She also reported that she had not received the 66-page Councillor Information pack on GDPR that had been sent to all councillors. The Director of Governance undertook to look into the matter.

Councillor Louise Miles reported at the University of Wolverhampton, employees had to complete an online GDPR test. She asked if it was not already available, the Council consider providing on line GDPR training in the future. The Director of Governance reported that the Council had on line modules.

Resolved:

1. That the quarterly progress update on the General Data Protection Regulation be noted.
2. That the quarter four performance for Information Governance be noted.
3. That it be noted that Audit Services is preparing a readiness analysis of the Council's services in relation to GDPR.
4. That the Leaders of the Political Groups on the Council be contacted regarding training/refresher training for their members on GDPR.

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

Ian Fegan, Head of Corporate Communications gave a brief overview of the report that covered progress with 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.

Geoff Simpson, Business Intelligence Manager (Corporate and Place) gave a demonstration of the top 25 corporate indicators; James Amphlett, Business Intelligence Manager (People) demonstrated the Adults Safeguarding dashboard and audit tool which was an example of how performance analysts could develop a sustainable framework to support operational front-line practitioners; and Martyn Sargeant, Head of Public Service Reform and Project Manager for WV Insight gave an update and demonstration of WV Insight site including the new homepage, councillor portal and latest PowerBi dashboards. It was anticipated that WV Insight site would go live in July 2018.

Councillor Steve Evans reiterated his concern that care needed to be taken when including information on expenditure on WV Insight as raw data would not always give a true and accurate picture of the situation.

Resolved:

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

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet (Performance Management) Panel 17 September 2018
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Report title	Housing Managing Agents Performance Monitoring Report – Quarter One April 2018 to June 2018	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Peter Bilson City Assets and Housing	
Corporate Plan priority	Place - Stronger Economy	
Key decision	No	
In forward plan	Yes	
Wards affected	(All Wards);	
Accountable Director	Kate Martin, Service Director, City Housing	
Originating service	Housing	
Accountable employee	Melissa Green	Housing Strategy and Development Support Officer
	Tel	01902 554758
	Email	melissa.green3@wolverhampton.gov.uk
Report to be/has been considered by	Not applicable	

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 one 2018-2019 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 2018-2019 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 one 2017-2018 to quarter one 2018-2019 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

2.7 Governance

- 2.8 The Housing Strategy Team continues to monitor the governance of the housing management organisations.

- 2.9 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.
- 2.10 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.
- 2.11 An annual review of the TMOs is conducted and this includes a review of governance, which started March 2018.

3.0 Evaluation of alternative options

- 3.1 As this is a monitoring report, there are no alternative options to evaluate.

4.0 Reasons for decision

- 4.1 To maintain oversight of Wolverhampton Homes and the TMOs management of the Council's housing stock in accordance with the Management Agreements.

5.0 Financial implications

- 5.1 The performance of the managing agents, 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/04092018/H]

6.0 Legal implications

- 6.1 The services provided by the managing agents relates to the discharge of the Council's duties to its tenants. For instance, a 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. [DC/03092018/M]

7.0 Equalities implications

- 7.1 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.

8.0 Environmental implications

- 8.1 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.

9.0 Human resources implications

9.1 This report has no human resources implications.

10.0 Corporate Landlord implications

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

11.0 Schedule of background papers

11.1 None

12.0 Appendices

12.1 Appendix 1: Housing Managing Agents Performance Monitoring Report, Quarter One April to June 2018

HOUSING MANAGING AGENTS PERFORMANCE MONITORING REPORT QUARTER ONE - APRIL 2018 TO JUNE 2018

This Housing Management performance report covers Quarter One of the financial year **2018-19**. It uses the 'RAG' rating system of red, amber and green traffic light symbols to provide an indication of performance.

Trend

	Decline in performance from the previous quarter report, performance is below target
	Performance has remained stable, no improvement or decline.
	Performance has improved since previous quarter, performance is on or above target.

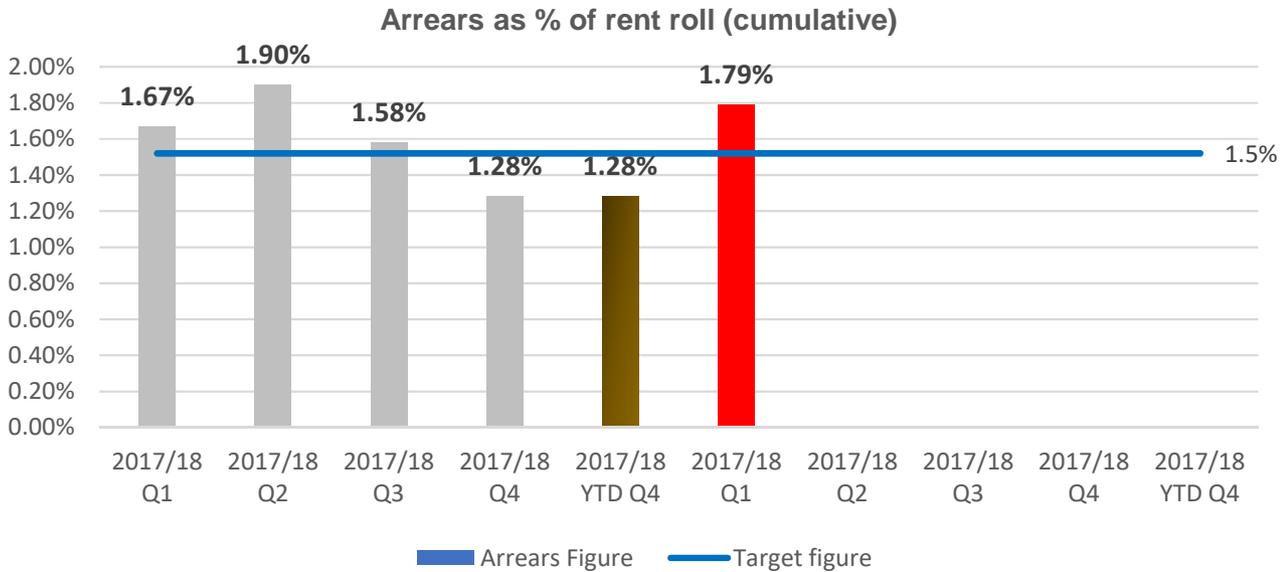
Performance indicators and stock management

Managing Agent	Stock profile	Number of measured indicators	Performance targets snapshot		
			Below required target	Within acceptable tolerance	Meeting Target
Wolverhampton Homes	20,106	22	1	7	14
Bushbury EMB	824	8	2	1	5
Dovecotes TMO	802	10	1	5	4
New Park Village TMO	295	9	1	2	6
Springfield Horseshoe TMO	259	9	0	2	7

Below is the Quarter one performance information for Wolverhampton Homes, during 2018/19. Generally Wolverhampton Homes has been good with only one being outside of target, seven being within acceptable tolerance level of being outside of target and 14 within target.

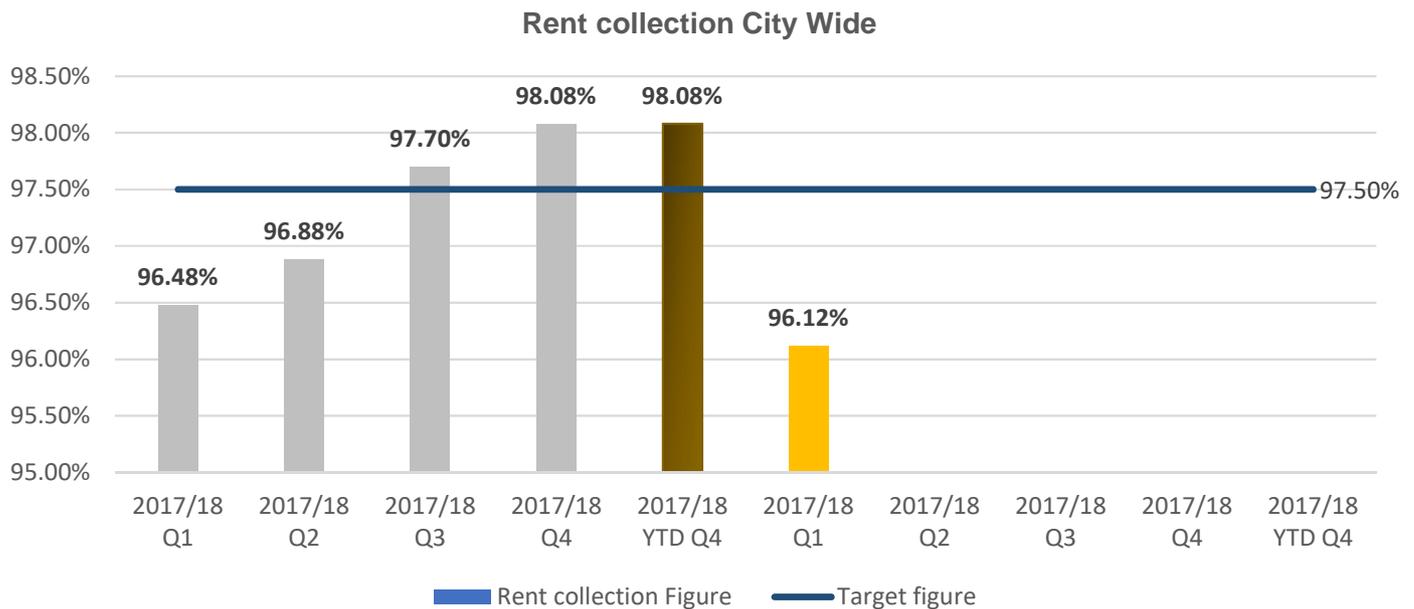
WOLVERHAMPTON HOMES – RENT MANAGEMENT

ARREARS AS % OF THE RENT ROLL



- Wolverhampton Homes activity for this indicator has worsened slightly, it is above the required target of 1.5%.

RENT COLLECTION, ARREARS INDICATOR

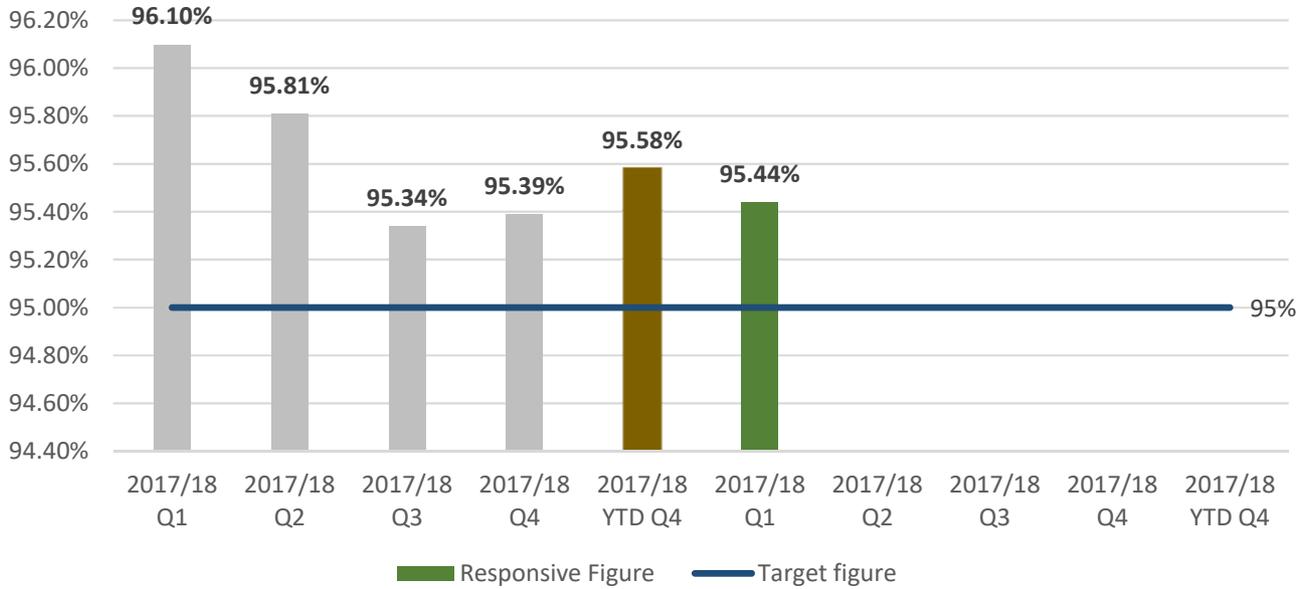


- Wolverhampton Homes activity for this indicator has fallen, when compared to the previous quarter and compared to Q1 of the previous year. Performance is below the required target level of 97.50%. Universal Credits is still causing an issue with clients falling into arrears.

WOLVERHAMPTON HOMES – REPAIR MANAGEMENT

REPAIRS

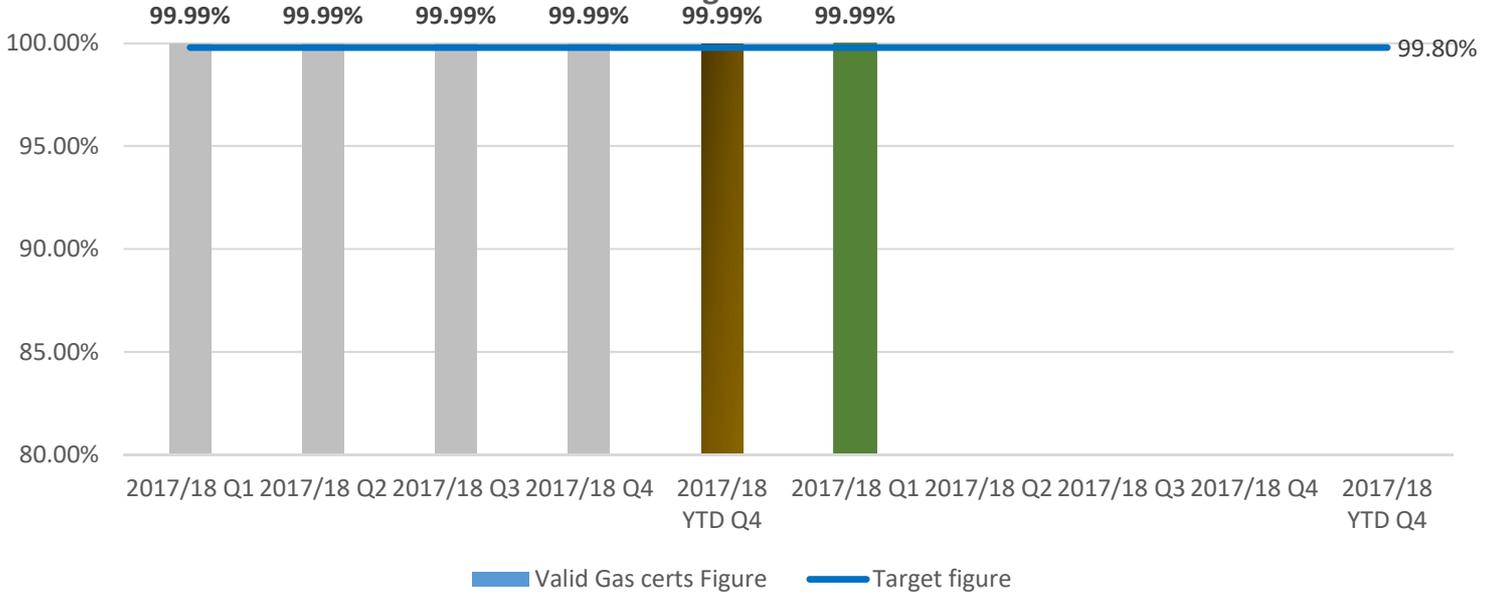
% of responsive repairs for which an appointment was made & kept



- Percentage of responsive repairs for which an appointment was made are kept with tenants has fallen when compared to quarter 4 and also compared to the same quarter of the previous year. It is still above the required target level.

GAS CERTIFICATES

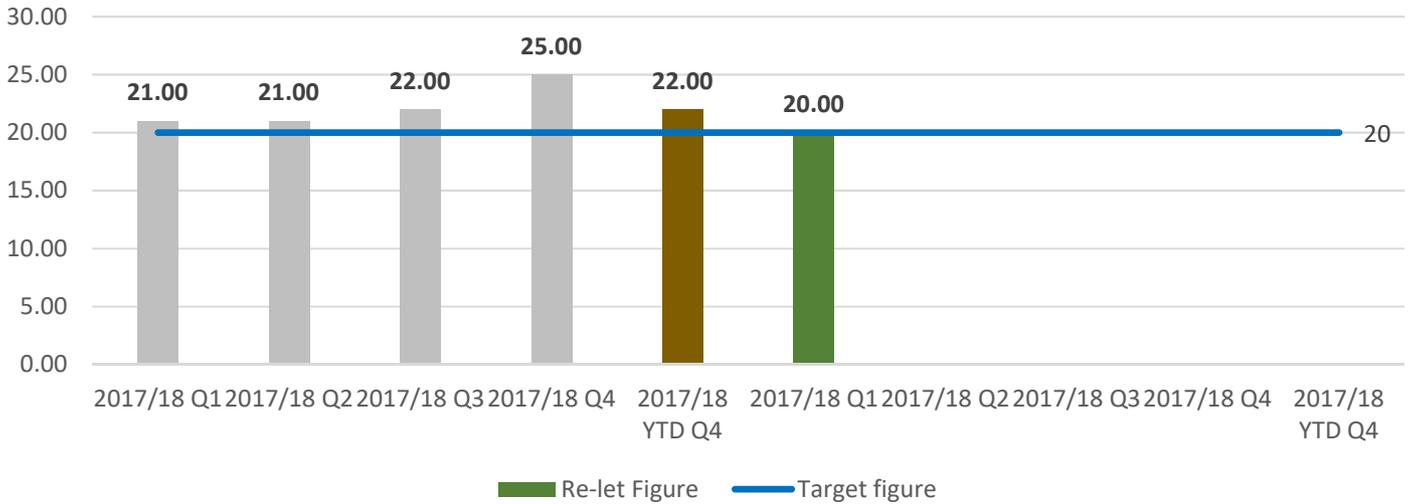
% of valid gas certificates



- Wolverhampton Homes have maintained a high performance target for the percentage of valid gas certificates in place at 99.99%.

RE-LETS

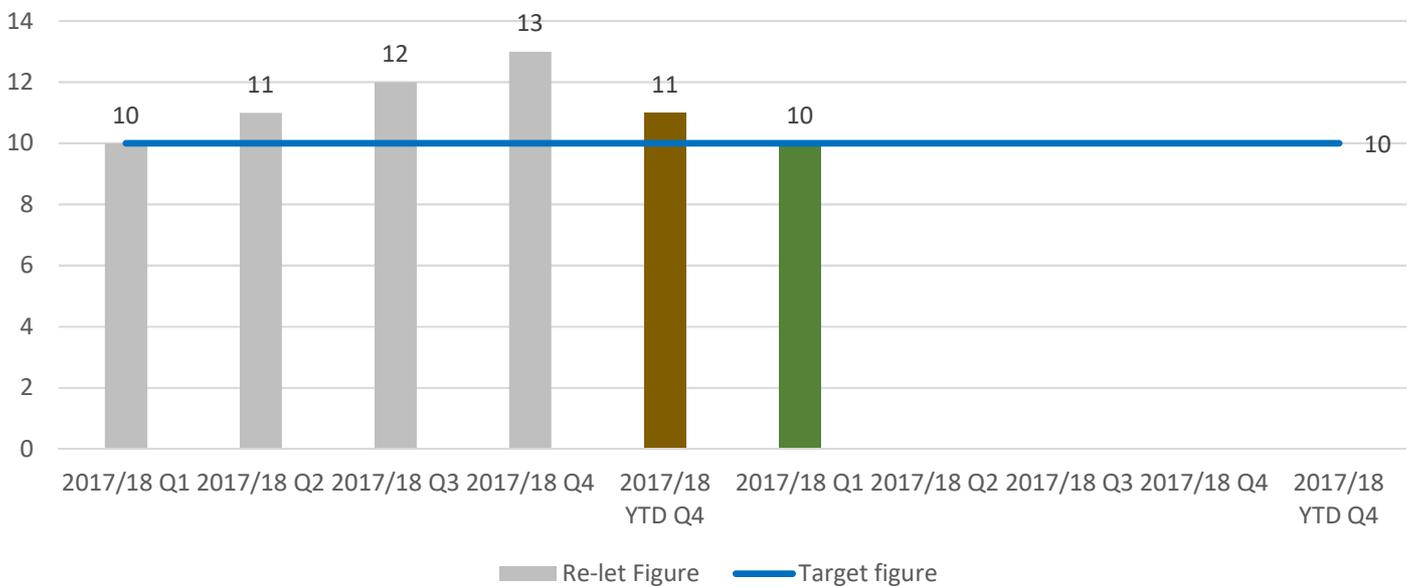
Average time to re-let Housing



- Performance for ‘average time to re-let housing’ is illustrating good performance, it on target at 20 days taken to re-let standard voids.

RE-LETS MAJOR WORKS

Average re-let time major works



- Performance for the ‘average re-let time’ where there has been major works has improved, bringing major re-let works to the same target level of that of the same quarter of the previous year.

OTHER PERFORMANCE INDICATORS – WOLVERHAMPTON HOMES ONLY

Anti-social behaviour				
AB 1	% satisfied with the way their ASB complaint was dealt with		96.75%	Performance is good, whilst is fractionally below the target of 97% it is within an acceptable tolerance.
Business Planning				
BP 1	Average days lost through illness		6.71%	This is slightly below target due to short term sickness and continues to be monitored.
Customer care				
CC 1	Homes Direct - % of customers answered within 80 seconds		44.7%	Performance is good for 3 of 4 indicators. There was a slight drop with 'complaints responded to' and this is being monitored.
CC 1b	Homes Direct - % of calls abandoned		11.8%	
CC 2	Complaints responded to in target timescales - %		91.15%	Percentage of member enquires is performing well.
CC 3	Councillor enquiries responded to in 14 days		91.80%	
C C1 a	% of calls answered		88.1%	New target for 2018/19, although a relatively new indicator performance has been above 80% target during April to June 2018.
Voids and allocations				
VA 1	Average time taken to re-let minor works voids		20	This is on target
VA 3	% rent lost through empty property		0.9%	This is slightly below the target level of 1%, but is within the agreed tolerance.

Repairs

RP 12	% total response repairs completed within target		96.41%	Performance has been slightly below the required target due to previous repairs being reported due to bad weather. It is however within the accepted tolerance level.
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Neighbourhood and Housing Management services

RM 3	% of tenants evicted for Rent Arrears (WH Homes only)		17	For information only, number of evictions taking place during quarter one.
NS 1	% of telecare calls answered within 60 seconds		97.28%	New target for 2018/19, recently transferred service and inherited KPI's. Service is not fully understood, it is hoped that this will improve no under the remit of Wolverhampton Homes
NS 3	% of out of hours calls answered		85%	New target for 2018/19, no comparative data for this quarter

Estate Services / Health and Safety

ES7	% of fire safety inspections completed on low rise & medium rise blocks (concierge)		100%	This target is at 100%, which is a good achievement. This has always been maintained against low and medium rise blocks managed by Wolverhampton Homes.
ES1 1	% fire safety inspections completed on high rise blocks (concierge)		100%	
HS2	Management of Fire Risk Assessments		100%	New target for 2018/19

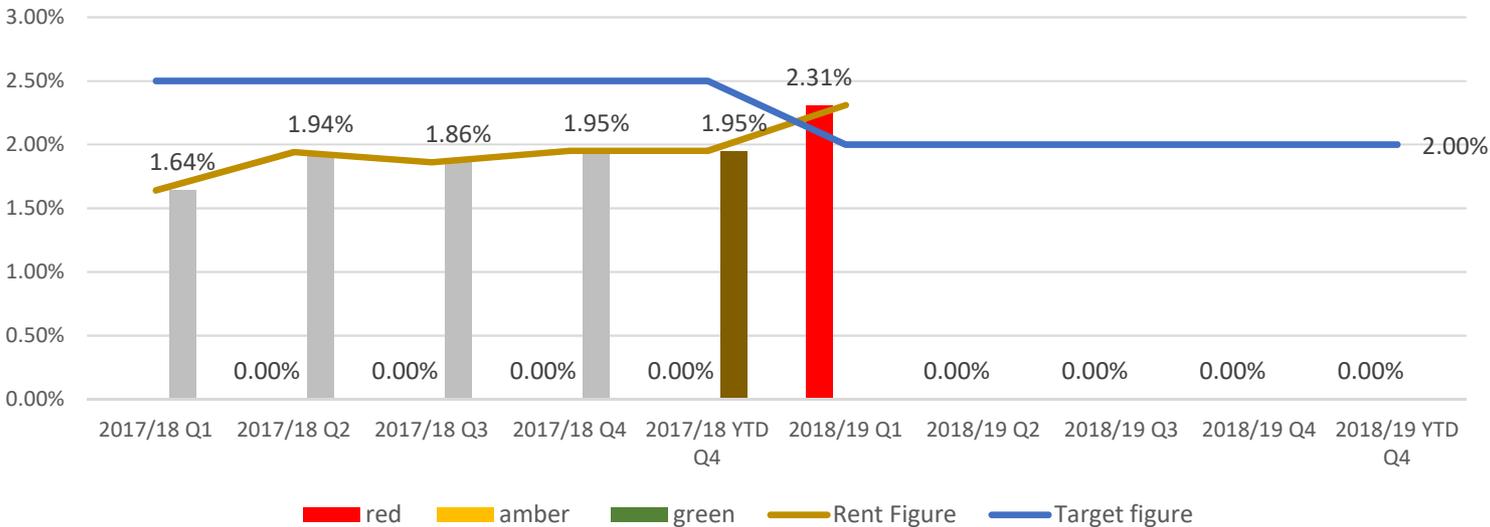
Stock Investment

SI01	% progress (by Value) with the delivery of capital projects		25%	Good progress continues to be maintained on most projects.
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Below is the Quarter one performance information for Bushbury Hill Estate Management Board (EMB), during 2018/19. Generally Bushbury Hill EMB has very good performance. For this quarter they have two indicators outside of target, one being within acceptable target and five within target.

ARREARS

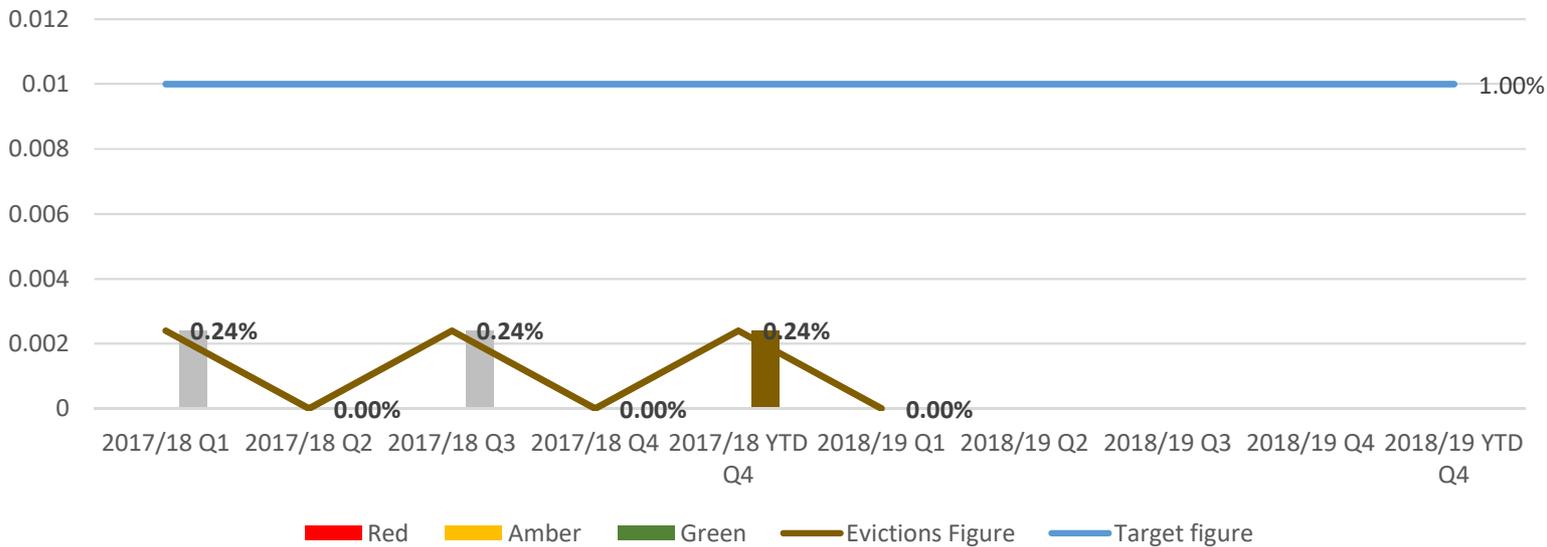
Percentage of Tenants with more than seven weeks gross rent arrears (quarter figure)



- Overall past performance for Rent Management has been good. However, for Q1 there has been an increase in tenants in arrears and this is mainly due to the changes with Universal Credit. Bushbury Hill EMB have provided an explanation about the increase and will be undertaking analysis work to try and address the issue.

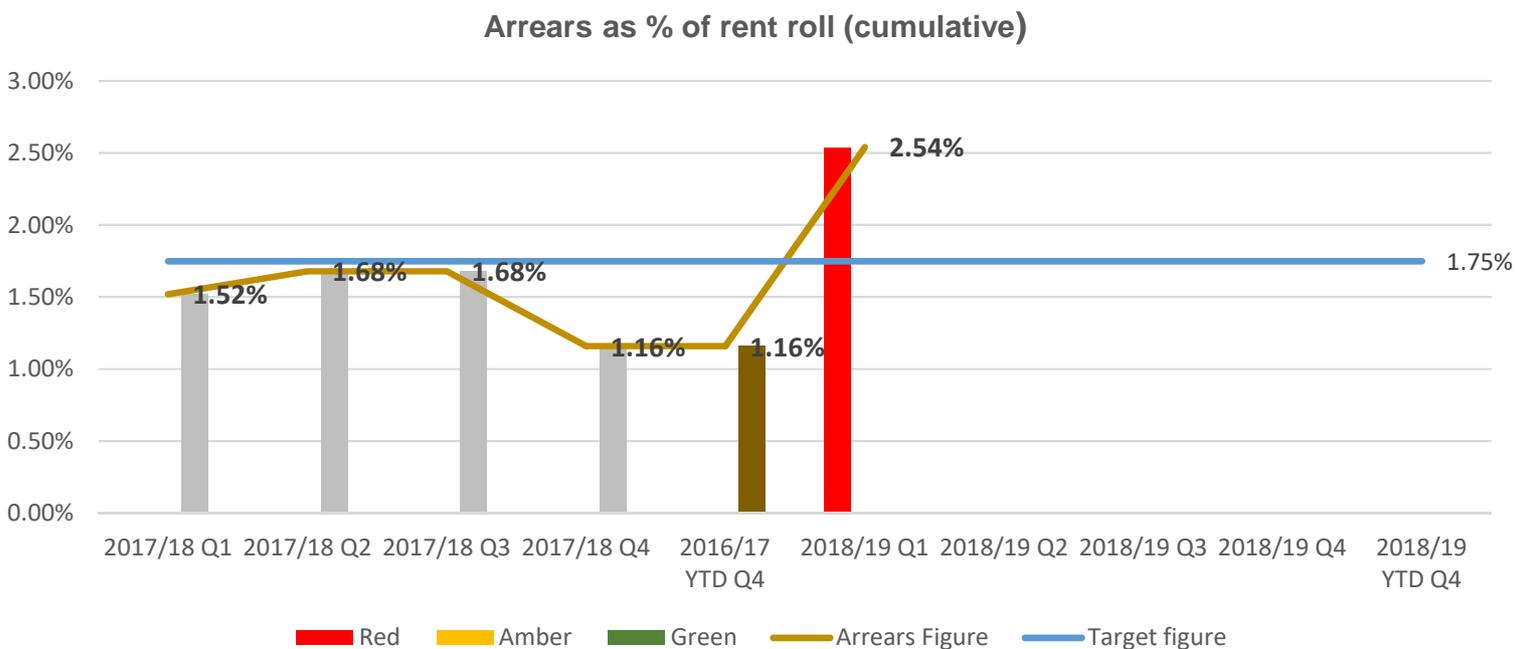
EVICTIONS

% of tenants evicted as a result of ren arrears



- Overall evictions has remained below the required target of 1%, evictions trend line also reflects that over the last 12 months evictions has reduced. Overall Bushbury Hill EMB have worked well with their tenants to ensure the Page 17

ARREARS OF THE RENT ROLL



- Overall ‘arrears as a percentage of the rent roll’ had remained below the required target for the last 12 months. However, for quarter one it has increased above the required target level. Housing Strategy will monitor the performance of Bushbury Hill EMB and the impact of Universal Credit.

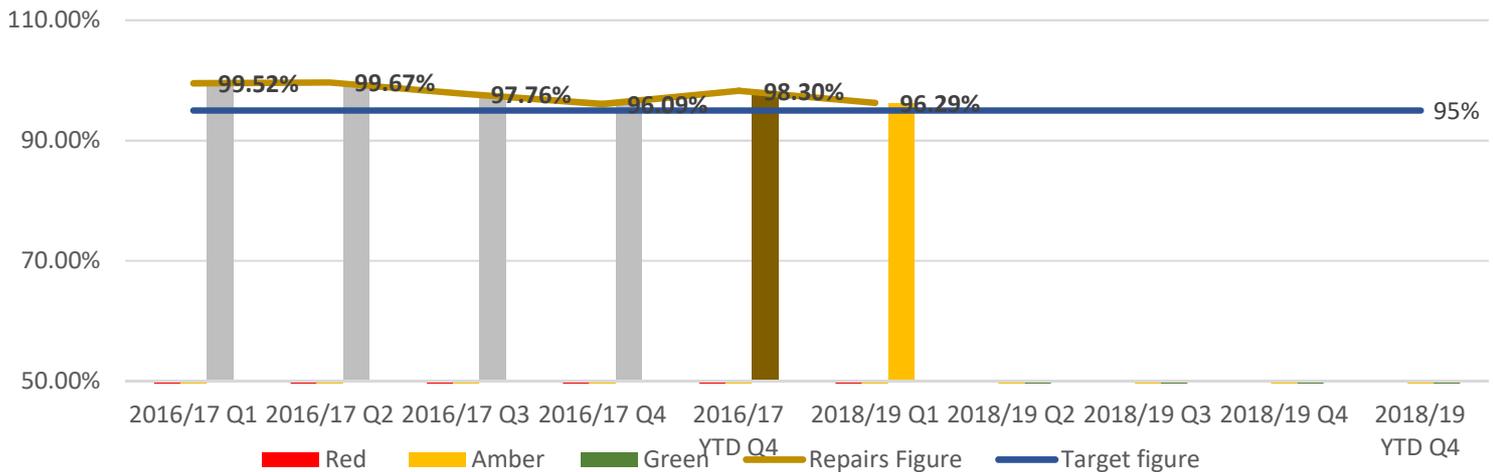
Notes

- Full roll out of Universal Credit in Wolverhampton has now taken place, this has had some influence income and rent arrears. The TMO continues to prepare for this change and is supporting its tenants, Housing Strategy are liaising with Bushbury Hill EMB to determine what actions need to take place to ensure this reduces.

BUSHBURY HILL EMB – REPAIRS MANAGEMENT

REPAIRS WITHIN TIME

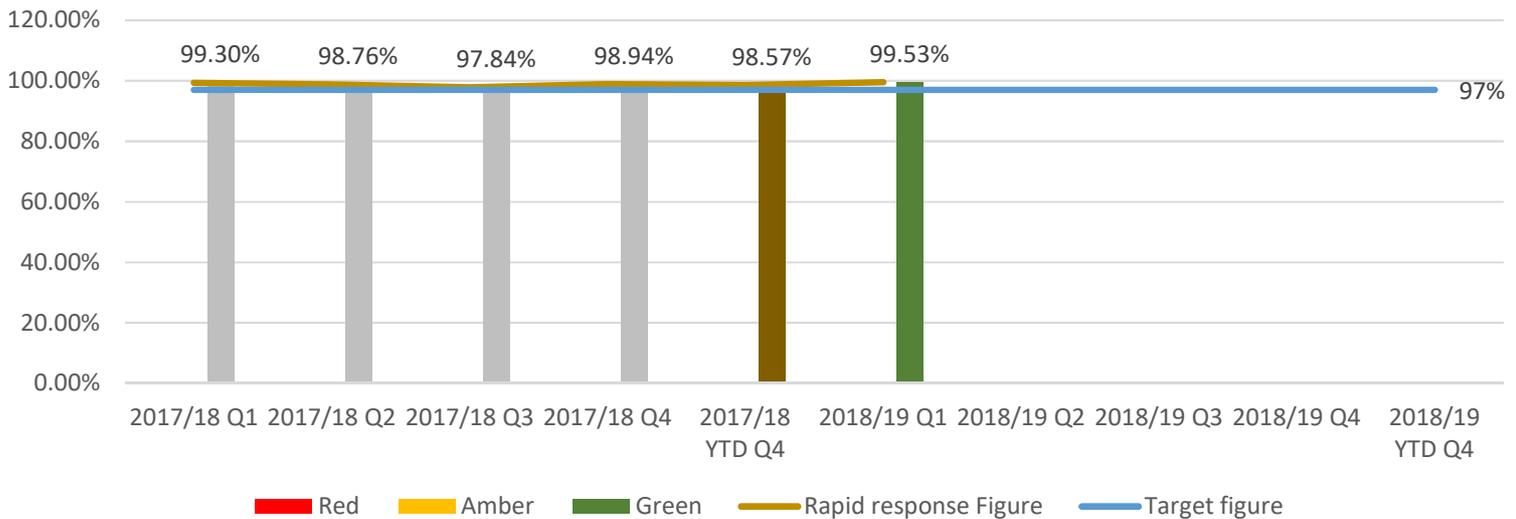
% Repairs attended within time (WHT & WH)



- Bushbury Hill EMB deliver its repairs service to tenants through a contract with Wrekin Housing Trust, the methodology the Council uses to measure repairs performance cannot measure this performance. Therefore, Bushbury Hill EMB have developed a suite of repair indicators that will enable it to measure its performance.
- Overall performance has been above target for over 12 months.
- Comparing the performance against the same quarter for the previous year there has been a slight decrease it still remains within an acceptable tolerance level.

RAPID RESPONSE REPAIRS

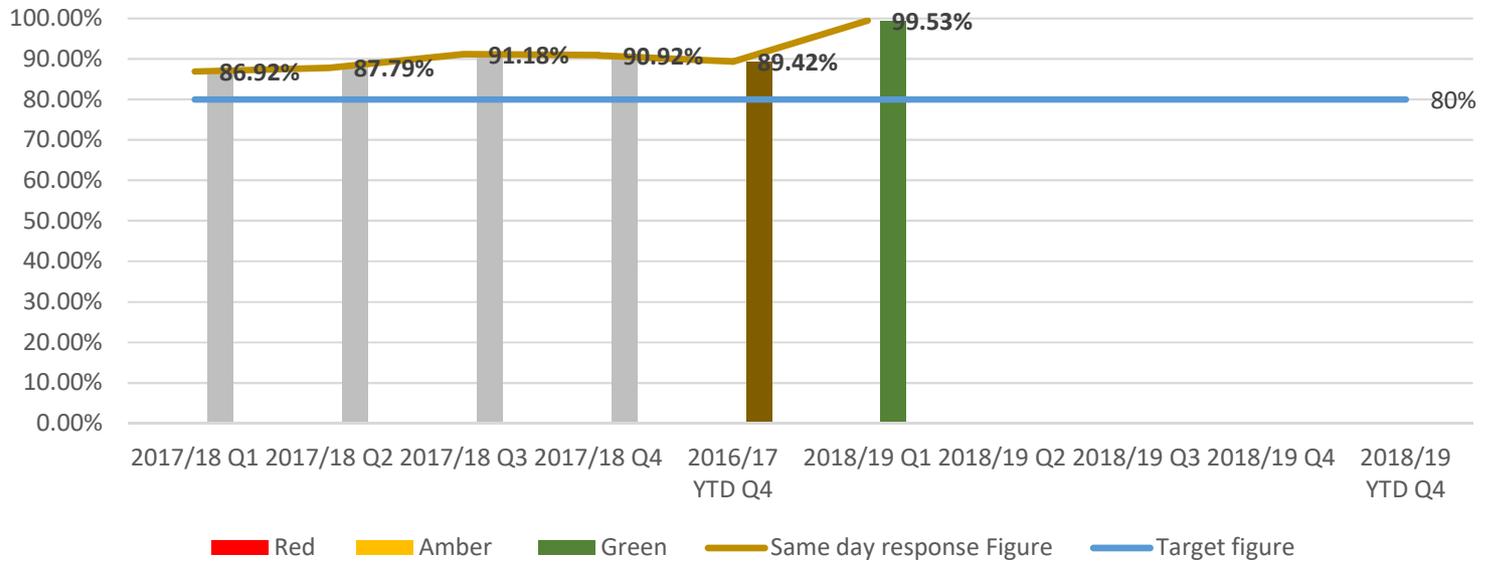
% Rapid Response Repairs attended same day (WHT only)



- Overall the rapid response performance has been above target for over 12 months, indicating the TMO is ensuring a good service to its tenants.
- Housing Strategy has requested they are consulted when the repairs contract is due to be retendered to ensure the Council can help improve their services.

SAME DAY REPAIRS

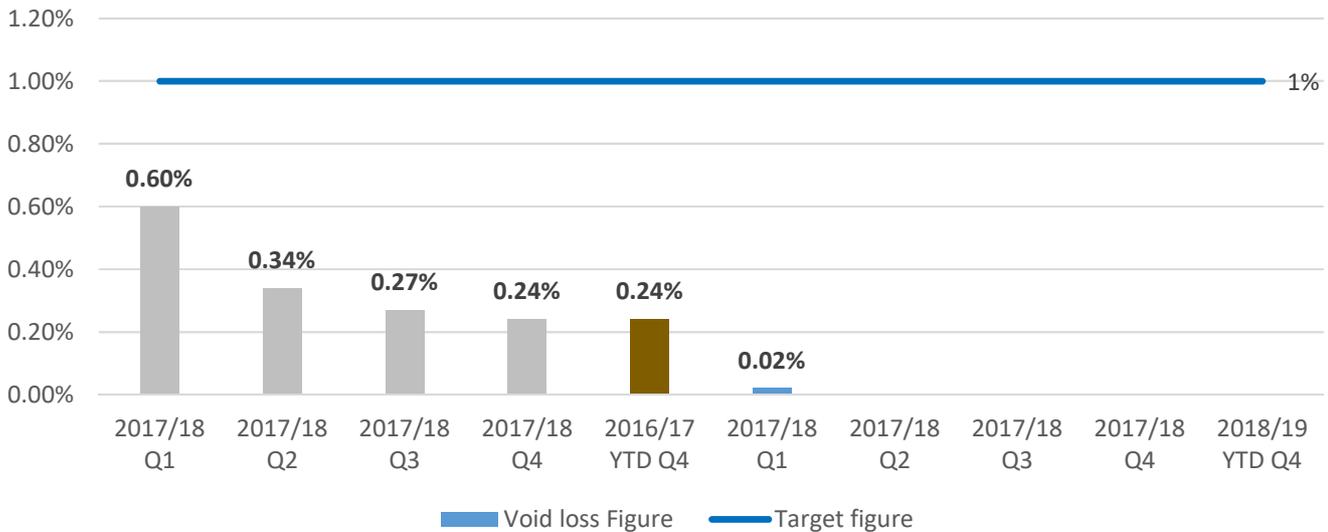
% Rapid Response completed same day (WHT only)



- Bushbury Hill EMB the same day response performance has been above target for over 12 months, which indicates the TMO has been able to ensure good service for its tenants.
- Comparing quarter one against the same quarter of the previous year, there has been further improvement in performance.

VOIDS

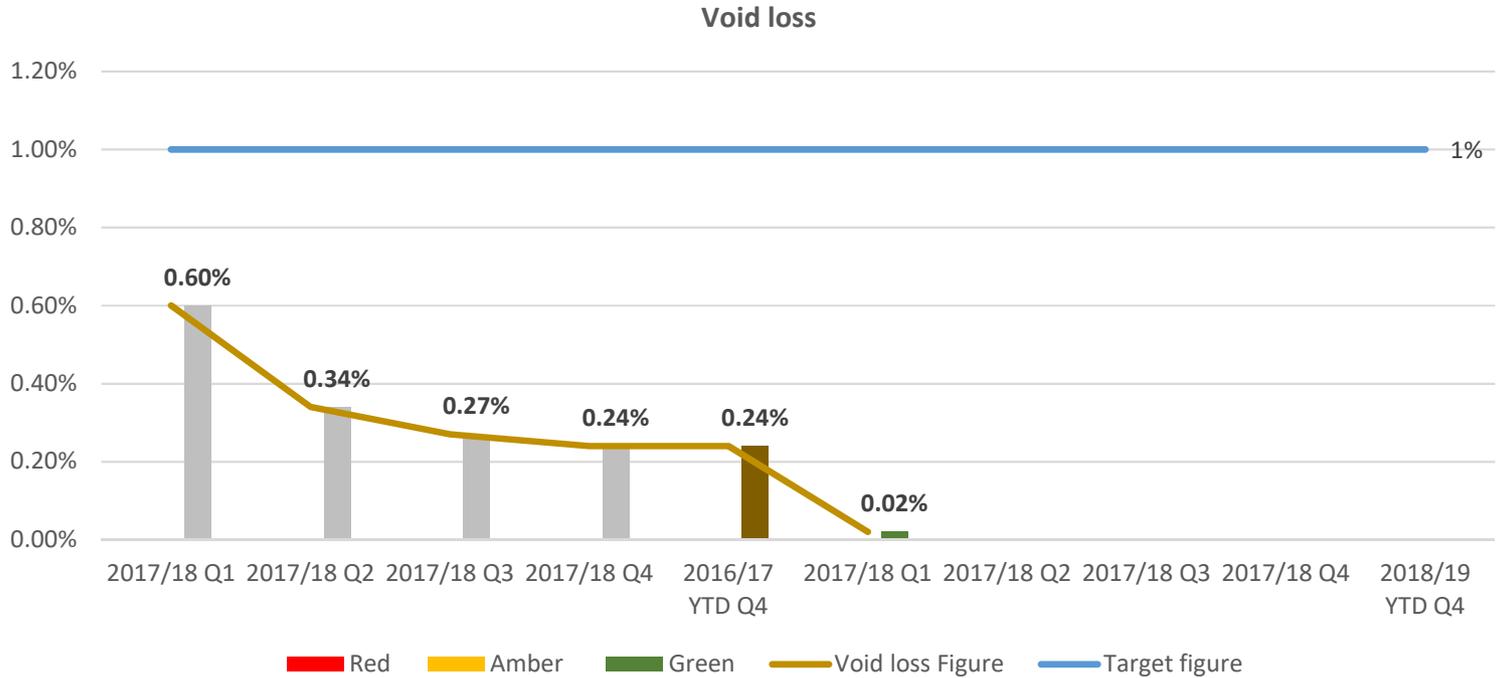
Void loss as a %



- Overall performance on void loss has improved, Bushbury Hill EMB has managed to ensure it remains below target.
- Comparing quarter one against the same quarter of the previous year, there has been further improvement in performance.

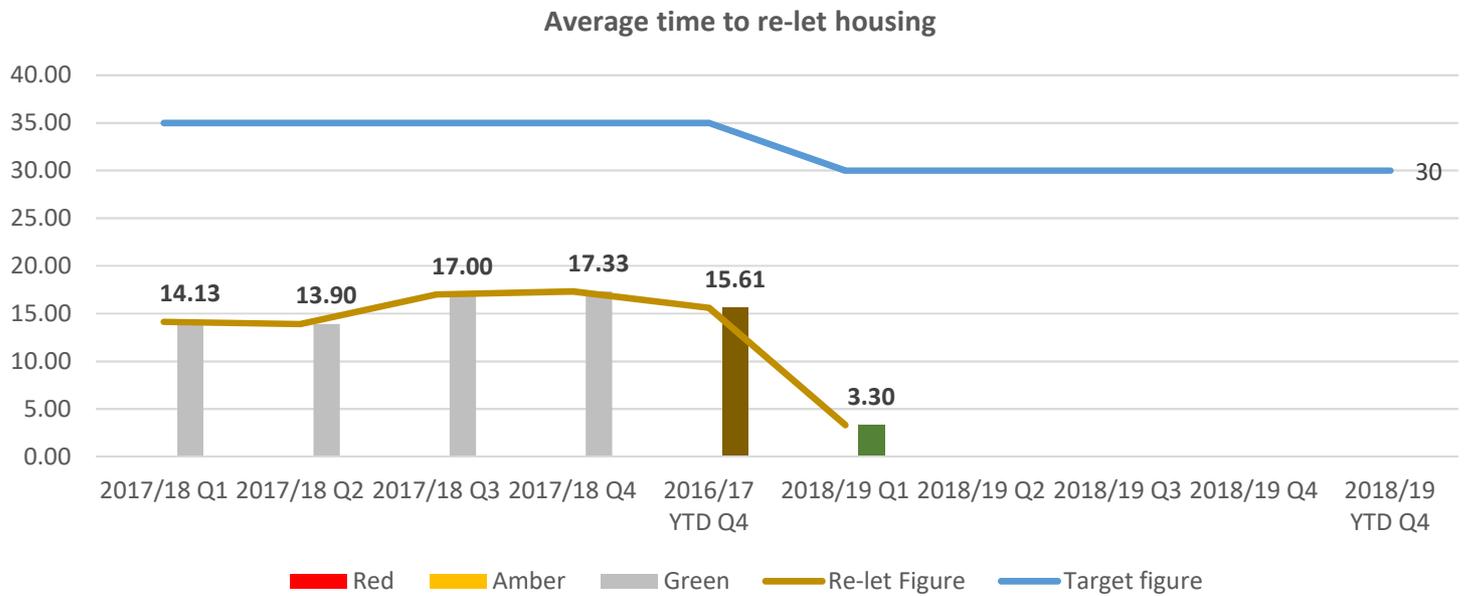
BUSHBURY HILL EMB – VOIDS AND ALLOCATIONS

VOIDS



- Overall void loss has remained below the required target of 1%.

RE-LETS

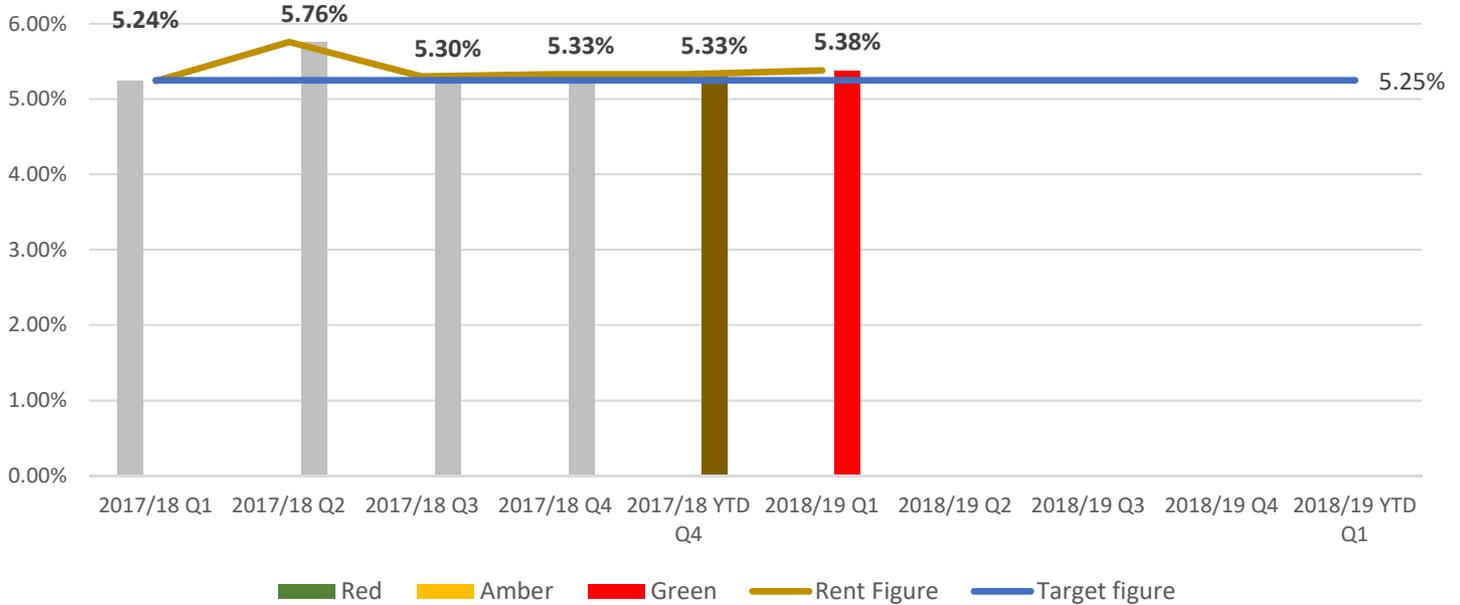


- Bushbury Hill EMB have demonstrated good performance for 2018-19 Q1, with properties being able to re-let quickly.
- Due to good performance during 2017-18, the target has been changed from 35 days to 30 days and will continue to be monitored during 2018-19 with a view to reduce this further.

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DOVECOTES TMO – RENT MANAGEMENT

ARREARS

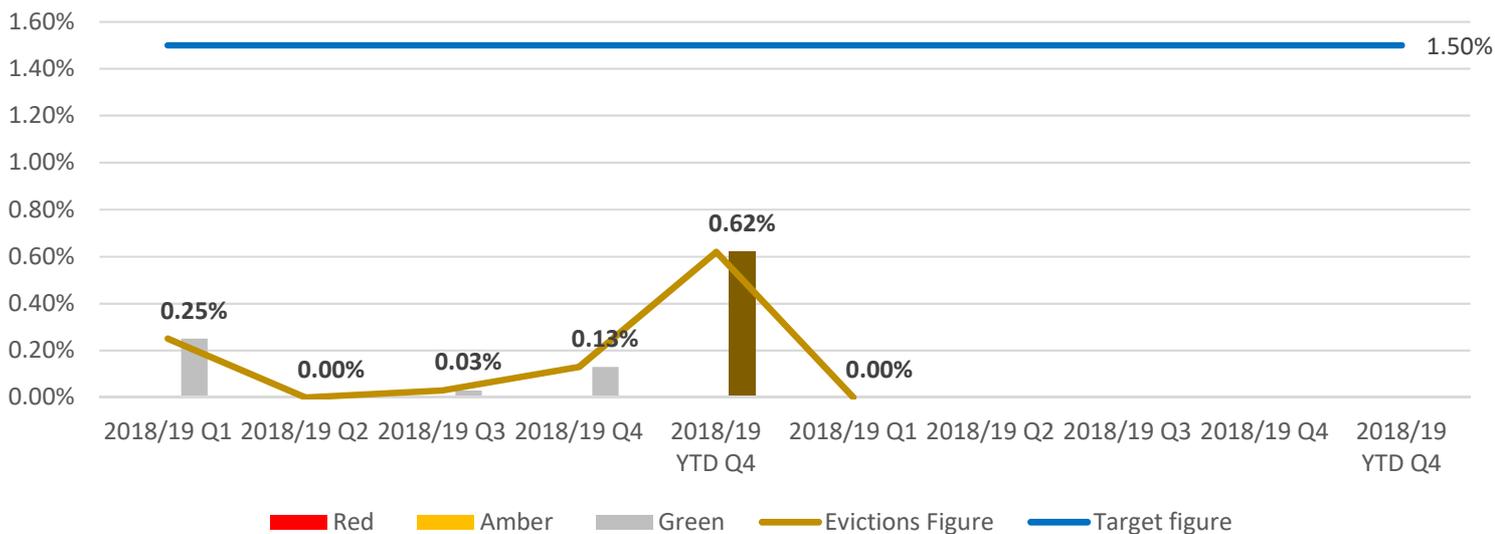
% tenants with more than 7 weeks rent arrears



- Overall Tenants in arrears has remained high for the last 12 months, there has been some decrease but it is still above the required target level of 5%.
- Comparing Quarter one for 2018/19 against the same quarter of the previous year there has been some improvement in the rent collection. Dovecotes are working hard to address the arrears, resources were affected due to sickness and Jury Service.

EVICTIIONS

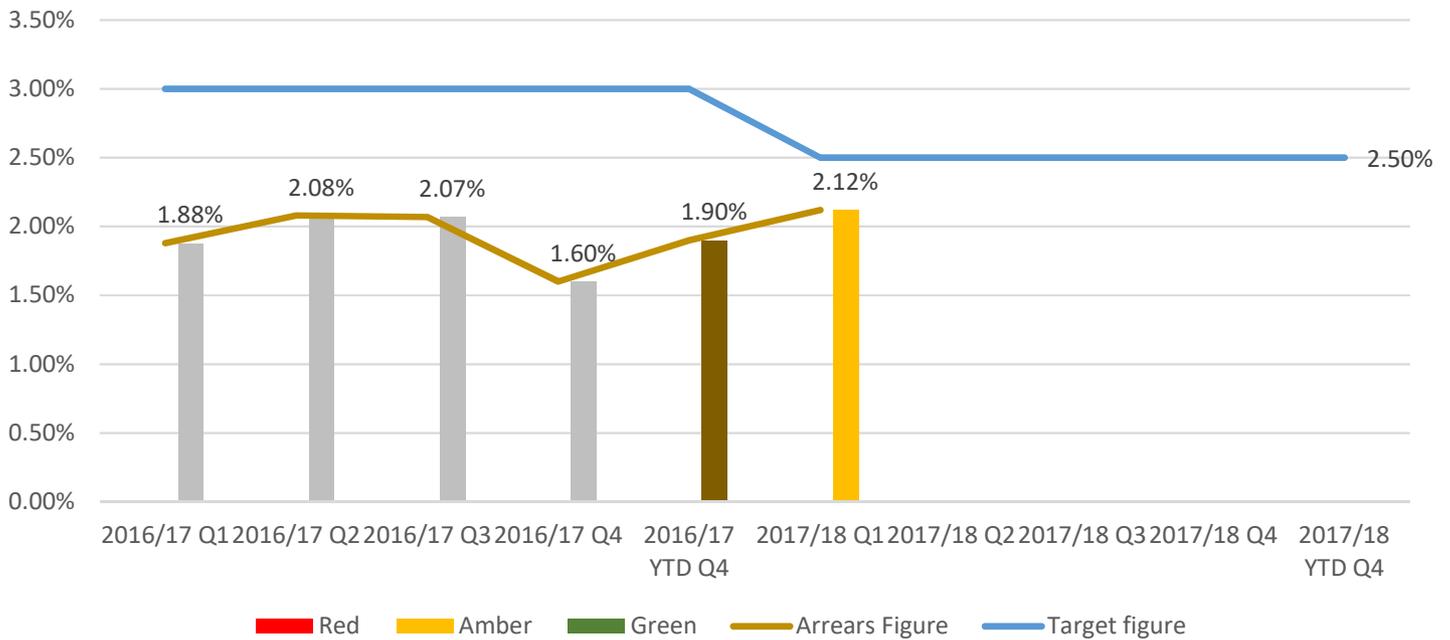
% of tenants evicted as a result of rent arrears



- Overall evictions have remained below the required target, with no evictions taking place during quarter one.
- Comparing data against the same quarter of the previous year, there has been improvement in this quarter, therefore illustrating Dovecotes are working with tenants to help sustain their tenancies.

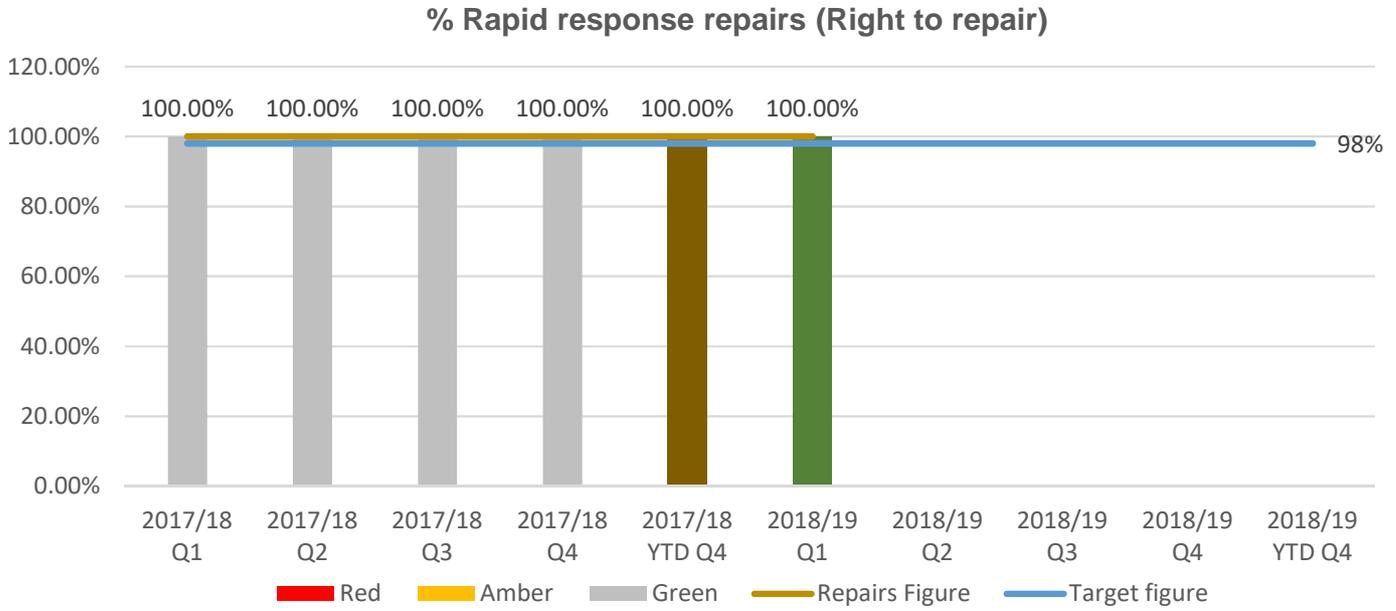
7.3 ARREARS OF THE RENT ROLL

Arrears as % of rent toll (cumulative)



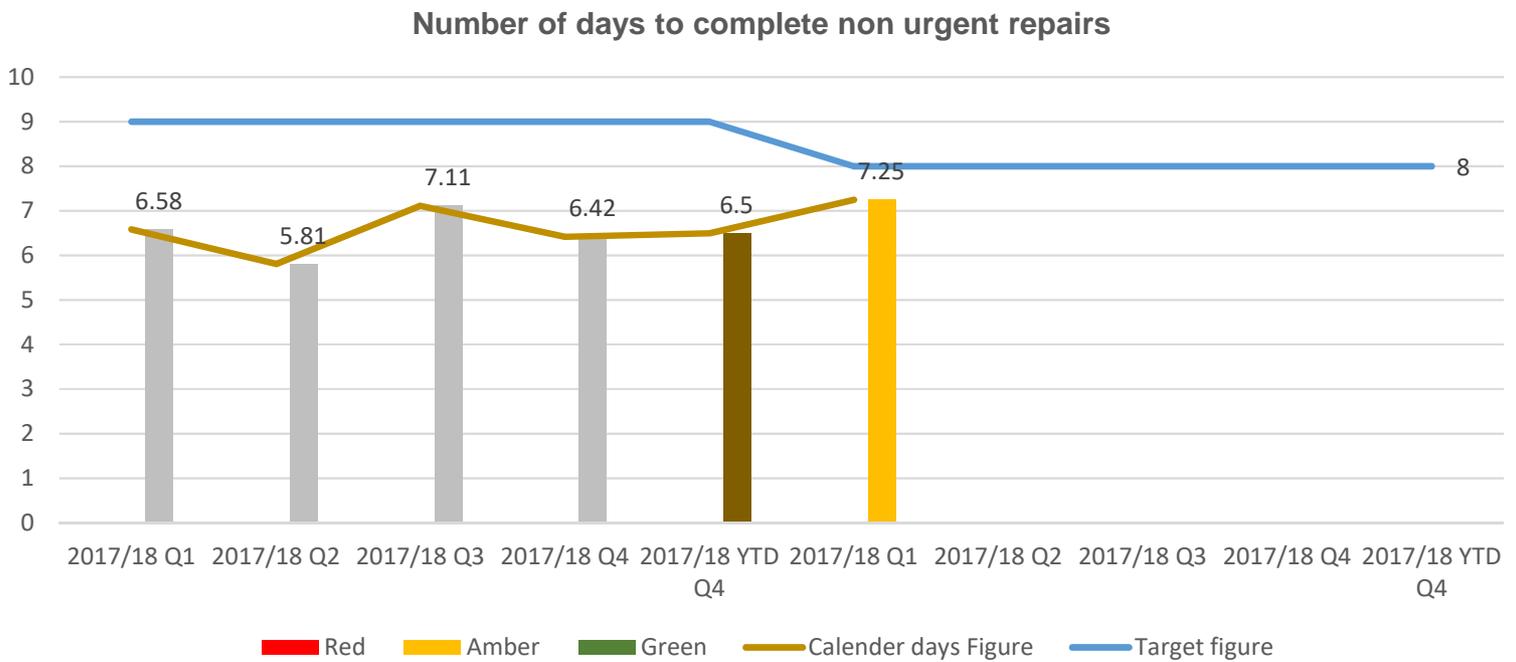
- There has been mixed performance for ‘arrears of the rent roll’, however the TMO has successfully achieved being below the required target.
- Dovecotes TMO have allocated staff to address the arrears, it is anticipated this should improve now their member of staff has returned back from Jury Service. Dovecotes are willing to have additional support from Wolverhampton Council to help review administrative processes for the work to determine where they could improve.

RESPONSE REPAIRS



- Response repairs has remained strong, overall good performance.

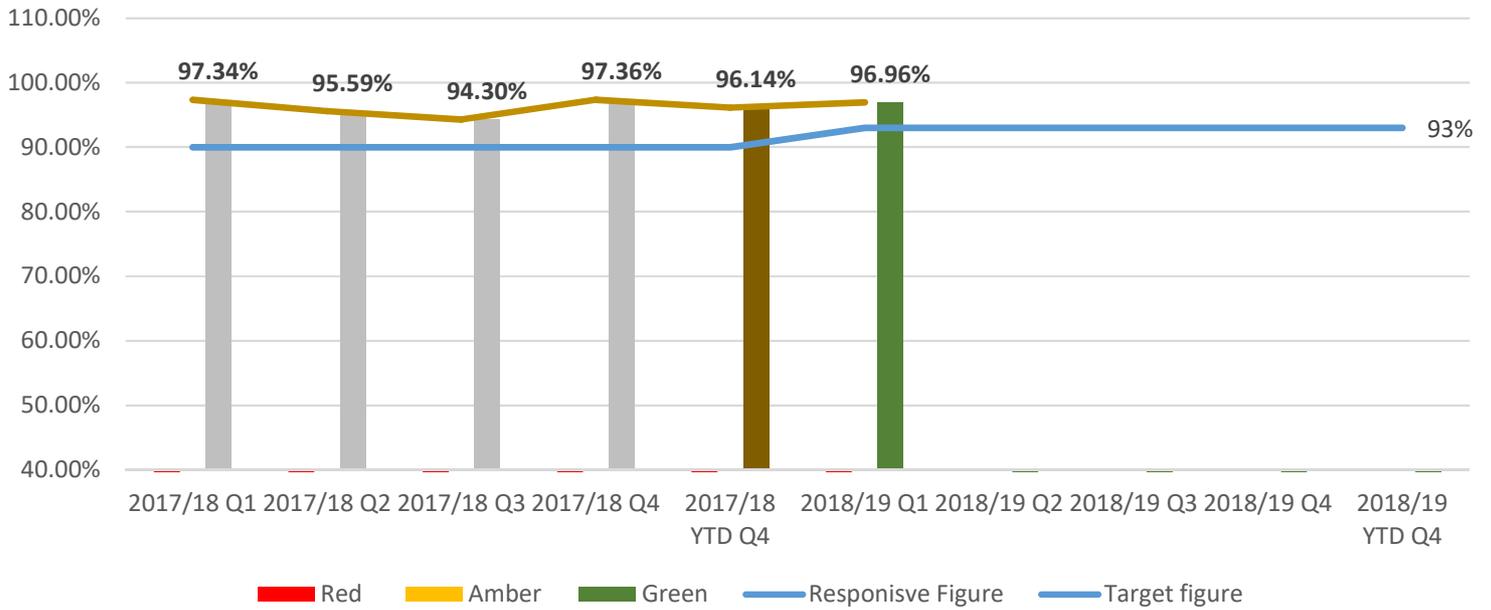
DAYS TO COMPLETE REPAIRS



- Overall the average time to complete repairs has remained at below the required target.
- When compared against the previous quarter and also quarter one of the previous year, there has been an increase in time taken to complete repairs but it is still within the accepted tolerance.

RESPONSIVE REPAIRS

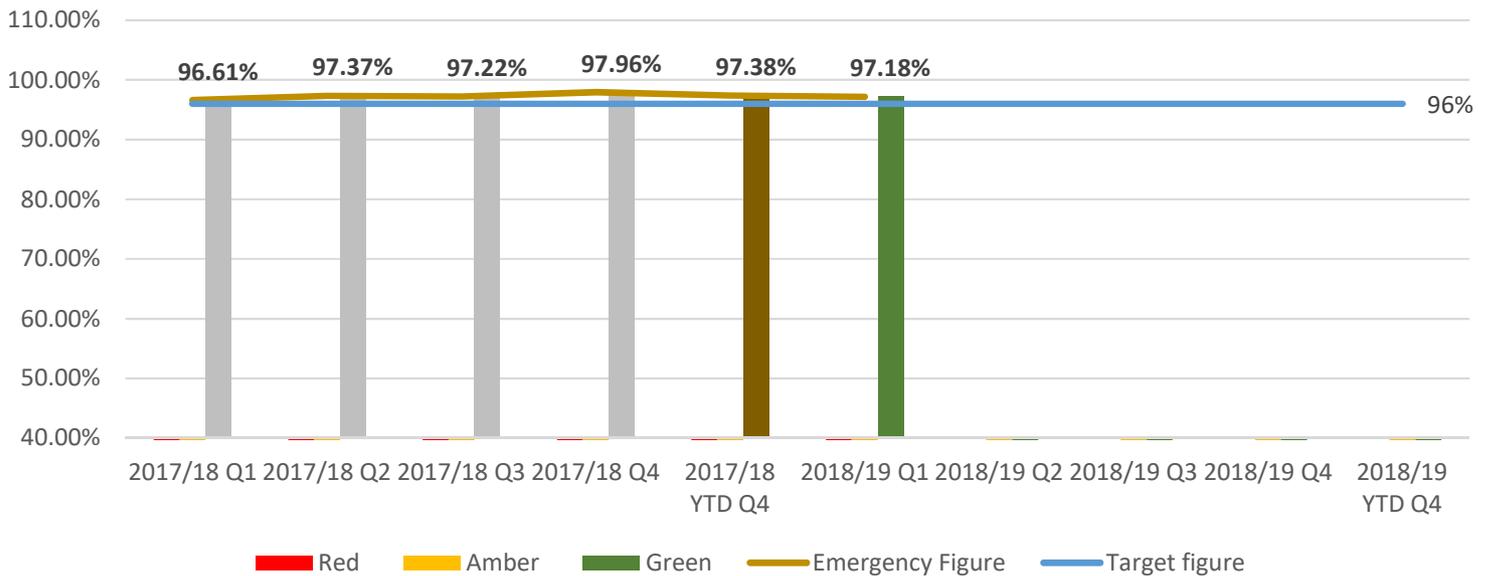
% of responsive repairs, appointment made and kept



- Overall Tenants repairs being made and kept, it is above the required target level.
- The target for this indicator has been increased in agreement with Dovecotes TMO from 90% to 93% due to having high quarter on quarter performance.

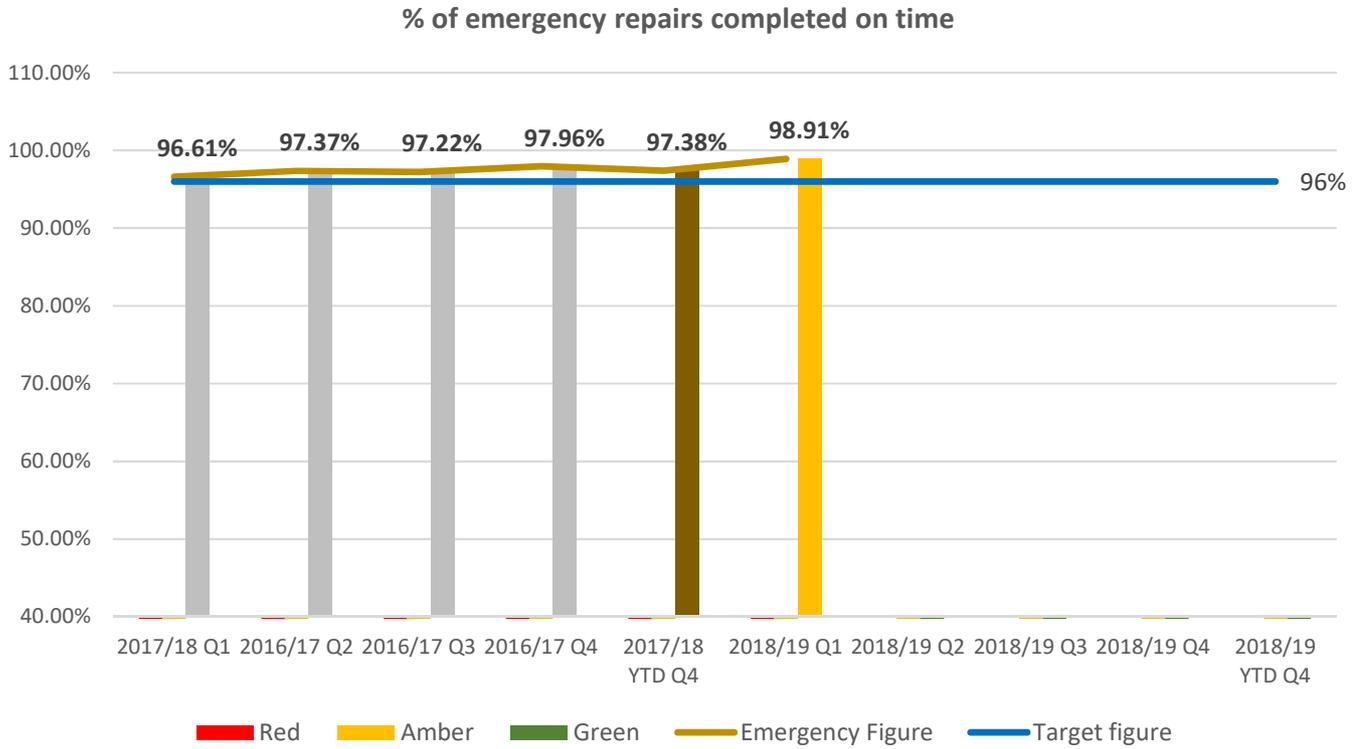
EMERGENCY REPAIRS

% of emergency repairs completed on time



- Dovecotes TMO have performed well over the last 12 months, they have managed to remain above the required target for this indicator OF 96%.

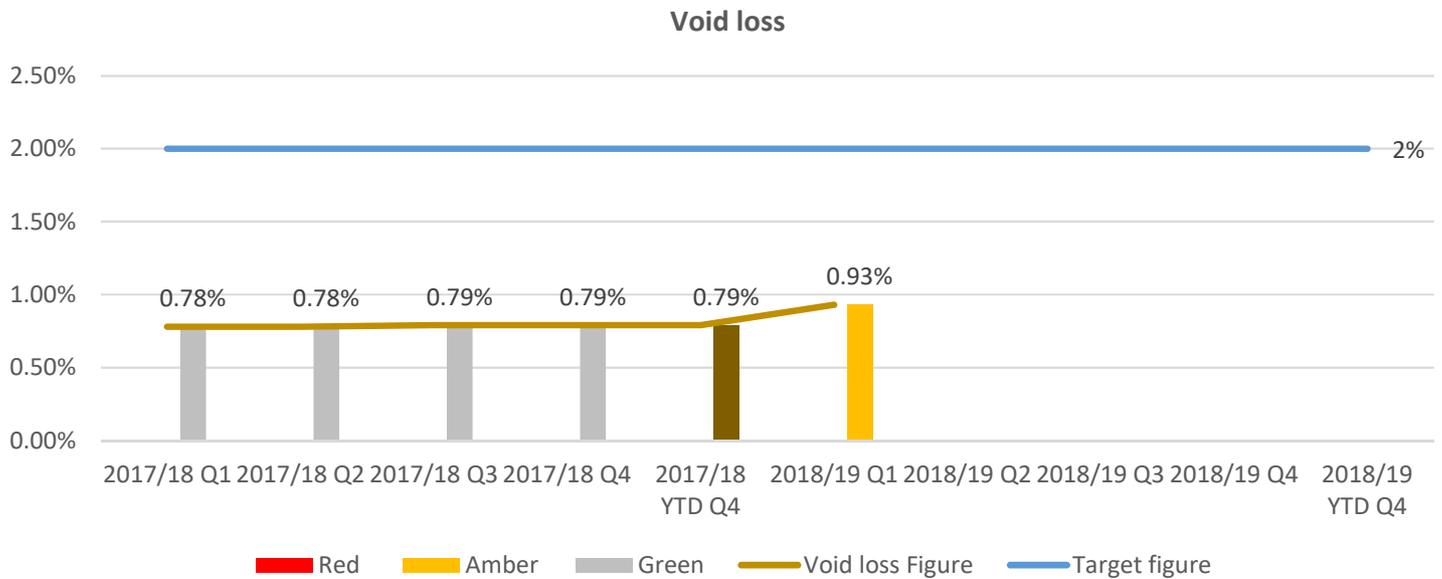
COMPLETED ON TIME



- Overall performance has been good, with performance remaining above the required target level since quarter one.

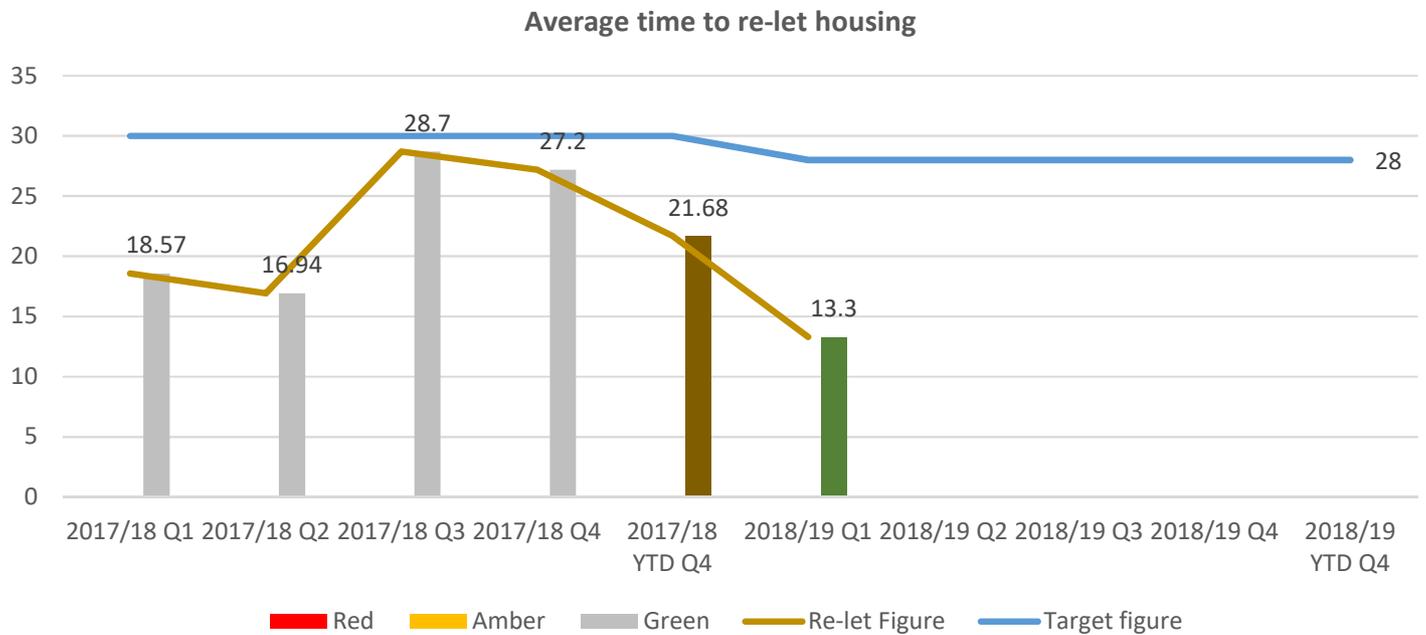
DOVECOTES TMO – VOIDS & ALLCOATIONS

VOIDS



- Overall void loss for the TMO has steadily increased, since quarter four 2017-18. It is still below the required target level.

RE-LETS



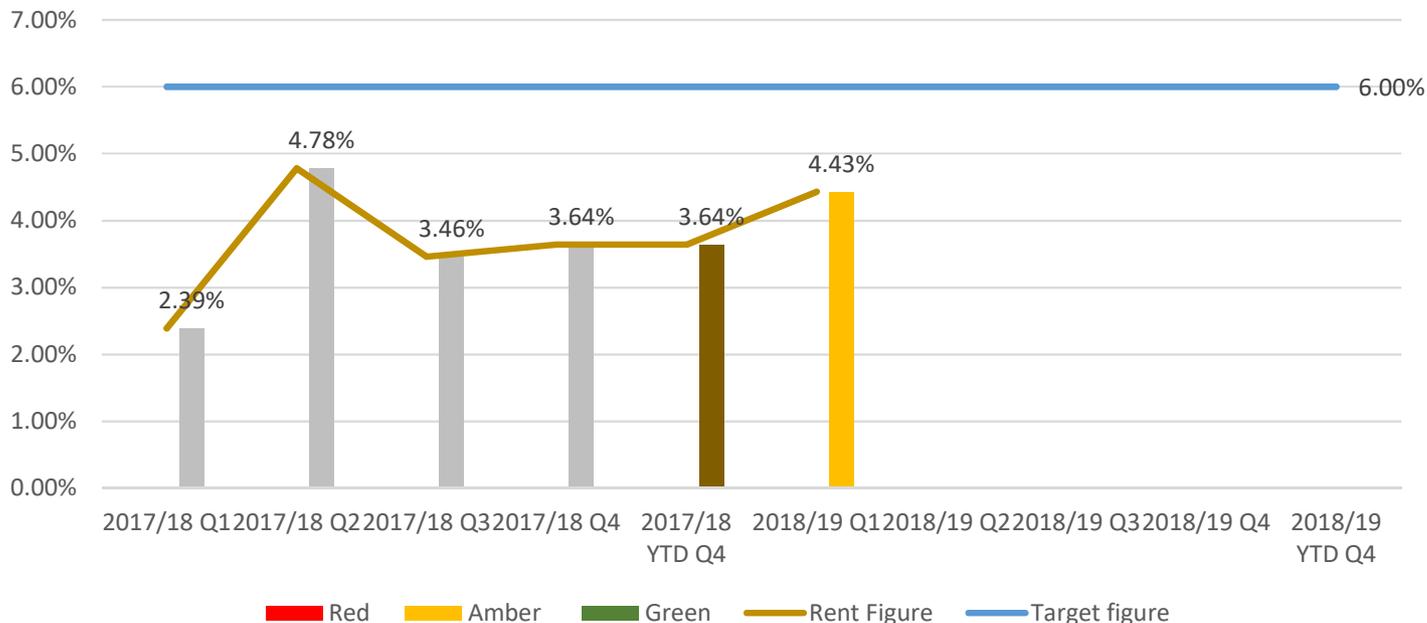
- Quarter on quarter performance for average time to re-let housing continues to improve since quarter three 2017-18, reaching an overall low of 13 days. Performance is well below the new target of 28 days, which had been lowered from 30 days because of ongoing good performance.

Sensitivity: NOT PROTECTIVELY MARKED
NEW PARK VILLAGE – RENT MANAGEMENT

Below is the Quarter one performance information for New Park Village, during 2018/19. Generally New Park Village has been good with only one measure being outside of target, two measures being within target and six measures within target.

ARREARS

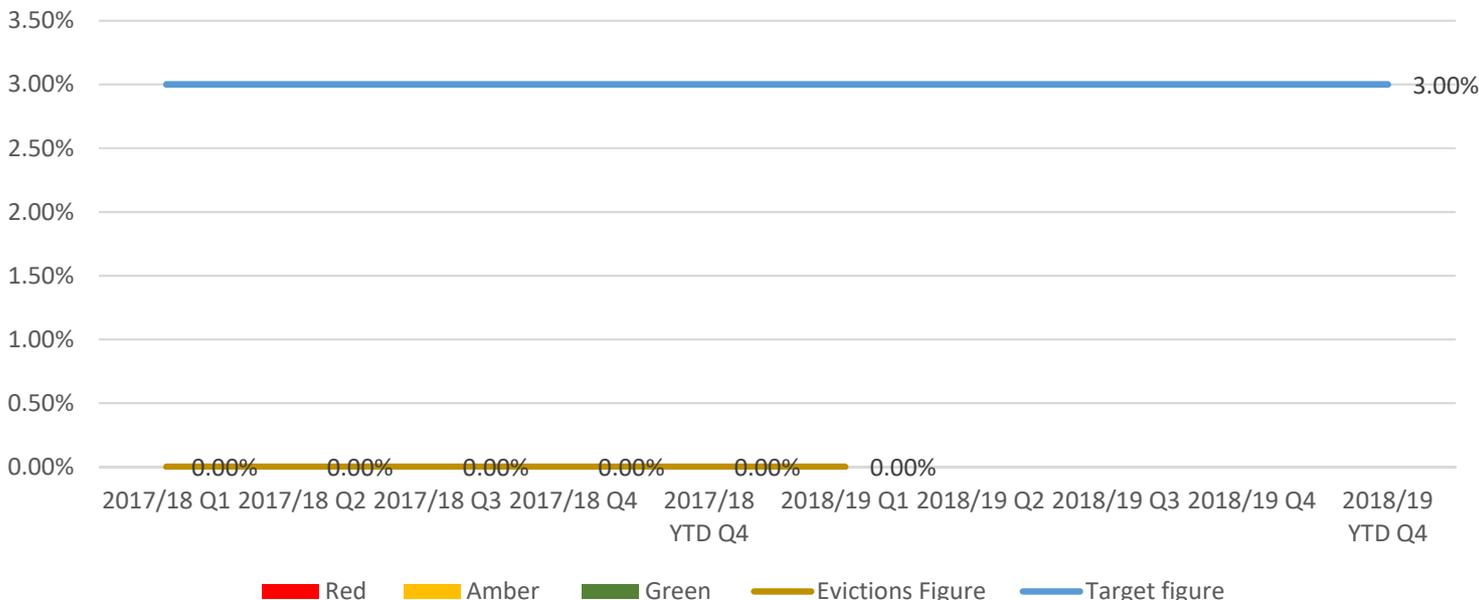
Tenants with more than 7 weeks rent arrears



- There has been a slight increase in ‘tenants more than seven weeks in arrears’ which has attributed to the roll out of the Universal Credit. New Park Village are working to address this and will be monitored by Housing Strategy.

EVICIONS

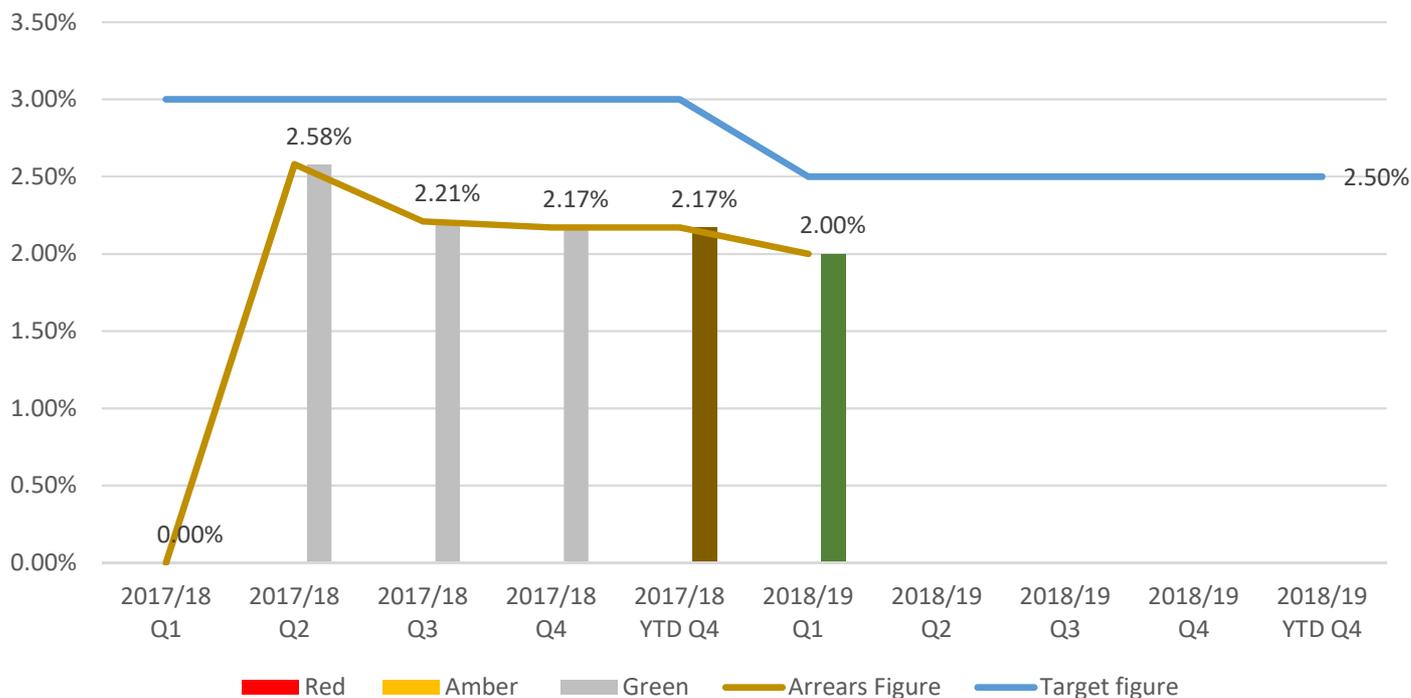
% of tenants evicted as a result of rent arrears



- Ongoing good performance with no evictions, which illustrates tenants are sustaining their tenancies

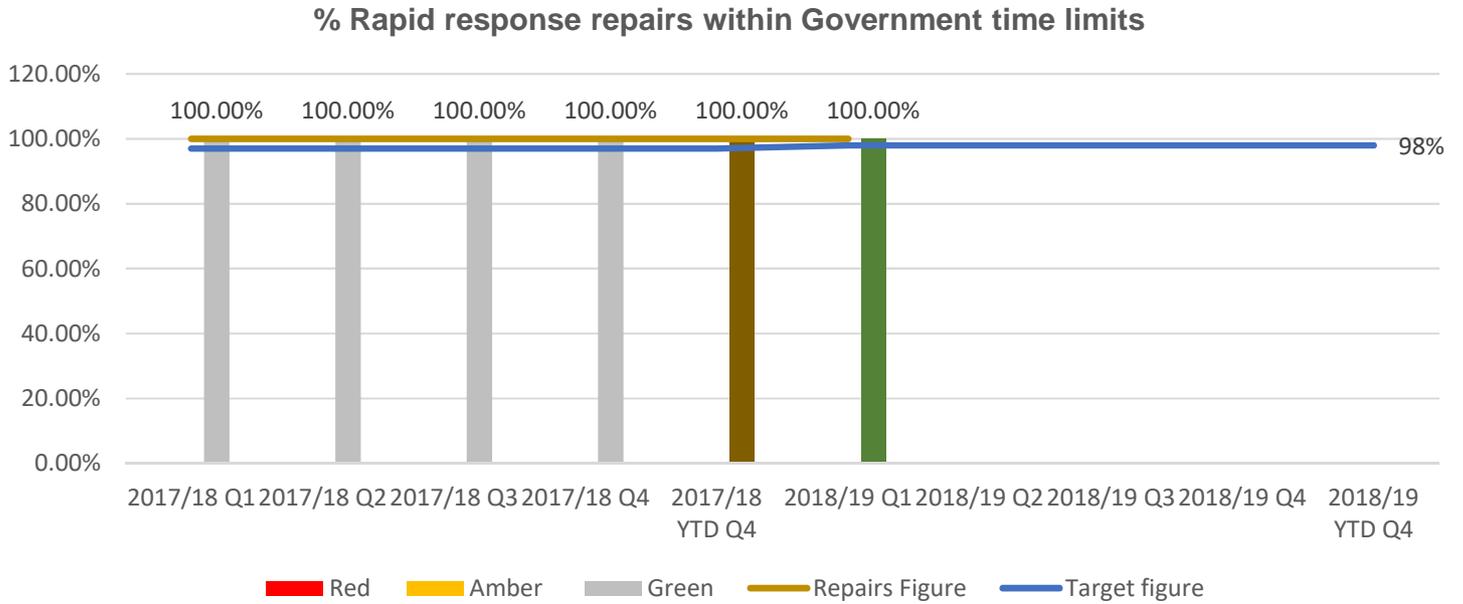
ARREARS AS % OF RENT ROLL

Arrears as % of rent roll



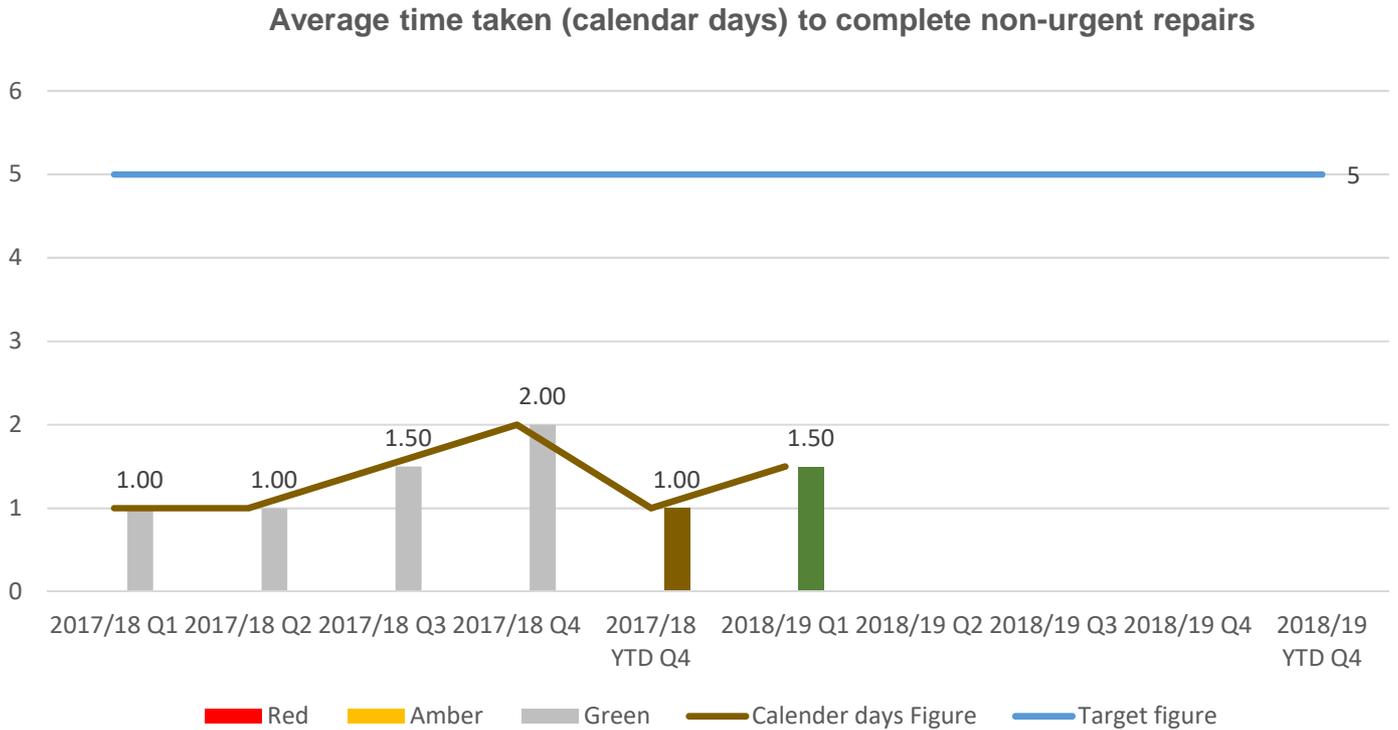
- New Park Village continues to have good arrears performance with arrears as a percentage of the rent roll remaining below target for over 12 months. When compared to the previous quarter there has been a further decrease in arrears.
- It has been agreed to change the performance target for this indicator from 3.5% to 2.5% due to previous good performance.

RAPID RESPONSE REPAIRS



- Performance continues to be at 100% for rapid response repairs.

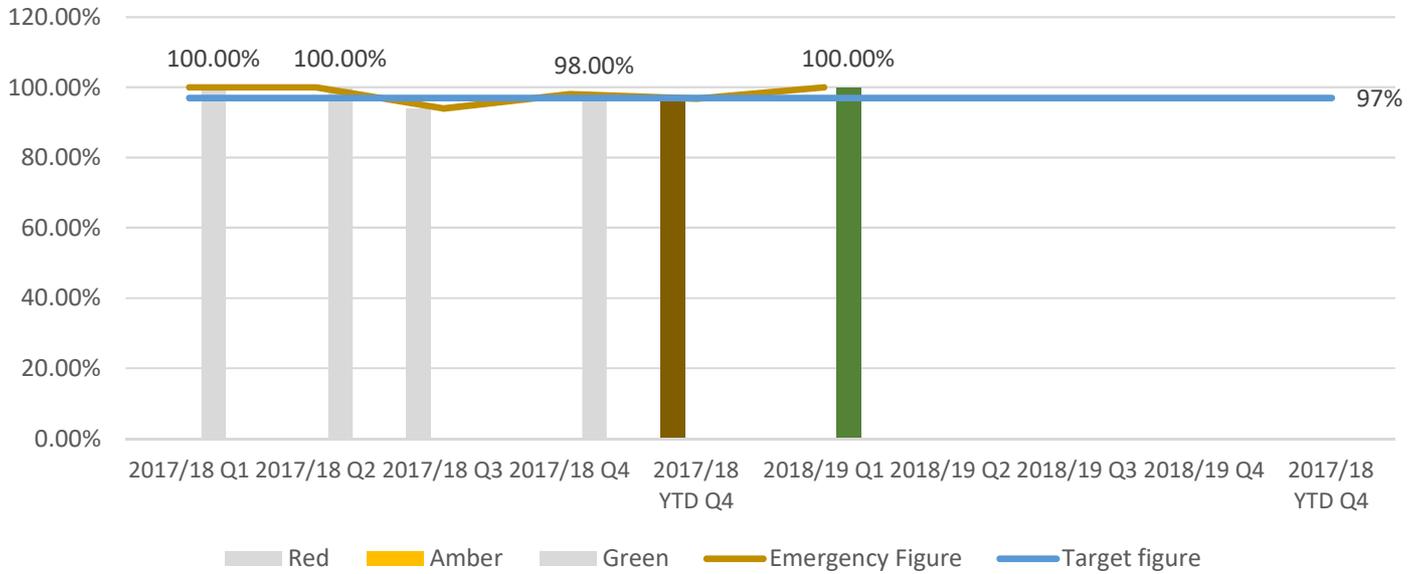
DAYS TO COMPLETE REPAIRS



- The time to complete non-urgent repairs has stayed below the required target level, with overall good performance.

EMERGENCY REPAIRS

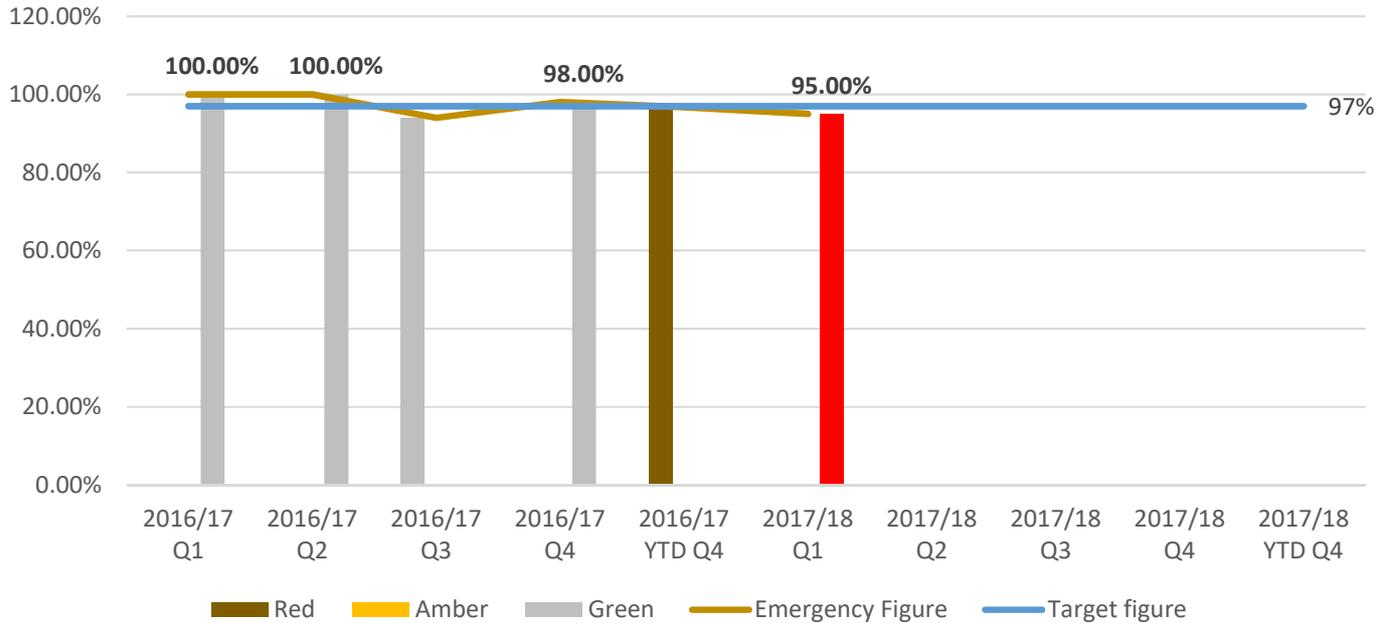
% of emergency repairs completed on time



- Performance continues to be excellent at 100% for quarter one 2018-19, following a slight dip to 98% at quarter four of the previous year.

ROUTINE REPAIRS

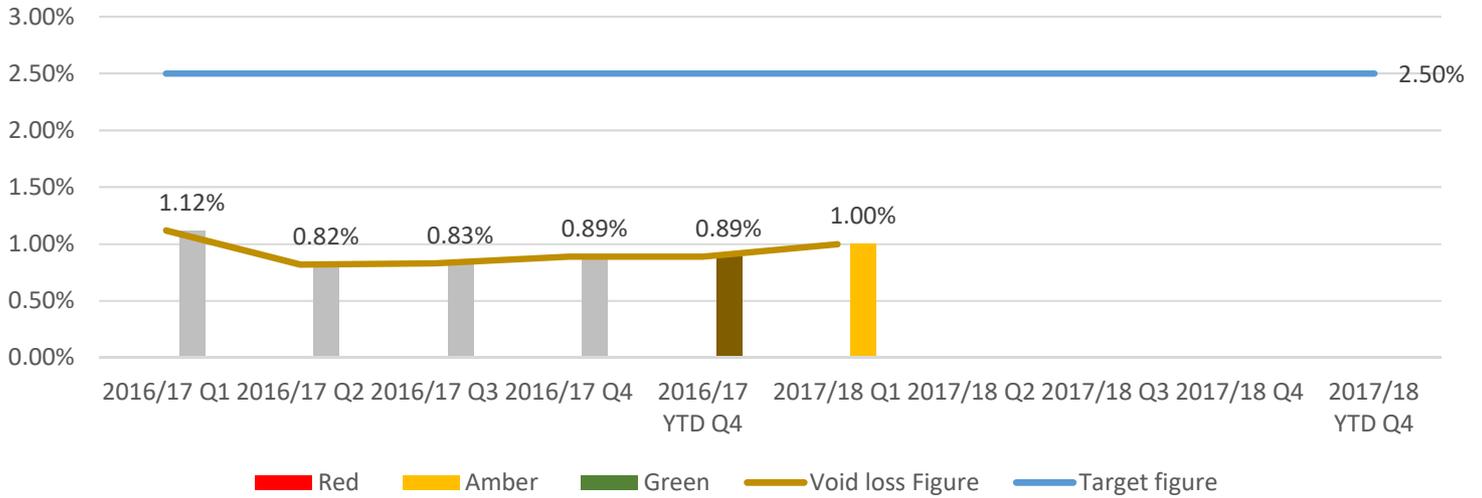
% of emergency repairs completed on time



- Emergency repairs has fallen slightly below target, with work having taken longer to complete then expected.

VOIDS

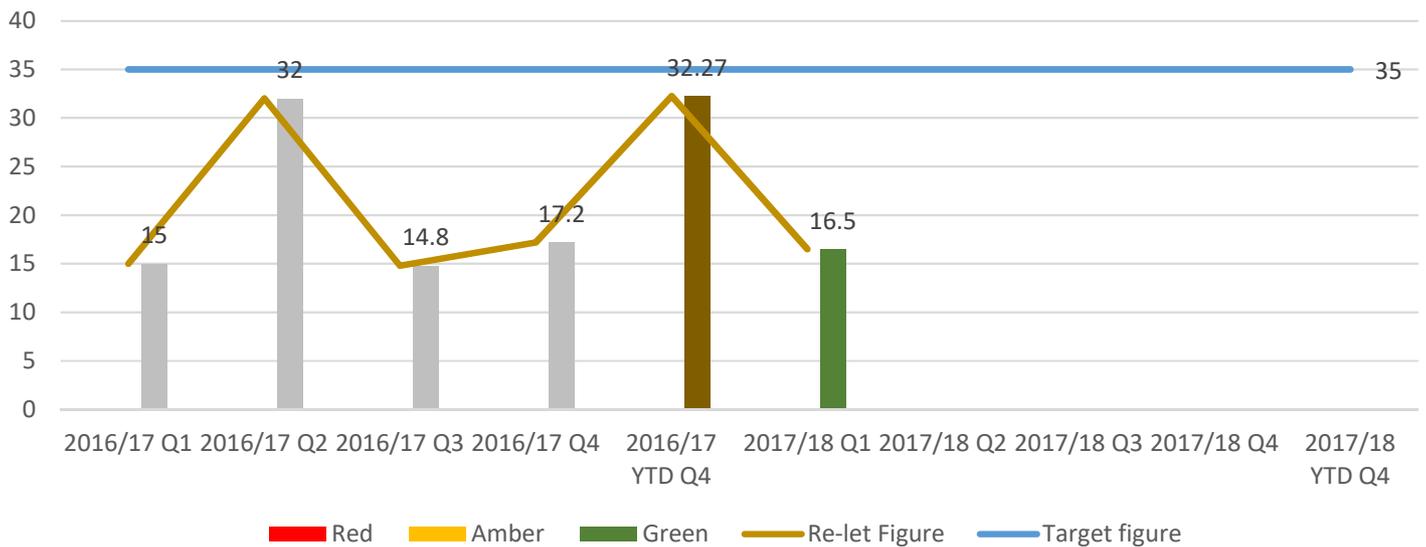
Void loss as a % of the rent roll



- Void loss has increased slightly to 1% of the rent roll, however it is still within the required target of 2.5%.

RE-LETS

Average time to re-let housing



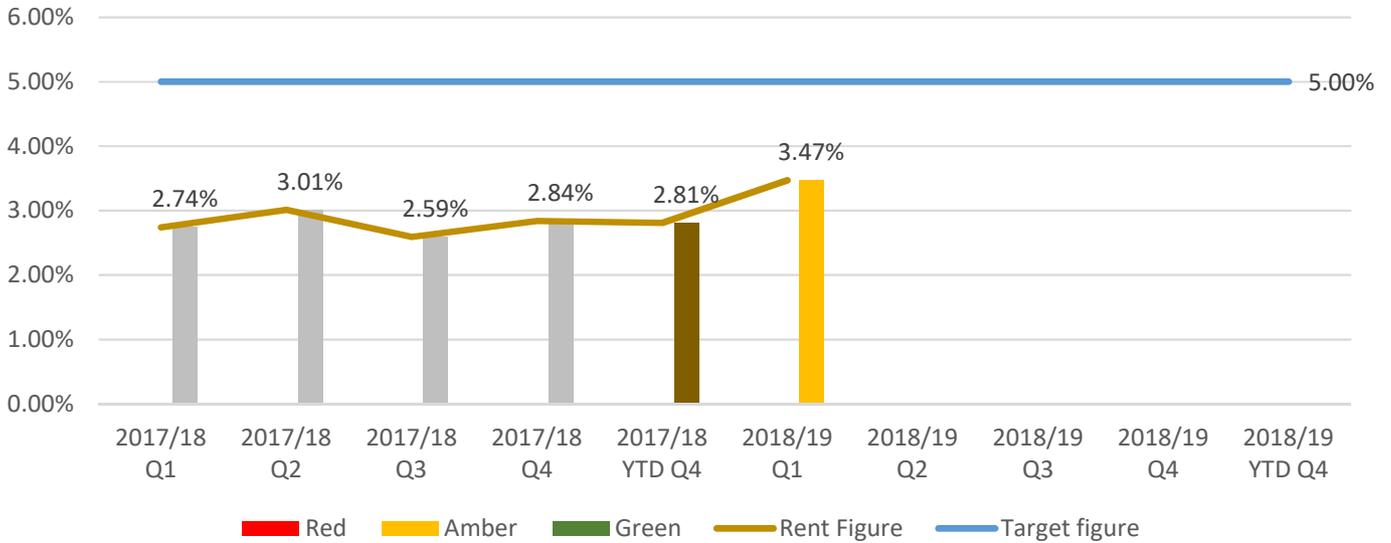
- The time to re-let properties has improved to 16.5 days which is well within target for quarter one 2018-19.

SPRINGFIELD HORSESHOE HOUSING MANAGEMENT CO-OPERATIVE (HMC) – ARREARS MANAGEMENT

Below is the quarter one performance information for Springfield Horseshoe HMC, during 2018-19. Generally Springfield Horseshoe HMC has been good with two measures being within acceptable tolerance and seven measures being within target. They have no indicators which are outside of the required target.

ARREARS

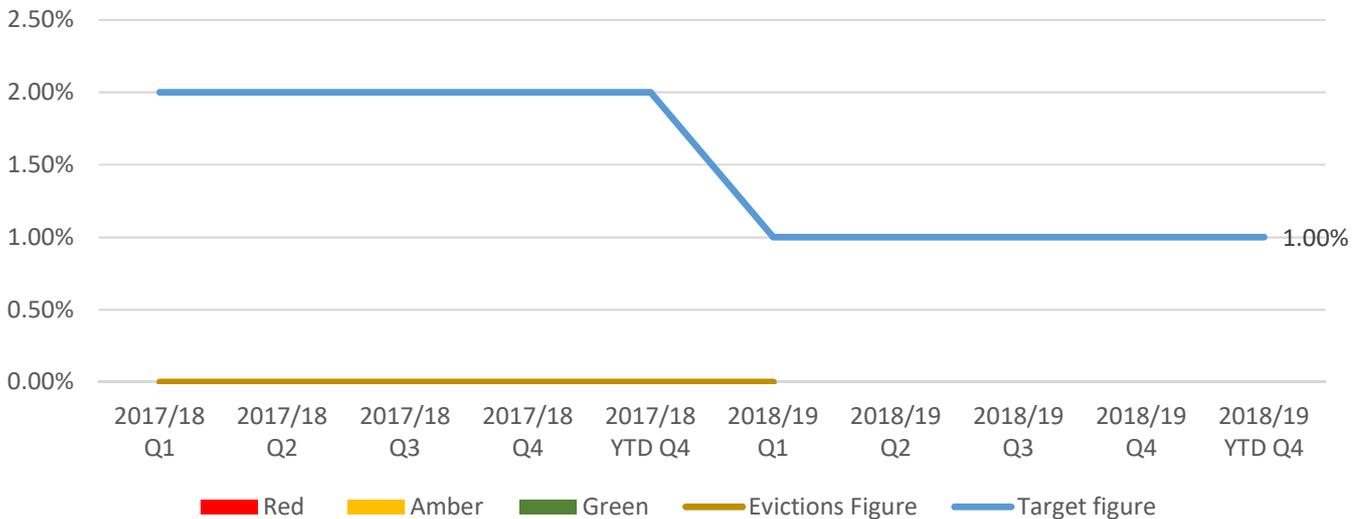
% tenants with more than 7 weeks rent arrears



- Arrears management was good for the 2018-19, even though there has been a slight increase in arrears when compared to the quarter one of 2017/18 the TMO has ensured this indicator is below the required target. Arrears increases are due to Universal credit claims.

EVICTIONS

% of tenants evicted as a result of rent arrears

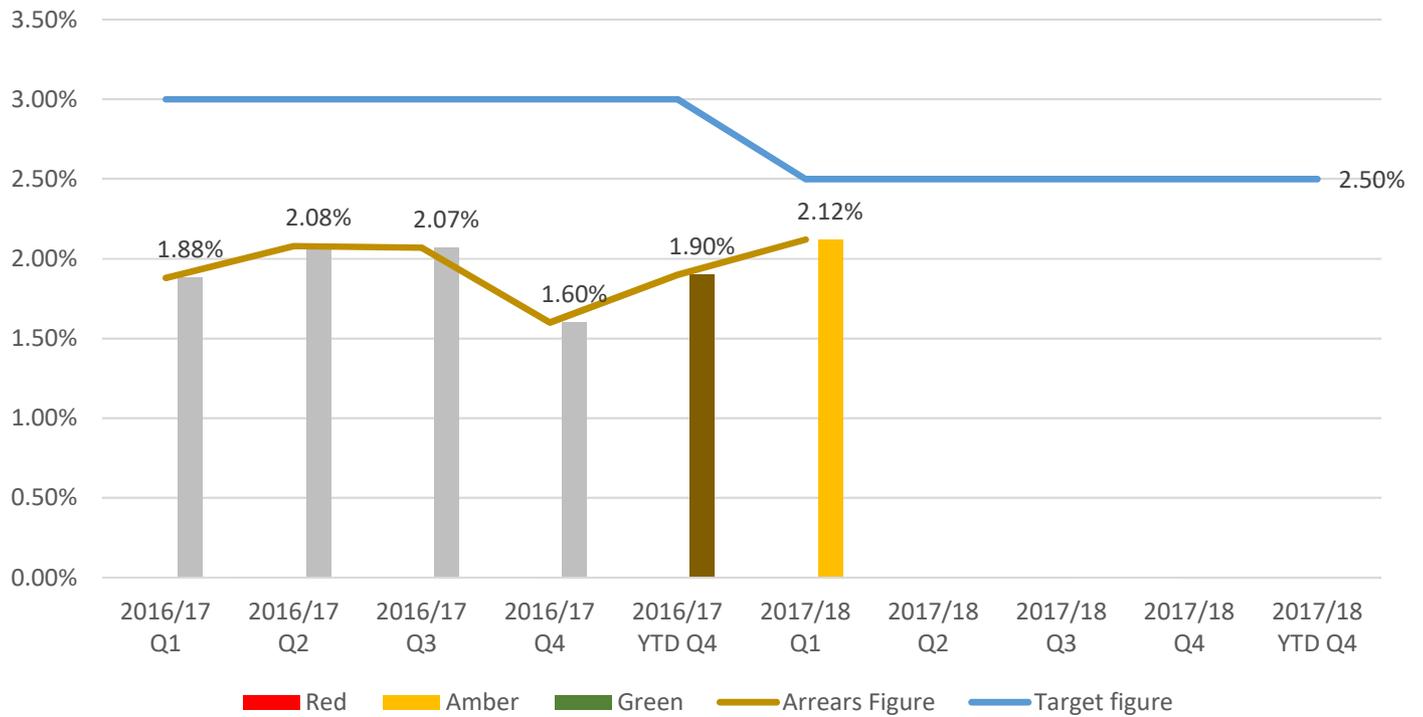


- Springfield Horseshoe HMC continues to have no evictions due to rent arrears in quarter one 2018-19.
- The TMO agreed to have their target changed from 2% to 15 for 2018-19 due to continually being below the required target level for the previous year.

SPRINGFIELD HORSESHOE TMO – RENT MANAGEMENT

ARREARS OF THE RENT ROLL

Arrears as % of rent toll (cumulative)

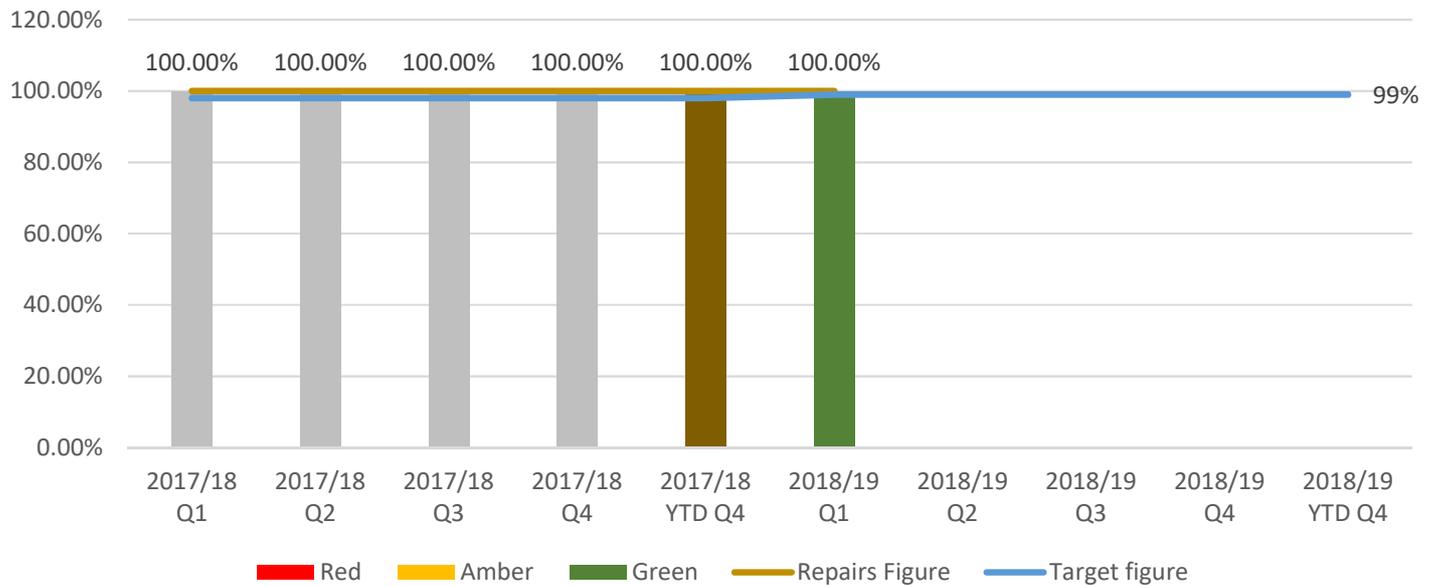


- Performance is good, even though there has been an increase since last quarter, Pringfield Horseshoe HMC are still below the required target of 2.5%.
- Due to previous good performance for this indicator it has been agreed to reduce the target level from 3% to 2.5%.

REPAIRS MANAGEMENT

REPAIR WITHIN TIME

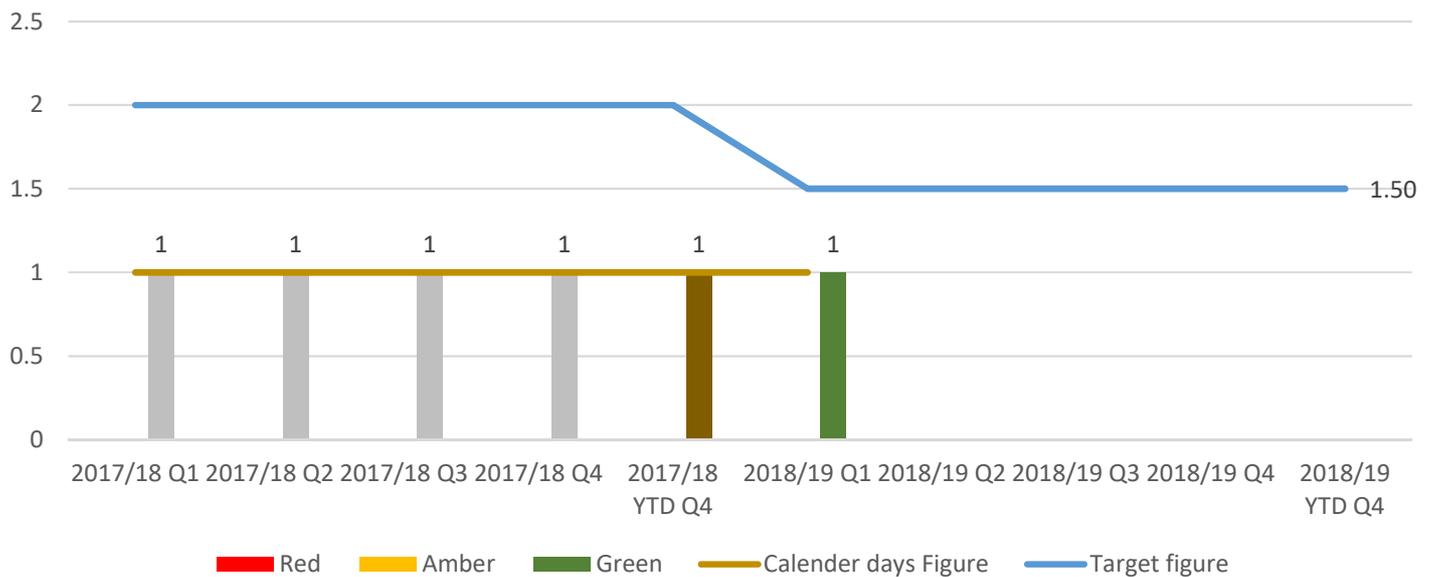
% Rapid response repairs (Right to repair)



- Performance for this indicator is good, Springfield Horseshoe HMC continues to have high performance continually achieving a 100% response rate.
- Due to continuous high performance the indicator has been changed from 98% during 2017-18 to 99% for 2018-19.

DAYS TO COMPLETE REPAIRS

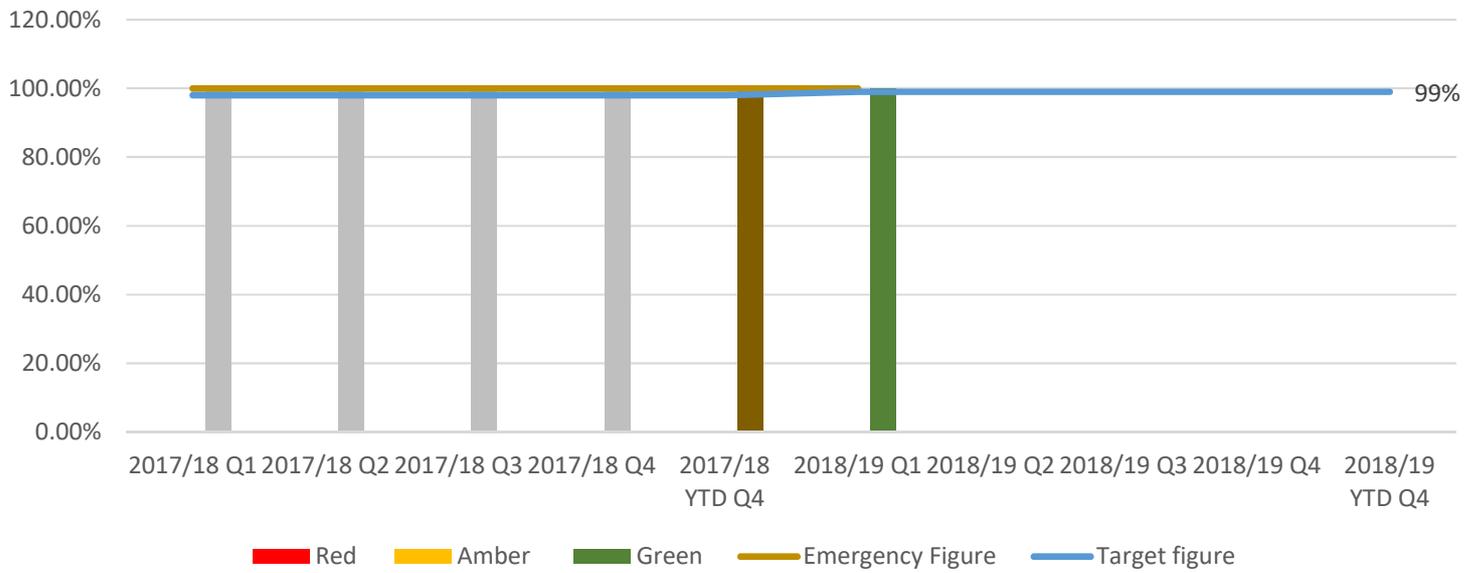
Average time to complete non-urgent repairs



- Springfield Horseshoe HMC continues to perform within target.
- The target level for this indicator has been changed from two days to 1.5 days due to continually achieving high performance during 2017-18.

EMERGENCY REPAIRS

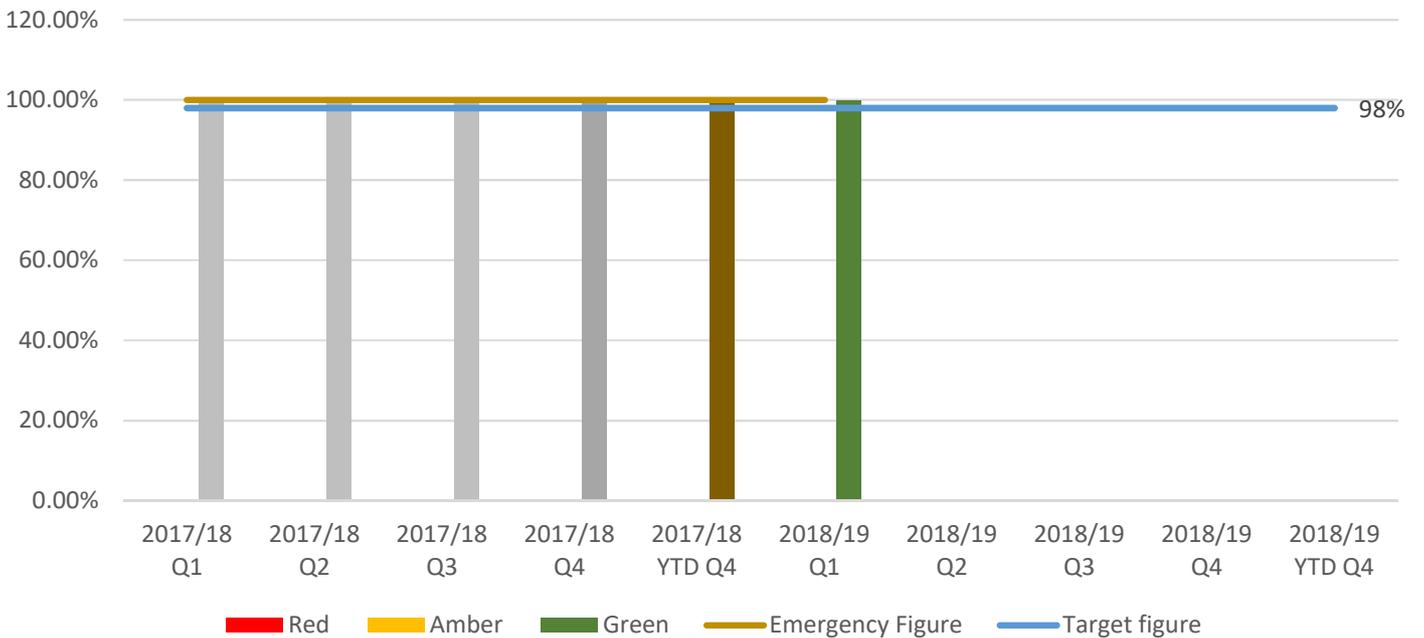
% of emergency repairs completed on time



- Performance for this indicator remains has remained at 100% for 2017-18, due to continuous high performance the target level for 2018-19 has been changed from 98% to 99%.

ROUTINE REPAIRS

% of Routine Repairs completed on time

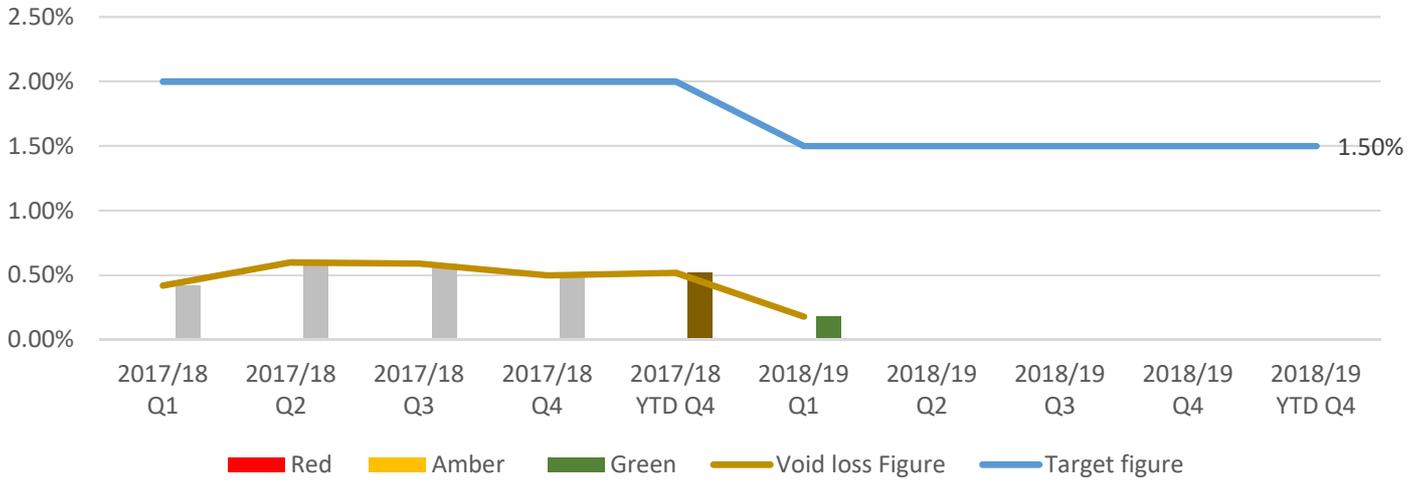


- Performance for this indicator continues at 100%, due to continuous high performance the target level for 2018-19 has been changed from 98% to 99%.

VOIDS AND RE-LETS

VOIDS

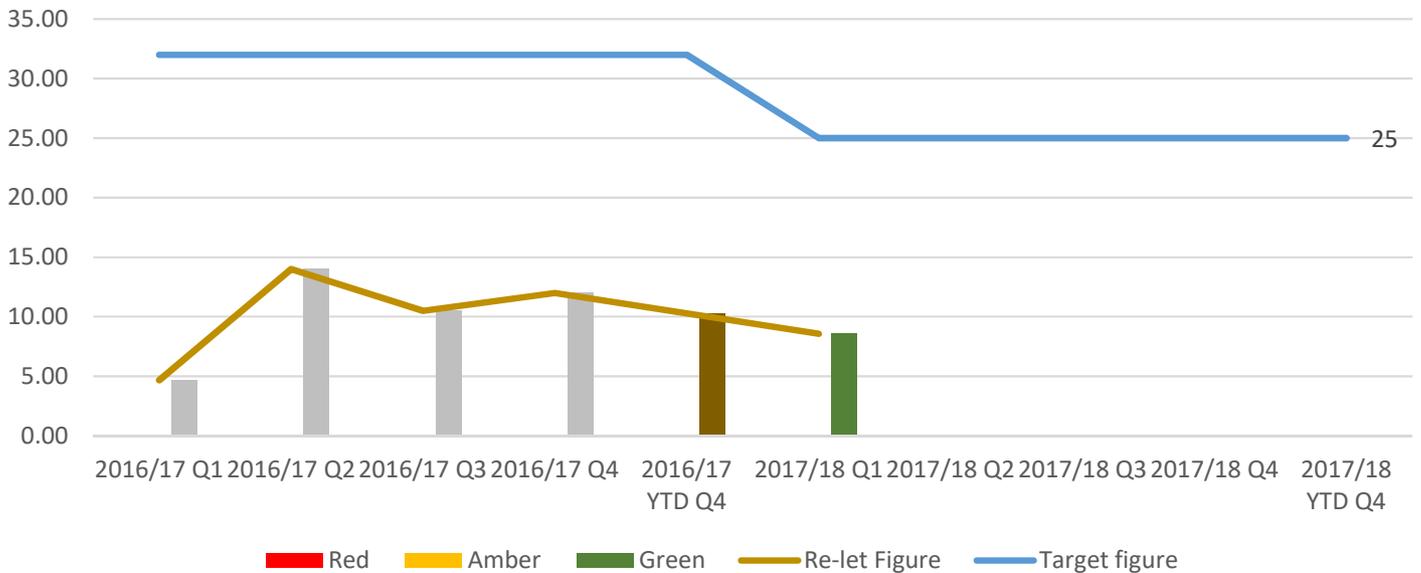
Void loss as a % of rent roll



- Voids for the TMO performance has always been good, there has been a slight decrease for Q1 it is still below the required target level.
- Due to continuous good performance, the target level is has been changed from 2% to 1.5%.

RE-LETS

Re-lets



- Performance for quarter one is within target, illustrating the Springfield Horseshoe HMC is managing to ensure properties are re-let quickly.
- The target level for this indicator has been changed from 32 days to 25 days due to continually being below the required target for 2017-18.

AUDITING THE MANAGING AGENTS

During 2018/19 auditing of the Managing Agents commenced, as part of the Council's internal audit programme. Housing Strategy will work with the Managing agents to address any issues identified within their audits.

Bushbury Hill EMB

- Audit has been completed
- Improvement plan to be developed

Dovecotes TMO

- Audit has been completed, audit report being drafted.

Springfield Horseshoe

- Audit to be undertaken during September 2018

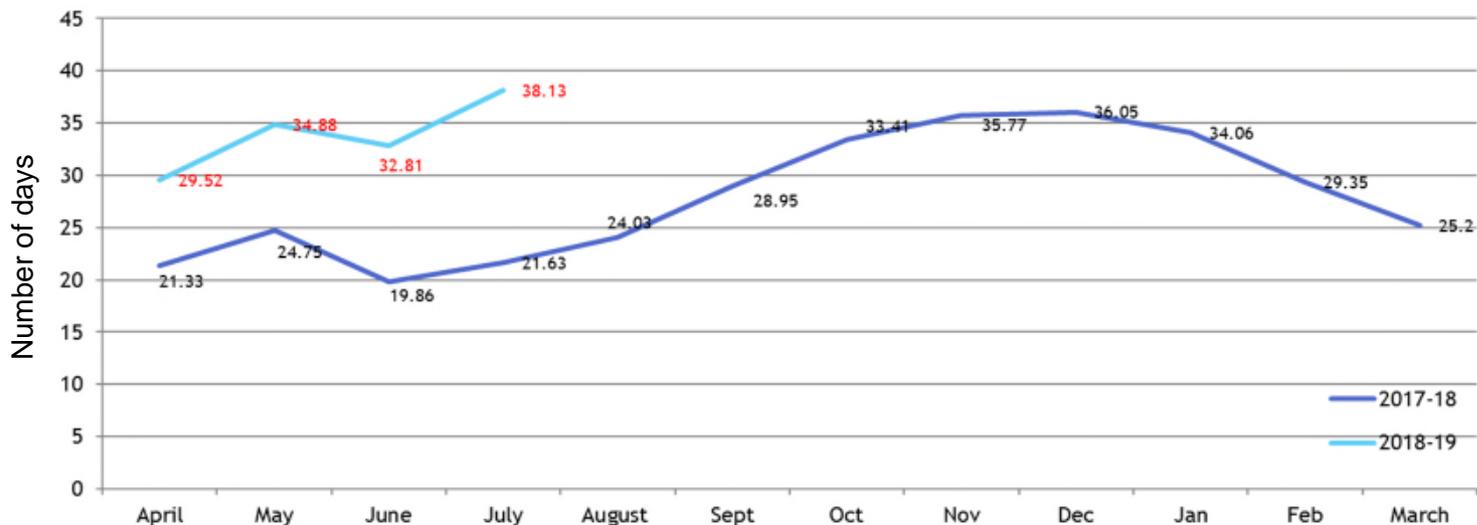
New Park Village

- Audit commenced during July 2018

HOMELESSNESS SERVICES STATISTICS

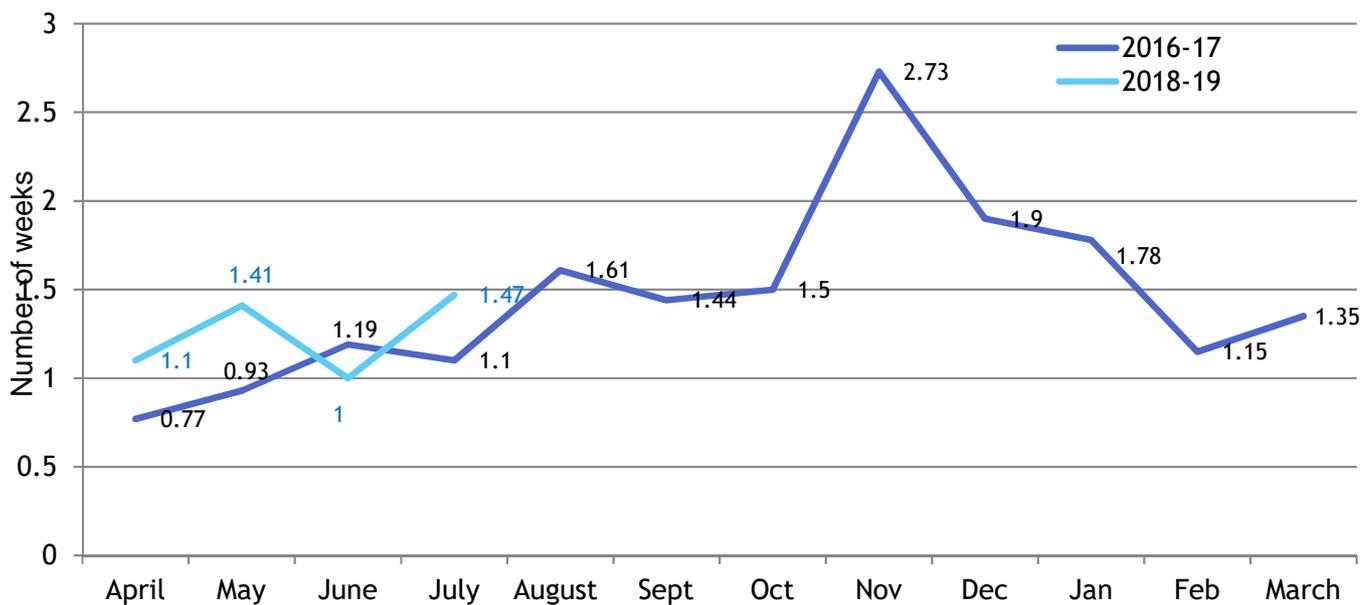
- City of Wolverhampton Council's homelessness services transferred to Wolverhampton Homes from December 2017 as part of a service level agreement. The Council retains strategic and statutory responsibility for Homeless services and will monitor performance of Wolverhampton Homes, reporting quarterly to Cabinet Performance Monitoring Panel through this housing managing reports.
- The Homelessness Reduction Act came into force from April 2017, which placed legal duties on to Local Authorities that anyone who becomes homeless will have access to meaningful help; irrespective of their priority need status as long as they are eligible for assistance. Residents of Wolverhampton are provided support in a number of ways to help ensure they keep their home.

DECISION TIME IN WORKING DAYS



- The average decision time for 2017-18 was 27.86 working days.
- Based on the data for April to July 2018 it indicates a decline in performance approximately 34 days. (The projection for the coming year cannot be accurately calculated yet due to changes regarding the homelessness reduction act).
- On average 2018-19 performance is taking approximately 10 days longer for a decision to be made than in 2017-18. Based on this projection it is expected by November and December 2018, it could take up to 46 days for decision time.

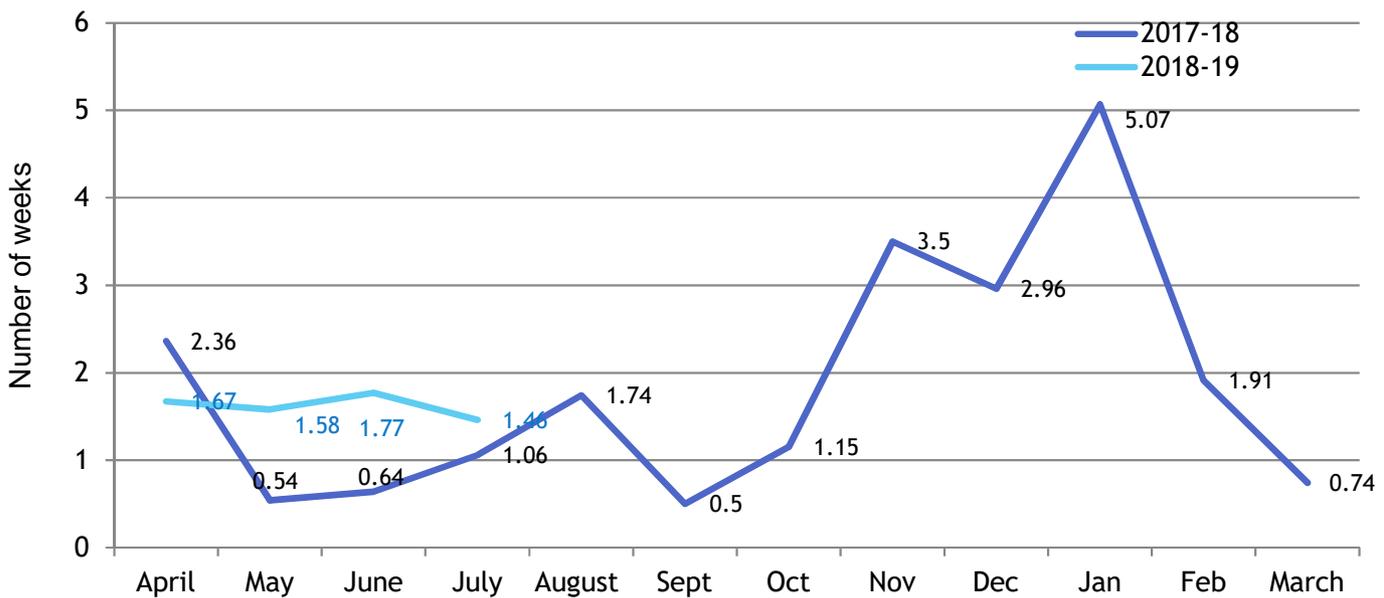
LENGTH OF STAY ALL CLIENTS



In comparison to the same period 2017, April through to July 2018 has seen a considerable rise in the length of time spent in Bed and Breakfast accommodation. The reasons for the increase has been due to the taken to process Universal Credit claims, this will continue to be monitored with Wolverhampton Homes by the Council.

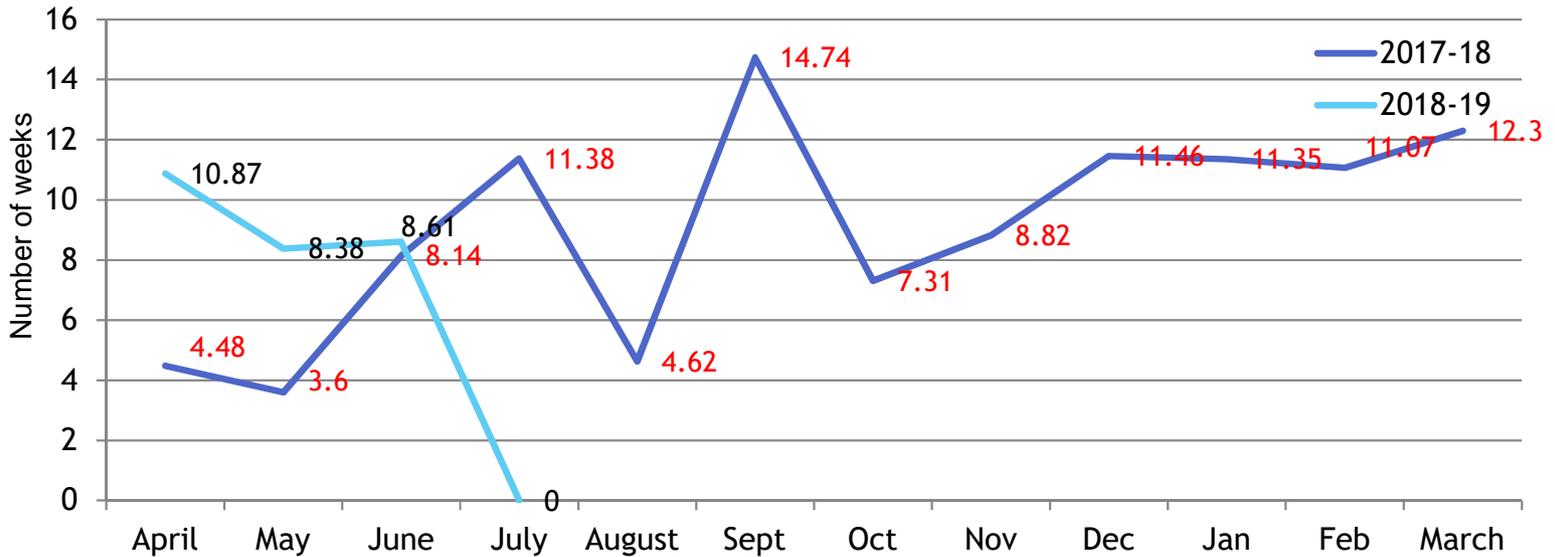
A slow but steady improvement was seen since the transfer to Wolverhampton Homes regarding the reduction of Bed and Breakfast accommodation expenditure and usage. Additional services are also being utilised with the help of P3 and an officer is in place to help manage and monitor the pathways processes.

LENGTH OF STAY IN BED & BREAKFAST WITH DEPENDENT CHILDREN, LEAVING WITHIN A MONTH



- Bed and Breakfast accommodation is being used for emergency placements only, individuals identified as homeless and does not include individuals who are being threatened as homeless.
- The 'length of stay in Bed and Breakfast accommodation with Dependant Children' is being monitored as it is a legal requirement to ensure there are no families still being accommodated in Bed and Breakfast accommodation for more than six weeks.
- In relation to the Housing Options transfer to Wolverhampton Homes, issues regarding temporary move on by utilising all available temporary accommodation within their own schemes have been mostly resolved.
- Between April and July 2018 there has a cumulative average of 1.84 weeks spent in Bed and Breakfast by households with dependant children. This is an improvement on last years cumulative average which totalled 1.84 weeks.
- Housing Options staff are working to reduce the figures, work is underway to ensure all other options are exhausted before Bed and Breakfast accommodation is used.
- As part of the transfer to Wolverhampton Homes procedures and practices will be reviewed, with any issues identified addresses and resolved.

LENGTH OF STAY IN TEMP “SHARED ACCOMMODATION” HOUSEHOLDS WITH DEPENDANT CHILDREN, LEAVING WITHIN A MONTH



- Following the transfer of the service to Wolverhampton Homes, there has been a steady reduction of Bed and Breakfast length of stay for families within “shared accommodation” of an average of 8.61 weeks.
- The highest length of stay in 2017-18 was at 14.74 weeks. However there has been a consistent reduction occurring ever since. Last year’s annual average was approximately 9.10 weeks.
- There was no move on from temporary Bed and Breakfast accommodation during July 2018, due to no other temporary accommodation being available. This is why July is showing as 0 weeks.
- With the continued use of Wolverhampton Homes move on and private let accommodation, it is expected there should be further reductions in Bed and Breakfast usage.

CITY OF WOLVERHAMPTON COUNCIL	Cabinet (Performance Management) Panel 17 September 2018
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Report title	Information Governance Quarter One Performance and General Data Protection (GDPR) Update Report	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Corporate Plan priority	Confident Capable Council	
Key decision	No	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Jennifer Brake	
Originating service	Information Governance	
Accountable employee	Anna Zollino-Biscotti	Information Governance Manager & DPO 01902 555166 Anna.zollino- biscotti@wolverhampton.gov.uk
Report to be/has been considered by	Place Leadership Team	3 September 2018
	Strategic Executive Board	4 September 2018
	Information Governance Board	1 October 2018

Recommendations for decision:

The Cabinet (Performance Management) Panel is recommended to:

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

1.0 Purpose

- 1.1 To provide an update on the Information Governance performance figures for quarter one 2018-2019.
- 1.2 To provide a quarterly update on the work currently being undertaken by the Information Governance (IG) team and directorates following the implementation of 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). In the following October, 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 have replaced the Data Protection Act 1998 and the Information Commissioner's Office (ICO) will continue to be the supervisory authority for the UK.
- 2.2 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.
- 2.3 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 1998 Act 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.
- 2.4 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 and provides an accountability-based framework for data protection in Europe.
- 2.5 In preparation for the new regulation, a GDPR work programme was developed, drawing on regional collaborative work completed with other local authorities. This was approved in July 2017 and this report provides the fourth quarterly update to the Cabinet Performance Panel on progress to date.

Progress to date and next steps

- 2.6 The GDPR programme of work continues and is on plan. GDPR training sessions have now been delivered to most service areas now across the Council, either through briefings, scheduled workshops or additional drop-in sessions. These sessions have been delivered throughout the year, with demand increasing in the run up to the implementation of the regulation. As a result, three full day drop-in sessions were held in

May 2018 along with nine further trainings sessions; a total of 88 employees attended these sessions. Training for employees will continue on an adhoc basis, as and when teams identify a requirement.

- 2.7 Training has also been offered and delivered to Councillors. In addition to the Councillor sessions held in January and May 2018, further mop-up sessions were held in the scheduled Councillor Development Sessions on 4 July 2018. To supplement the training provided, a Councillor Information Pack was developed by the Information Governance team and has been provided to all Councillors. The pack comprises of key GDPR compliant template documents, guidance notes and check lists to support Councillor's compliance with the regulation, as individual Data Controllers.
- 2.8 The IG Team's focus over the last two quarters has been on completing corporate and service specific operational tasks and supporting teams in updating their own policies and procedures to ensure compliance. The following key documents were updated and published on the Council's website prior to 25 May 2018: Data Protection Policy; Council Full Privacy Notice; Adult Services and Children Services Privacy Notice; Records Management Policy and Breach Management policy. In addition to the above, internal documents, such as the new Data Privacy Impact Assessment (DPIA) - which is now a mandatory requirement of GDPR – have been developed or updated and are now in use.
- 2.9 The IG team has seen an increase in the volume of general GDPR queries from teams in this quarter and more specifically, requests from service areas requiring support with the completion of DPIAs and Information sharing agreements. Support to teams is ongoing and where a specific learning need is identified, further workshops or drop-in sessions will be held.
- 2.10 As part of the approved internal audit plan for 2018-2019, a health check was conducted by Audit Services in May 2018 to assess the Council's progress in implementing GDPR and to provide assurances that the Council had the appropriate systems and controls in preparation for the implementation phase of the new regulation. The audit concluded that satisfactory assurances were in place with some further work to be completed in line with the GDPR work programme. The findings of the report were published and presented to Strategic Executive Board (SEB) in July 2018 with subsequent actions being disseminated across all directorates. Progress against the work programme and the actions from the audit will continue to be monitored by the IG team and a further update report will be presented to the IG Board and SEB in future months.
- 2.11 To ensure that changes have been applied and embedded across the Council, a second more detailed, audit will be scheduled in late Autumn 2018.
- 2.12 In line with the project's communication plan, a series of City People and Core Brief articles were published during May 2018. Reminders and updates on GDPR will continue to be published as and when required, either following a business need or following updates from the ICO. The IG team intranet portal is being developed and work is in progress with ICT. The portal will support employees on general information governance

matters and GDPR, providing links to GDPR compliant templates, forms and other supportive learning materials. The new GDPR e-learning module went live in April which provides employees with another learning resource, in addition to the existing package of Information Governance e-learning modules that are already in place.

3.0 Quarter one 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 one

- 3.4 The IG performance figures for quarter one are contained in appendix 1.
- 3.5 Freedom of Information and Environmental Information (FOI/EIR) – 340 requests were received for Freedom of Information and Environmental Information which is slightly more than last quarter (317). All requests were responded to within the statutory 20-day timeframe, which equates to a 100% response rate for the first quarter of this financial year.
- 3.6 The number of FOI/EIR requests received for quarter one is higher than those received in quarter one of the previous year, with 77 more requests being received to date. The reasons for the increase are unknown, and it remains to be seen if this is an indicative trend for the rest of the year.
- 3.7 Data Protection (DP/SAR) - 145 personal data requests were received this quarter. Although this is a slight decrease compared to the last quarter, more requests were received in the last month of the quarter, which is the first full month following the new GDPR regulation being implemented and the abolishment of the £10 standard fee. The response rate for this quarter remains at the 98% mark; three requests out of the 145 received were responded to outside of the statutory timeframe.

3.8 Information Incidents – the number of incidents reported for the quarter has increased slightly; 23 incidents have been reported compared to seventeen reported in quarter four last 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. 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/29082018/S]

5.0 Legal implications

5.1 The Council has a legal duty under the current Data Protection Act 2018, GDPR 2016/679, 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 for breaches of Data Protection 2018 or Privacy & Electronic Communication Regulations. With the implementation of the GDPR on 25 May 2018, a two-tiered sanction regime has been introduced and higher financial penalties will be adopted by the ICO. Lesser information incidents could 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 170 of the DPA 2018 (previously section 55 of the 1998 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 Law protects it from legal challenges for alleged breaches of individuals' rights.
[RB29082018/B]

6.0 Equalities implications

6.1 Having considered the equalities issues presented under the new legislation - Data Protection Act 2018 and GDPR 2016/679 and the previous Data Protection Act 1998, 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

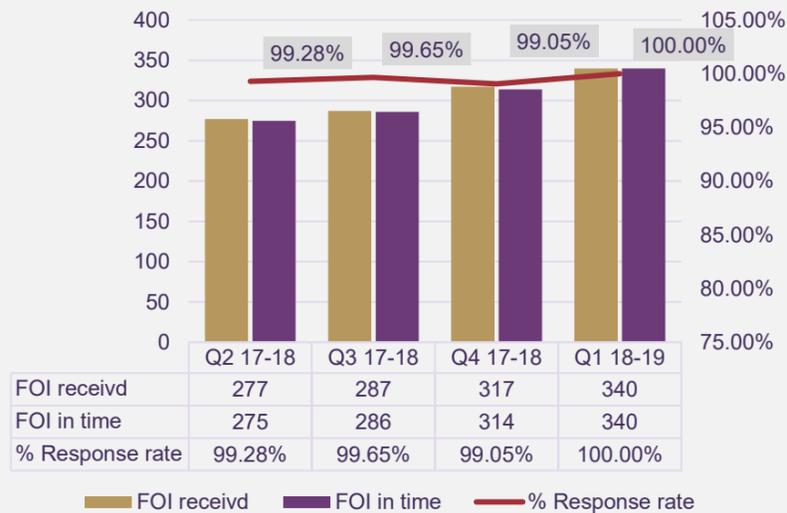
11.1 Appendix 1 – Quarter One 2018-19 info-graph

Information Governance

Quarter 1 2018-2019

Freedom of Information

FOI Quarterly Performance Q2 17-18 to Q1 18-19



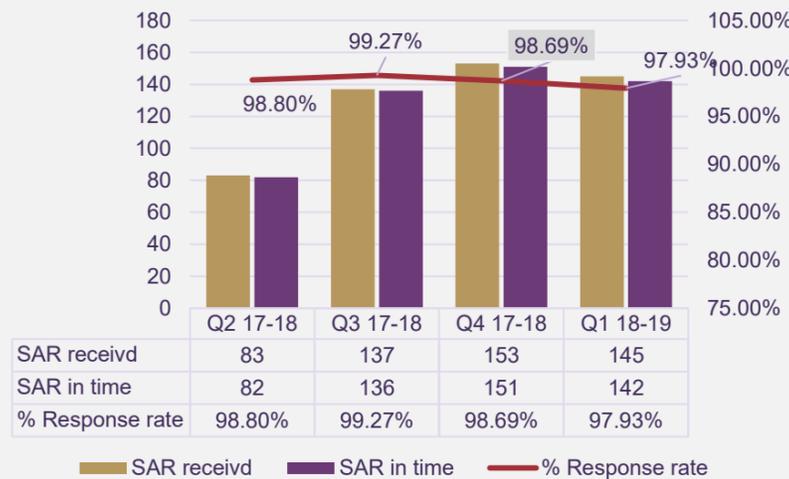
FOI Performance - Annual Comparison - 2015-16 to date



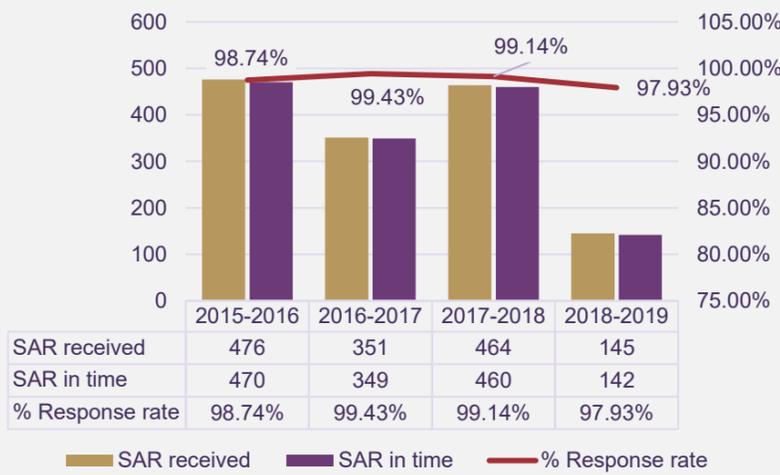
340 requests were received this quarter. All requests (100%) were responded to within the statutory 20 day timeframe. Volumes over the last three quarters are showing a steady increase - possibly indicative of the year ahead.

Data Protection

SAR Quarterly Performance - Q2 17-18 to Q1 18-19



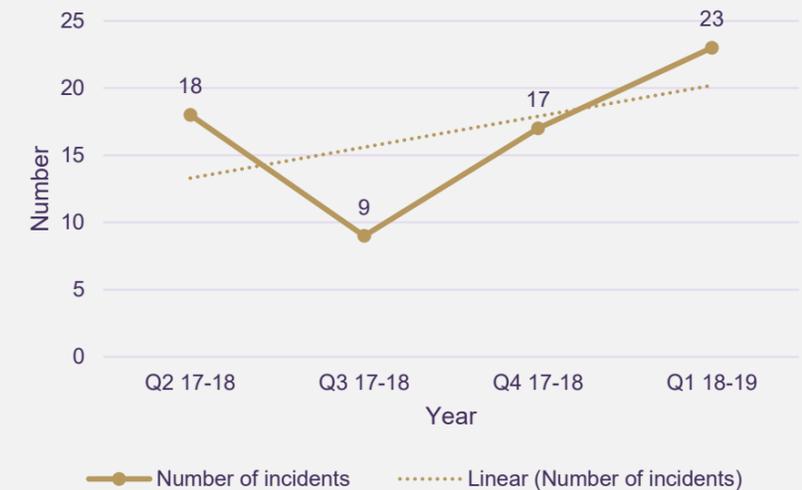
SAR Performance - Annual Comparison - 2015-16 to present



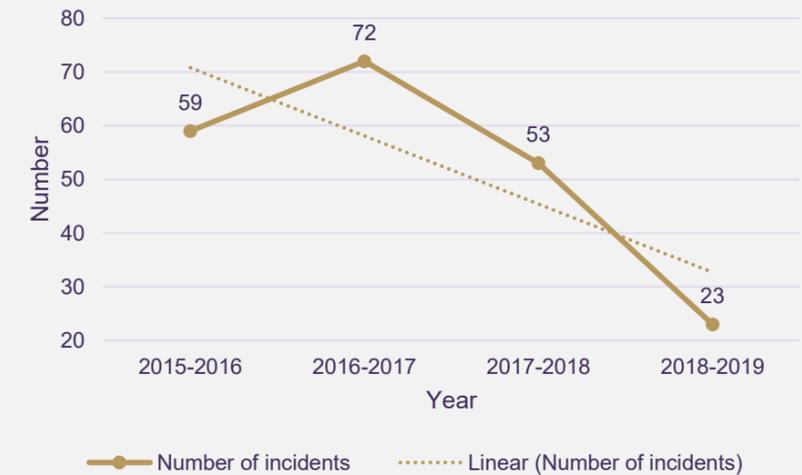
All but three requests out of the 145 received were responded to within the statutory timeframe. GDPR introduced a shorter statutory timeframe for responding to requests and has eliminated the the £10 fee.

Information Incidents

Number of incidents - Quarterly performance Q2 17-18 to Q1 18-19



Number of incidents to Annual Comparison 2015-16 to present



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

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet (Performance Management) Panel 17 September 2018
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Report title	WV Insight open data platform – next steps	
Decision Designation	AMBER	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Key decision	No	
In forward plan	No	
Wards affected	All Wards	
Accountable director	Tim Johnson, 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
Report to be/has been considered by	N/A	

Recommendations for noting:

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

1. The successful internal launch of the WV Insight portal and proposed external launch date for the site of the 24 September 2018
2. An outline proposal for the phase 2 development of WV Insight and to receive a fully scoped proposal at a future meeting of Cabinet (Performance Management) Panel.

1.0 Purpose

1.1 Following on from the previous update to Cabinet (Performance Management) Panel in June 2018, the purpose of this report is to update members on:

- The completion of the WV Insight portal and successful internal launch of the site to councillors and officers.
- The proposed date for the external launch of the site to the public, businesses, community and voluntary organisations.
- A forward plan of development activity for the site to build on existing site functionality.

2.0 Background

2.1 WV Insight is an open data platform and 'one stop shop' for councillors, officers, the public businesses for data and information about their wards, the city and wider region.

2.2 The new system replaces the outdated Wolverhampton in Profile and delivers:

- Data from multiple sources consolidated into a single place providing ward, constituency, regional and national data
- Improved intelligence-led decision making
- A mechanism for officers, councillors and businesses to interact with key data sets about the city
- Access to open data to support Public Service Reform and the Smart City agendas

2.3 WV Insight includes universal information available to all, as well as a Councillor Portal with key service level information to support councillors in their work.

3.0 WV Insight Internal Launch

3.1 Development of the site was completed on the 15 June and following this a six-week period of extensive user testing was undertaken to ensure site stability and security. Final user testing showed no adverse technical issues and the site met the Customer Service and Equalities standards for user experience.

3.2 On the 30 July a soft launch of the site was carried out internally to councillors and officers across the organisation. Throughout August officers were encouraged to test the site and report back on its functionality, as well as the look and feel. Feedback was positive, and a number of suggestions for additional data and content have been incorporated into a forward plan for the site. This includes a council tax dashboard displaying a break-down of council tax payments by band and ward, typical households by band and overall revenue income breakdown. A highways dashboard, building on the already existing City Environment dashboard, will also be developed in the Councillor Portal. Both dashboards will be completed in the coming weeks.

3.3 Following on from the success of the internal launch a date of the 24 September has been identified for an external launch. A number of key partners across the city have already been engaged about the site, in particular the University of Wolverhampton and Citizens Advice, and are enthusiastic about the potential of the site to support their work and be a key resource for the city.

4.0 Phase 2 Development

4.1 Phase 2 development of the site will be focused on implementing the open data section. This will provide a central point to hold raw data sets as opposed to the already existing interactive data dashboards currently displayed.

4.2 Open data as a concept, is being adopted globally: to make public service and commercial data openly available for everyone to use and republish as they wish, without restrictions from copyright, patents or other mechanisms of control.

4.3 Open data is potentially a catalyst that, at a macro level, could encourage innovation in the city, and at a micro level help the Council develop new approaches to delivering services, and lead to new systems to improve outcomes.

4.4 The Council gathers many types of data to help deliver and inform its work. Making this data 'open' has the potential to bring benefits to citizens, communities, businesses and partners. It is envisaged that the site will hold data relating to common FOI requests as well as those data sets which are required to be published under the Local Government Transparency Act. By storing this data on a central space it is hoped that this will bring a reduction in the demand on officers to facilitate and deliver this information moving forward.

4.5 Development of open data functionality for the site builds on an ambition to consolidate the position of WV Insight as the central data publishing platform - not just for the Council - but also the wider city. Working with partners and businesses the ambition is to position the platform as the single, authoritative source of data about the city.

4.6 A fully scoped proposal for phase 2 of the site will be brought to a future meeting of Cabinet (Performance Management) Panel.

5.0 Financial implications

5.1 The costs associated with the initial launch of WV Insight Portal have been met from a budget set aside within the Corporate directorate for this specific purpose. Any financial implications associated with the second phase of development will be evaluated when a fully scoped proposal is available and included in a future report to the Panel.
[GE/07092018/B]

6.0 Legal implications

6.1 There are no direct legal implications arising from this report. The site will comply with all relevant legislation including the Data Protection Act 2018 and the GDPR regulations 2018.

[RB/06092018/S]

7.0 Equalities implications

7.1 There are no direct equalities implications arising from this report.

8.0 Environmental implications

8.1 There are no direct environmental implications arising from this report.

9.0 Project Implications

9.1 There are no direct project implications arising from this report. All project resource required for the phase 2 development of WV Insight will be met by the existing project team.

10.0 Human resources implications

10.1 There are no direct human resource requirements resulting from this report.

11.0 Corporate landlord implications

11.1 There are no direct corporate landlord implications from this report.

12.0 Schedule of background papers

12.1 13 June 2018 – Update on development of new Outcomes Based Accountability Performance Framework and new WV Insight Portal

CITY OF WOLVERHAMPTON COUNCIL	Cabinet (Performance Management) Panel 17 September 2018
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Report title	Draft Council Insight and Performance Strategy and Quarter One Corporate top-25 indicators (1 April – 30 June 2018)	
Decision Designation	AMBER	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Key decision	No	
In forward plan	No	
Wards affected	All Wards	
Accountable director	Tim Johnson, Managing Director	
Originating service	Insight and Performance, Communications	
Accountable employee(s)	Ian Fegan Tel Email	Head of Service, Communications 01902 554286 Ian.Fegan@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendations for noting:

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

1. Progress, as part of the C3 transformation programme, on the development of a new Insight and Performance Strategy which aims to support the Council's ongoing transformation.
2. The Council's performance against its top 25 performance indicators in quarter one (April to June 2018) of the 2018/2019 financial year.

1.0 Purpose

- 1.1 Following on from the previous update to Cabinet (Performance Management) Panel in June 2018, the purpose of this report is to update members on the development of a new City of Wolverhampton Council Insight and Performance Strategy and on performance against the council's top 25 performance indicators in quarter one (April to June 2018) of this year.

2.0 Background

- 2.1 Effective use of data and information to support decision-making and transformation is vitally important to the future success of the council.
- 2.2 A proposed new approach to how the council delivers Insight and Performance is set out in a new, draft strategy (see 3.0 below).
- 2.3 The council's top 25 performance indicators have been developed following the Outcome Based Accountability (OBA) project work and in conjunction with Strategic Executive Board (SEB).
- 2.4 The indicators have been identified and proposed due to their strategic importance (nationally and locally) and to support measurement of the council's corporate plan.

3.0 Inform, innovate, transform: a new strategy

- 3.1 The new Insight and Performance Strategy and Plan: inform, innovate and transform aims to develop a new framework and corporate approach to the way City of Wolverhampton Council delivers insight and performance.
- 3.2 It promotes innovation and organisational culture change to make far better use of two of the council's most important assets: people and data. The two are intrinsically intertwined - better strategic and operational use of data delivers much more effective use of all of the council's other assets, including people.
- 3.3 Such an approach will help deliver the Future Performance strand of the current Confident, Capable Council (C3) transformation programme, the council's new data strategy, Corporate Plan and City Vision 2030 outcomes. It is based on establishing a strong, corporate framework for insight and performance management and governance.
- 3.4 The document has been developed as part of a wider piece of work on data strategy and comes on the back of a review of the priorities, capabilities and capacity of the Insight and Performance team carried out in July 2018 by independent consultants' ICT Revolutions. The review and strategy will contribute to a restructuring of the team aimed at making it more efficient, effective and focused.
- 3.5 As well as setting out a framework, the document also highlights a number of case studies which show the impact that good insight and performance analytical work can have in terms of making the council more efficient and save money.

3.6 The Insight and Performance Strategy is attached at **appendix one**.

4.0 Top 25 Corporate indicators

4.1 The Business Intelligence Managers for People and Place will present the Quarter 1 2018 to 2019 top 25 performance indicator results using PowerBi.

5.0 Financial implications

5.1 There are no financial implications associated with the recommendations in this report as Panel is only requested to note progress on the development of an Insight and Performance Strategy and performance against key indicators in quarter one. It is worth noting, however, that improved use of data and analysis to provide meaningful insight supports evidence-based decision making and the Council's drive to be more efficient and effective in resource use.
[GE/07092018/I]

6.0 Legal implications

6.1 There are no direct legal implications arising from this report.
[SH/07092018/S]

7.0 Equalities implications

7.1 There are no direct equalities implications arising from this report.

8.0 Environmental implications

8.1 There are no direct environmental implications arising from this report.

9.0 Project Implications

9.1 There are no direct equalities implications arising from this report.

10.0 Human resources implications

10.1 There are no direct human resource requirements resulting from this report.

11.0 Corporate landlord implications

11.1 There are no direct corporate landlord implications from this report.

12.0 Schedule of background papers

12.1 13 June 2018 – Update on development of new Outcomes Based Accountability Performance Framework and new WV Insight Portal.

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Inform, innovate, transform:

Insight and Performance Strategy and Plan 2018 - 2021



1

Inform, innovate, transform:
a new approach



This Strategy and Plan aims to develop a new coordinated and corporate approach to the way City of Wolverhampton Council delivers insight and performance.

It promotes innovation and organisational culture change to make far better use of two of the council's most important assets: people and data. The two are intrinsically inter-twined - better strategic and operational use of data delivers much more effective use of all of the council's assets, including people.

A new approach will help deliver the Future Performance strand of the current Confident, Capable Council (C3) transformation programme, the council's new data strategy, Corporate Plan and City Vision 2030 outcomes.

It is based on establishing a strong, corporate framework for insight and performance management and governance.

Our vision is to...

Be an insight-driven organisation which systematically uses insight to innovate, transform and improve outcomes.



What we want to achieve...

Sector-leading use of data to create meaningful management information and insight which supports evidence-based policy, effective decision-making and delivers the most efficient and valued customer services possible.



Key outcomes:

The following outcomes demonstrate the overarching benefits of the council's investment in insight and performance. It supports:

- Improved strategic decisions on service re-design and transformation
- Breaking down silos and their inherent inefficiencies
- Identification and prediction of appropriate service intervention solutions
- Identification of investment opportunities
- Data platforms for proactive performance reporting and monitoring
- Cost savings and efficiencies in the wake of financial cuts
- Multi-agency working and collaboration
- Better corporate governance and accountability.

Case study one:

One-stop-shop Children's Services performance framework

The insight and performance team have been working with children's services managers to develop a new interactive performance framework, automated using Microsoft PowerBI visualisation software. This pulls data from back-end systems and presents them in a user-friendly and interactive way. The new approach demands a higher degree of resource commitment at the beginning, but moving forward, offers greater empowerment through self-service.



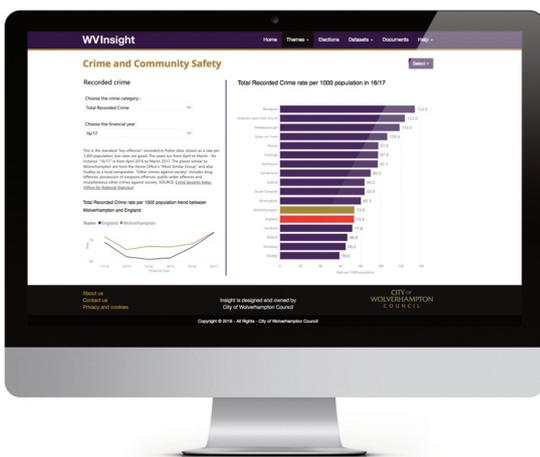
The savings this will make are equivalent to one week every month of a grade 6 analyst (£11,000 per annum).



Case study two: WV Insight: publicly accessible data

Increasing openness, transparency and collaboration with communities is at the heart of WV Insight. This has been created as a totally in-house product built by the Insight and Performance Team and with deployment supported by our ICTS Teams.

The site is a one stop shop for all the City of Wolverhampton's vital data, statistics and reports providing a comprehensive picture of the city and creating a platform for useful facts and figures which will help with report writing and presentations as well as informing strategic and business planning. It can also help with the preparation of funding applications and support academic research alongside giving residents access to the information about the area they call home.



By developing **WV Insight** in-house - utilising skills within the team - the council has saved many **tens of thousands of pounds** in consultancy costs.



Case study three: Better business intelligence

The enterprise team requested an intelligence dashboard on city employers and employment growth trends to support policy development.

After an initial user requirement session, a Power BI dashboard was developed pulling data from the Tractivity database. Insight and Performance offered further support, building a data collection database and producing local level data to feed into a reporting system.

Data was then directly linked into Power BI and created a multi-functioning evidence base. This not only reports on the achievements of enterprise but also provides the active insights about strategic companies in the city along with their investments, pledges of jobs and much more besides.

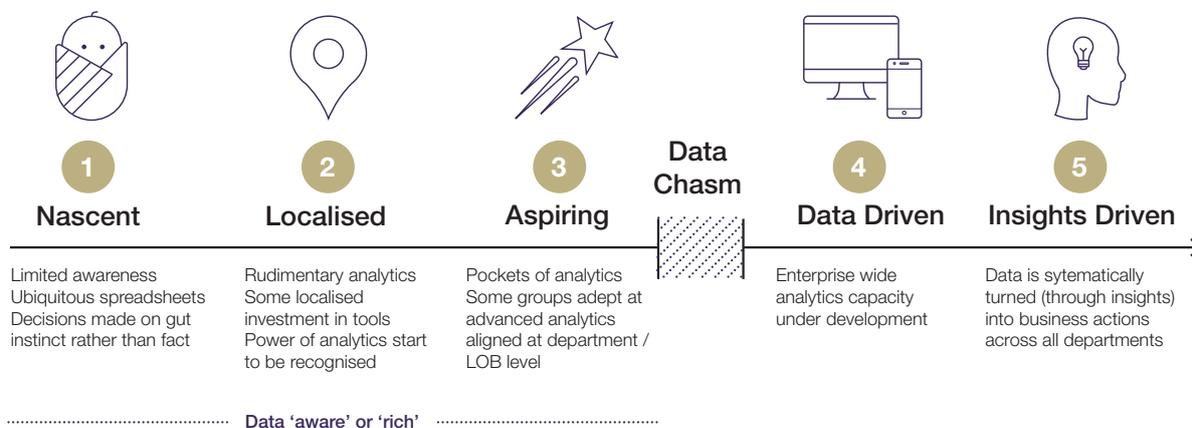


This innovation means that the **Tractivity** system is being decommissioned saving **£15,000 a year.**

How we will deliver this...

Delivering the vision, aims and outcomes of this plan requires significant changes to our people, processes and culture. Our current organisational capacity and capabilities would put us at level two or three on Civica Digital's benchmarking tool (see table one below) or at basic level on the Local Government Association's (LGA) Data Maturity Assessment.

Table 1: Civica Digital's benchmarking tool



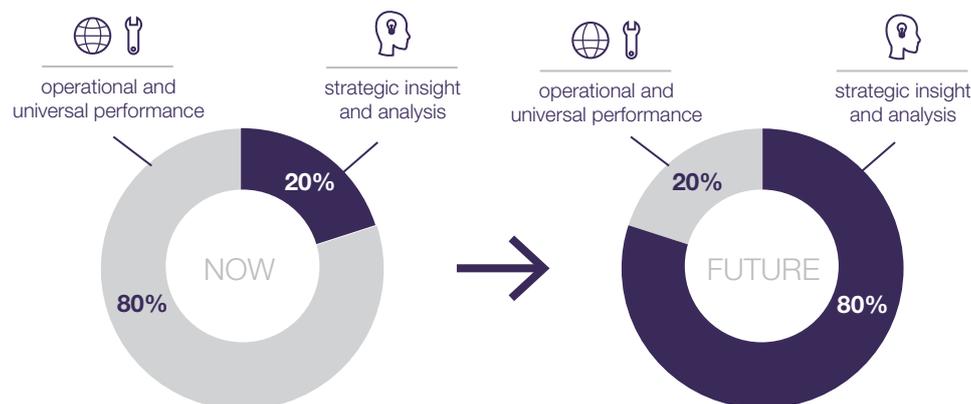
Becoming an ‘insights driven’ organisation requires some fundamental changes to the way we currently operate, and a new model of operation as set out in table two below.

Table 2: A new model for insight and performance

<p>STRATEGIC</p> 	<p>Insight and Analysis: Drives strategic decision making and improves outcomes</p>	<p>← Led by a professionally excellent insight and performance team and cadre of ‘expert’ senior managers</p>
<p>OPERATIONAL</p> 	<p>Performance Management: Supports service improvement and corporate outcomes and objectives</p> <p>.....</p> <p>Management Information: Supports day-to-day service delivery through self-service dashboards and regular reports</p>	<p>← Driven by automated, digital dashboards which allow managers to self-serve, supported by analysts</p>
<p>UNIVERSAL</p> 	<p>Open Data: Makes data universally available</p>	<p>← Universally accessible, self-serve digital data to promote openness and transparency (WV Insight)</p>

The model creates a new approach, supported by Strategic Executive Board and Cabinet, which re-aligns the core function of the insight and performance team so that 80% of its time is spent on strategic insight and analysis and 20% on operational and universal performance. Currently, 20% (or less) is spent on strategic insight and analysis and 80% on operational and universal performance. This balance needs to shift.

Core Functions: Insight and performance Team



This strategy will be based on the following corporately agreed principles:

- Policy and decision-making will always be evidence-based
- We will work to national (ISO) standards 8000 and 37120 of best practice in data and insight
- Data quality is the responsibility of directorates, services and teams
- Data integrity is paramount for the business, councillors and communities to have confidence in data, analysis and insight
- Investment in development and skills is required to maintain and retain professionally excellent insight and performance analysts
- The role of insight and performance is to act as the organisation's very own 'critical friend' providing robust and unbiased analysis and advice
- Analysts should have the ability to access all council data-sets
- The team will work to a 'digital by design' ethos making best use of technology to automate 'real-time' data and boost efficiency.



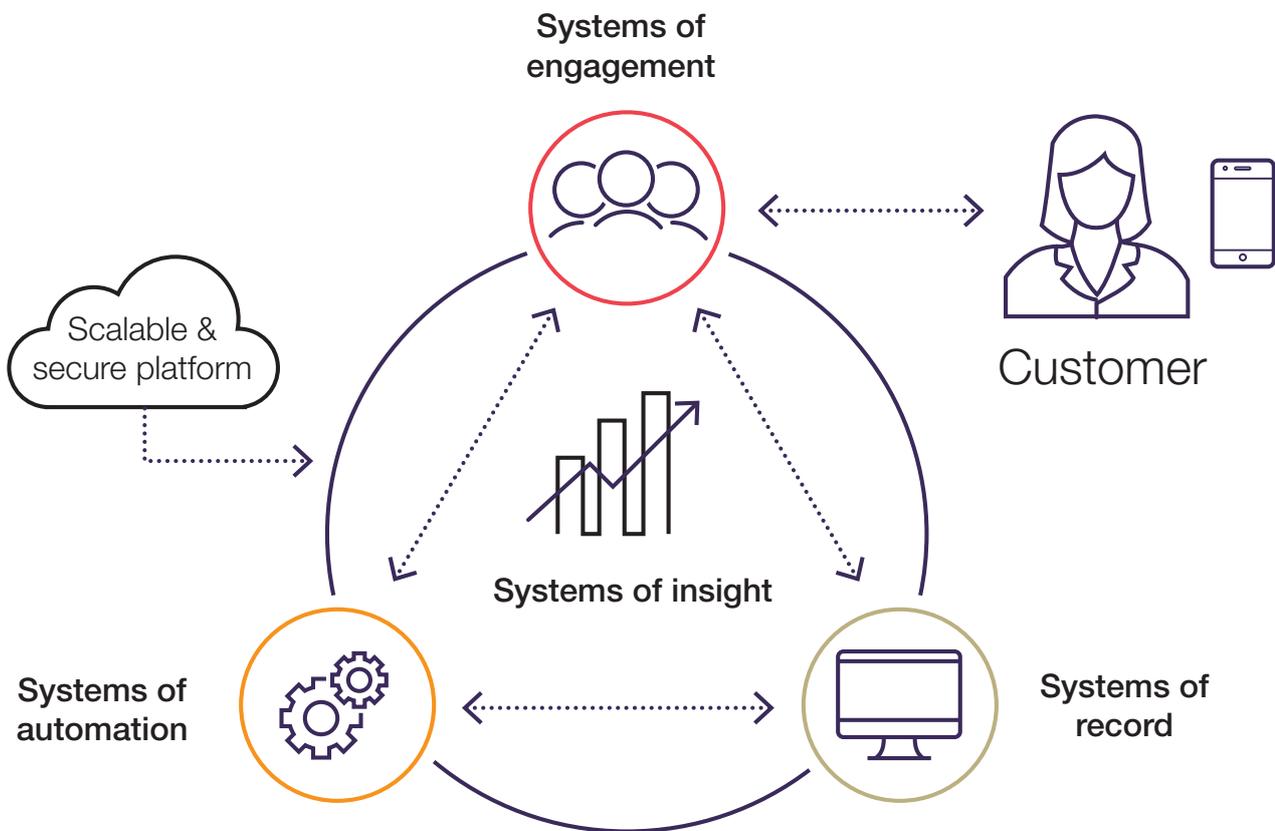
Leadership at the highest level of the organisation is essential to the success of this strategy.

The tools we need to do the job...

Delivering this strategy requires a number of critical, key enablers (see table 3 on page 13):

- **effective systems of customer engagement and recording** - technology delivered by ICT, data quality assured through directorate leadership with 'get it right first time' ethos
- **effective systems of automation** - technology delivered, developed and supported by ICT
- **effective systems of insight** - technology delivered, developed and supported by ICT in conjunction with Insight and Performance.

Table 3: Key enablers



Building blocks to success...

Outline operational plan

Team strategy

- I & P strategy and plan
- Customer consultation and engagement strategy

Performance framework

- Establish new governance
- City scorecard
- Corporate Plan outcomes
- Service plan performance

Effective technology

- Right architecture
- Right deployment models
- Right analytical tools

Operational excellence

- Review business
- Review structure and skills
- Review processes

Collaboration/PSR

- City-level
- Black Country
- West Midlands Combined Authority

Focus on outcomes

- Deliver and embed outcome-based accountability and budgeting

Changing culture

- Leadership
- Data quality
- Management self serve
- Operational to strategic
- Develop employees (OD)

Transparent council

- Provide timely and accurate data and information digitally accessible to all

Data strategy

- Support data strategy
- Shape CBIP requirements
- Data access, sharing, integration
- Master data management

Measuring effectiveness

- Team KPIs
- Stakeholder engagement
- LGA Peer Review

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City of Wolverhampton Council, Civic Centre, St. Peter's Square,
Wolverhampton WV1 1SH

Page 74