

2020/21 Performance Scorecard

Appendix 1



Action Key		PI Key	
	Cancelled		Alert - > 10% off target
	Overdue		Warning - < 10% off target
	Some concerns - milestone(s) missed		OK - on or above target
	In Progress		Unknown
	Complete		Data Only

Policy & Resources Committee Performance Scorecard 2020/21

Achieving Excellence

Actions 1 2 5

Customer Services Delivery Plan

Equalities Strategy

Continuous Learning from Complaints

Implementation of Peer Review Recommendations

Stakeholder Management – mapping & plan

New committee audio system

Digitised committee services

Worcester City Asset Management Plan

City Plan

Actions 2 1 1

City Plan Update

City Centre Transport Strategy

Kepax Bridge - Planning & Detailed Design Stage

Redevelopment of Sansome Walk, Swimming Pool Site

Key PIs

PIs 4 1 5 4

No of Stage I complaints

No of Stage II complaints about Council delivered services

Face to Face - customer satisfaction

Face to Face - wait time

Telephony - wait time

Net spend - (surplus/deficit) £000

No of days to process HB and CTB claims and change of circumstances

Sickness absence (average days)

Voluntary leavers rate

Average time taken to appoint to vacant posts

Traineeships (ind. apprentices)

Annual

Member attendance at mandatory training

Staff survey - levels of engagement






Satisfaction with Customer service centres (the High Street,



Customer satisfaction with the Council







**Policy & Resources Committee
Performance Report**









City Plan 2020/21

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed



City Plan Update	
<p>Progress on the Key PIs for the City Plan have been collated and are ready to be presented. There are clear consistencies with the background work in the Town Improvement Plan.</p> <p>Since the City Plan was produced there have been a number of plans developed which will shape the City - the Masterplan, Worcester Arches, FHSF and Town Investment Plan and any short to medium term proposals in the new plan will need to consider Covid and the Community Recovery and Economic Recovery Plans. Also, the vehicle for delivering the City Plan was not developed although the Town Board may continue to function as a collective of stakeholders to drive change in the City. Therefore, a new approach to the City Plan is required, not simply a reiteration of the existing one. In particular, the major consultation exercise used previously is no longer appropriate given all of the recent consultation work that has been undertaken to develop the above plans.</p> <p>An update is due for P&R Committee at its March meeting. This will include feedback on the results of the analysis of the KPIs and outcomes and a revised proposal for developing the new plan, including a timetable for completion.</p>	<p>Sponsor David Sutton</p>
	<p>Due Date 31-Mar-2020</p>
	<p>Original Due Date 31-Mar-2020</p>
	<p>Current Status </p>
	<p>Expected Outcome </p>

City Centre Transport Strategy		
<p>The ITT was issued on the 4th January 2021. Prospective tenderers have until 29th January 2021 to submit a tender. After shortlisting and clarification interviews have taken place, it is likely that the inception meeting will be held during the week commencing the 15th February. Due to there being 4 separate work packages and a degree of evidence gathering required, future milestones will be agreed with the chosen consultant at inception. The implications of Covid restrictions on survey work will also need to be taken onto account.</p>	Sponsor	Philippa Smith
	Due Date	31-Mar-2020
	Original Due Date	31-Mar-2019
	Current Status	
	Expected Outcome	
Kepax Bridge - Planning & Detailed Design Stage		
<p>The planning application is awaiting determination by the County Council, with the expected decision being made at the 23rd March 2021 committee.</p> <p>Once planning permission is approved and funding is in place (along with the appointment of main contractor process) the indicative programme would be:</p> <ul style="list-style-type: none"> • 10 weeks to discharge pre-commencement planning conditions and mobilise work on site • 20 weeks for foundation and sub structure • 12 weeks for bridge steel works installation <p>Which produces a 42 weeks programme of works.</p>	Sponsor	Philippa Smith
	Due Date	01-May-2021
	Original Due Date	01-May-2021
	Current Status	
	Expected Outcome	
Redevelopment of Sansome Walk Swimming Pool Site		
<p>Demolition work continues in the form of soft strip activities. The next stage is to procure a developer and the procurement process is largely complete. 4 tenders have been evaluated and a recommendation is to be made to Policy and Resources Committee on 25 January 2021.</p> <p>The Council will undertake remediation works which will require an amendment to the capital programme.</p> <p>Project milestones will need resetting once the developer has been appointed and the development programme has been reviewed.</p>	Sponsor	Shane Flynn
	Due Date	31-Dec-2023
	Original Due Date	31-Dec-2023
	Current Status	
	Expected Outcome	



Excellent Council 2020/21

Customer Services Delivery Plan		
<p>The new service went live on 1st April with staff TUPE transferred from Civica.</p> <p>Face to face services have been in operation at 89 High Street Trinity Street subject to lockdown restrictions. The telephony service has operated successfully both remotely and "on site" as voicemail "message and return".</p> <p>The project is substantially complete but the completion date has been extended until 31 March 2021, as agreed at November Committee, to allow final post lockdown arrangements to be put in place.</p>	Sponsor	David Sutton
	Due Date	31-Mar-2021
	Original Due Date	01-Apr-2020
	Current Status	
	Expected Outcome	
Equalities Strategy		
<p>Following initial proposals presented to CLT and Group Leadership in December and January, a report is being prepared to go to Policy & Resources Committee on 9 February. This report will outline proposals to carry out the following:</p> <ul style="list-style-type: none"> Plans to carry out a self assessment in line with the LGA's Equalities Self Assessment framework Develop measurable Equalities Objectives Implement a future Equality, Diversity and Inclusion Strategy 	Sponsor	David Sutton
	Due Date	31-Mar-2021
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	
Continuous Learning from Complaints		
<p>A breakdown of complaints from Q3 have been analysed and will be presented to CLT.</p> <p>A guide on remedies has been produced which is currently being reviewed so that it can be referred to by officers investigating complaints, in order to produce improved outcomes from complaints for customers and the Council. This guide has been produced in line with advice provided by the Local Government and Social Care Ombudsman (LGSCO)</p> <p>Basic training has been provided to the Council's Customer Service Advisors in complaints handling and the complaints process at the council.</p> <p>Planned online training by LGSCO for officers investigating complaints is currently being put on hold until all investigating officers can utilise features in MS Teams required to complete the remote training.</p>	Sponsor	David Sutton
	Due Date	31-Mar-2021
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	



Implementation of Peer Review Recommendations

<p>This project has been established to record and monitor progress against the 9 recommendations in the peer review group report. Progress against some of the recommendations, such as the review of City Plan priorities and stakeholder engagement and are commented on elsewhere on the scorecard but overall progress has been affected by the disruption caused by the floods and Covid-19.</p> <p>The review group is expected to arrange a follow-up visit within two years of the publication of the review (October 2019) to assess progress but this has yet to be scheduled.</p>	Sponsor	Shane Flynn
	Due Date	31-Mar-2021
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	



Stakeholder Management – mapping & plan

<p>An initial meeting to discuss the next steps on this project has been held, and the emphasis is to be put on building on existing stakeholder management activity that is already taking place in services across the council. There has been a significant amount of engagement with stakeholders in the past two years through the advent of the Masterplan, the Peer review and the Town Board and the preparation of the Town Improvement Plan. The proposal is to build on this work and achieve a consistent process of engagement to ensure that the Council is actively engaging with stakeholders frequently in a way that is tailored to each. The project timeline needs to be reset to September 2021 to align this work with the revision of the City Plan.</p>	Sponsor	David Sutton
	Due Date	31-Dec-2020
	Original Due Date	31-Mar-2018
	Current Status	
	Expected Outcome	

New committee audio system



<p>Replacement microphone system was procured in January 2020 in accordance with the Council's procurement arrangements and installed in June 2020.</p>	Sponsor	Sian Stroud
	Due Date	31-Mar-2021
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	

Digitised committee services






<ul style="list-style-type: none"> System administrators have had training on enhanced Modern.Gov functionality Member working group has provided feedback on Modern.Gov app Training is due to be set up for all report authors and users of the system 	Sponsor	Sian Stroud
	Due Date	31-Mar-2021
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	

Worcester City Asset Management Plan

The plan has been developed in line with the Strategy approved by the committee at its meeting of 5 November 2019 and was approved by the committee at its meeting of 28 July 2020. This project is therefore complete.

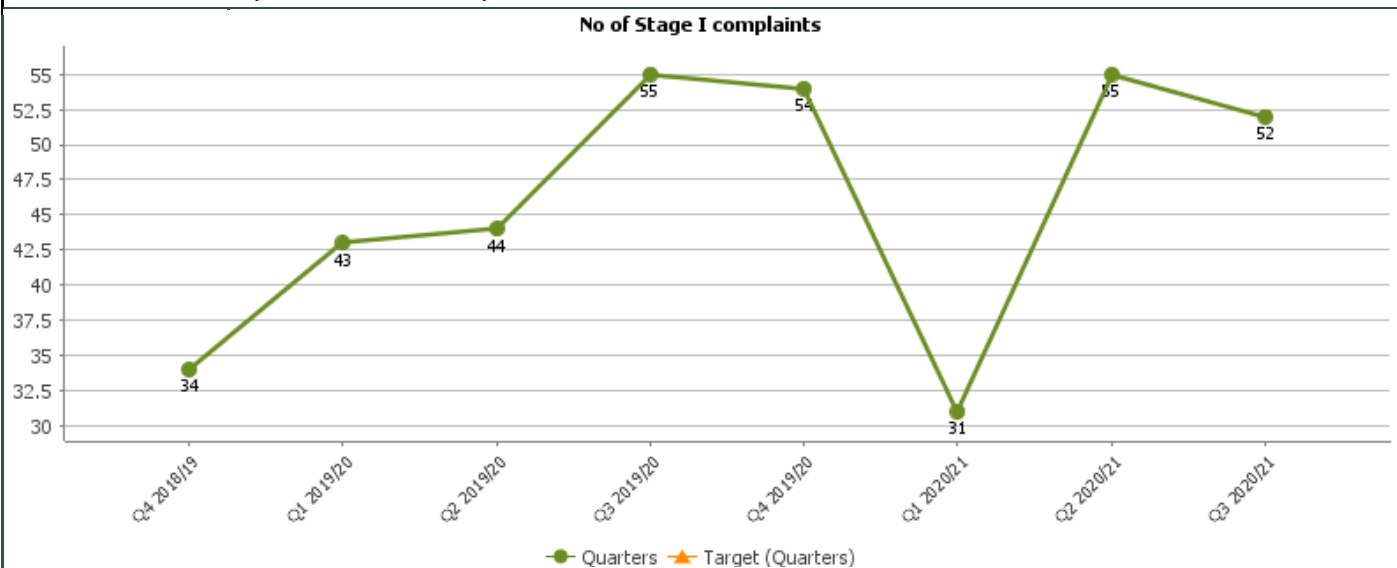
Sponsor	Kevin Moore
Due Date	30-Oct-2019
Original Due Date	25-Sep-2018
Current Status	
Expected Outcome	

P&R Key Performance Indicators 2020/21

PI Status			
	Alert		Unknown
	Warning		Data Only
	OK		

No of Stage I complaints

Description: Number of Stage I complaints received regarding services delivered directly by Worcester City Council



RAG		Current Value	52	Sponsor	David Sutton
	Aim to Minimise	Current Target			

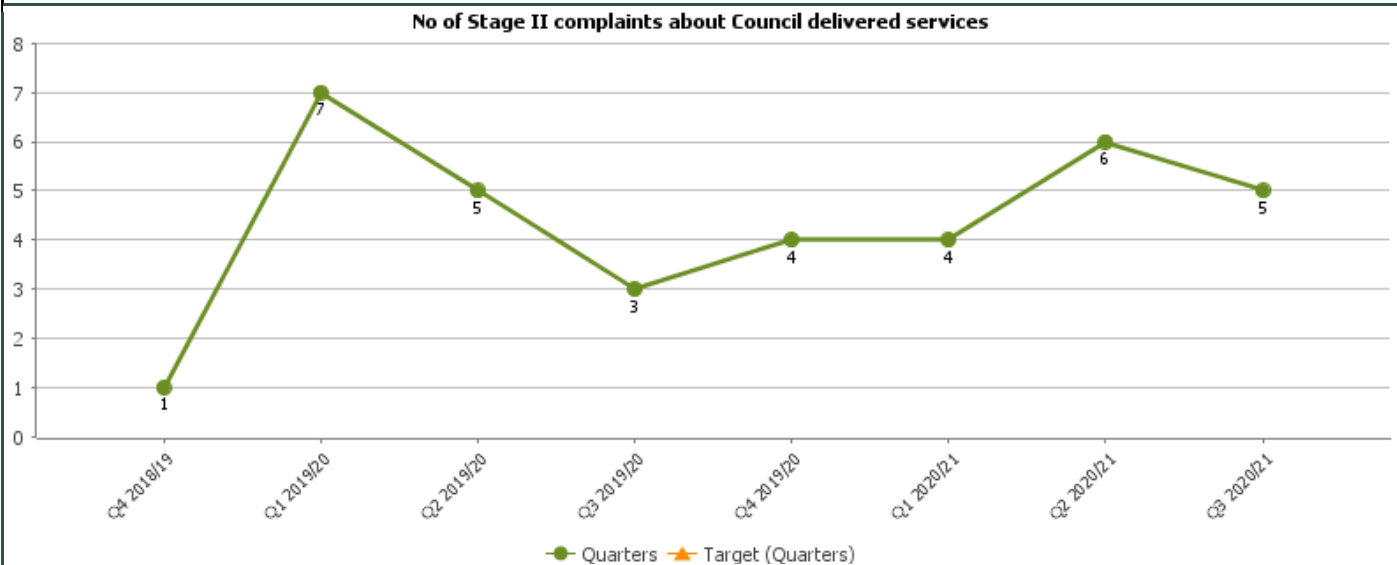
The number of Stage 1 complaints received in Q3 stands at 52 which is lower than the same period last year when 55 complaints were received.

Whilst numbers have dropped there is still a trend in customers complaining about problems with virtual parking permits.

No other trends have been identified across other service areas

No of Stage II complaints about Council delivered services

Description: Number of Stage II complaints received regarding services delivered directly by Worcester City Council



RAG 	Current Value 5	Sponsor David Sutton
Aim to Minimise	Current Target	

A total of 5 complaints have been escalated to Stage 2 of the complaints procedure compared with 3 in the same period last year.

Two were regarding Bereavement Services; one regarding the method used in grave digging and another disagreeing with the approved list of stonemasons used at the Council's cemeteries.

The other complaints were regarding allotment arrangements, a bond loan related to the housing service and Council Tax relief administration.

Face to Face - customer satisfaction

Description: Percentage of face to face customers satisfied.

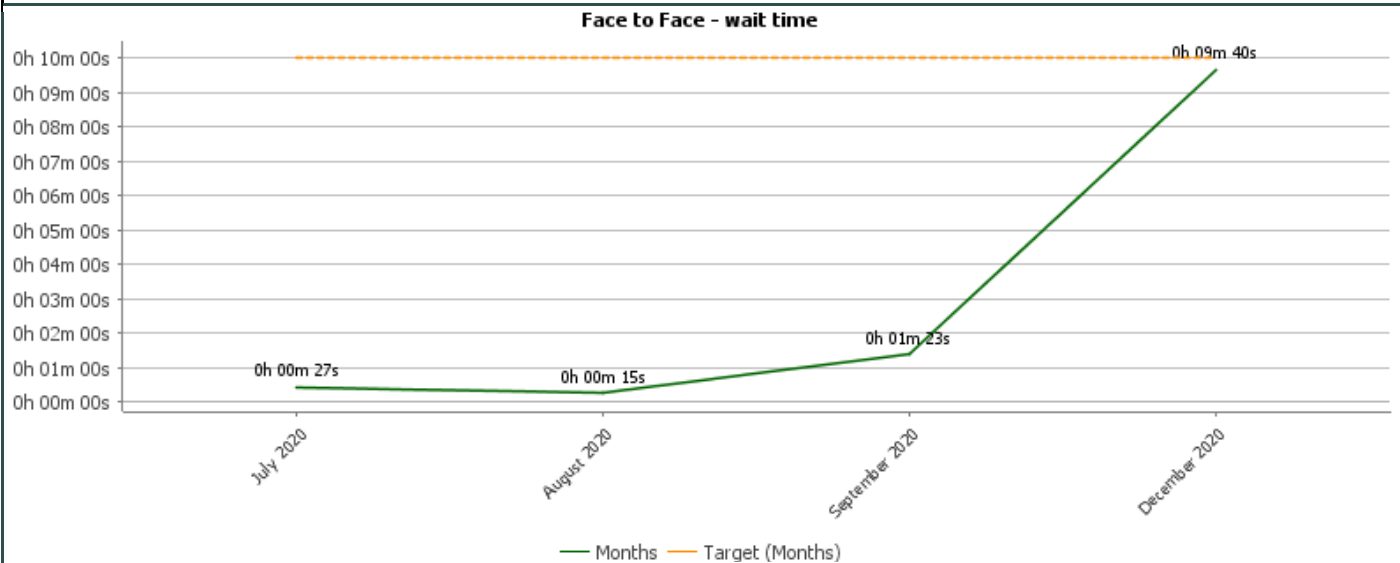
No data for graph

RAG 	Current Value	Sponsor David Sutton
Aim to Maximise	Current Target	

Self-serve screens remain out of operation due to COVID which was the agreed method for gathering satisfaction. New feedback card introduced. Help yourself on reception desk, advises customer how to voluntarily give feedback remotely. None received in the month.

Face to Face - wait time

Description: Average wait time for initial face to face contact at the Council's main reception



RAG		Current Value	0h 09m 40s	Sponsor David Sutton
	Aim to Minimise	Current Target	0h 10m 00s	

December data is representative of the full quarter 1 Oct - 31 Dec. The spike reflects a number of appointments that turned up more than 30 mins early for their appointment. The data does not include those appointments that turned up significantly late and their appointment time subsequently had to be re-arranged. In general terms, walk in customers are seen at the reception desk within 10 minutes. Average walk in query takes 5-10 minutes to resolve and neither building has experienced lengthy queuing.

Telephony - wait time

Description: Percentage of telephone calls to main customer service number answered within 90 seconds

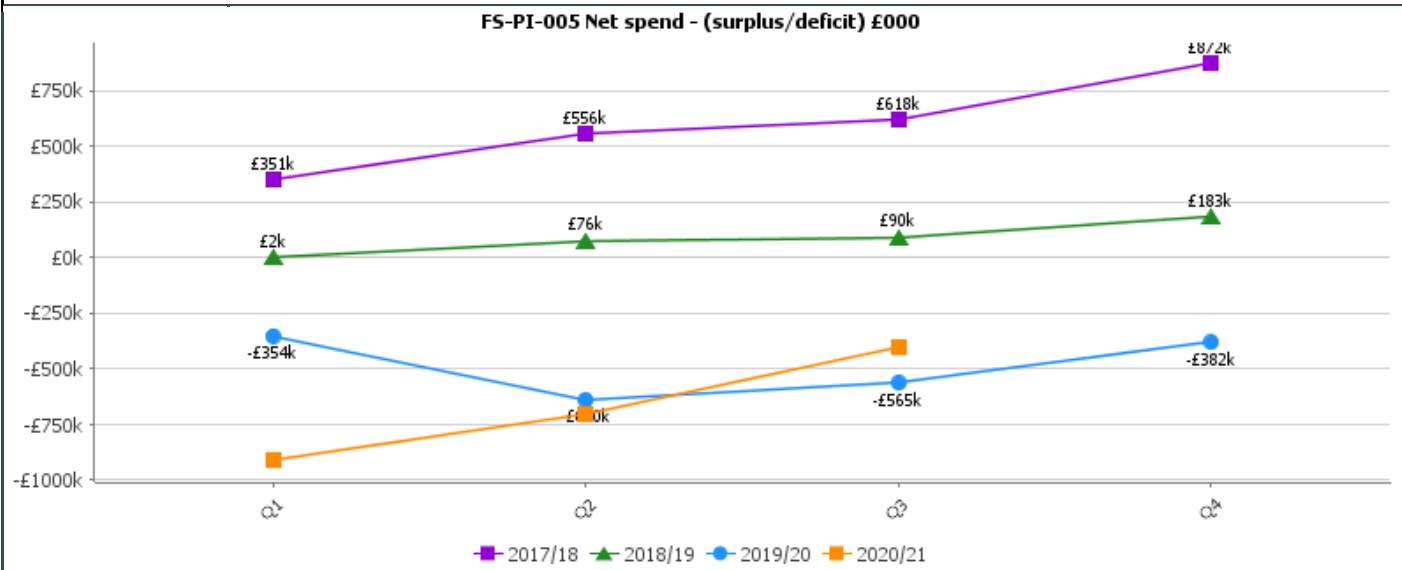
No data for graph

RAG		Current Value		Sponsor David Sutton
	Aim to Maximise	Current Target	70%	

Due to COVID we are operating a 'message and return' service. The message states we will contact the customer within 2 working days. Both customer service buildings were open to the public again which meant, on average, calls were returned within 1 working day.

Net spend - (surplus/deficit) £000

Description: End of year forecast for Council Net spend £000

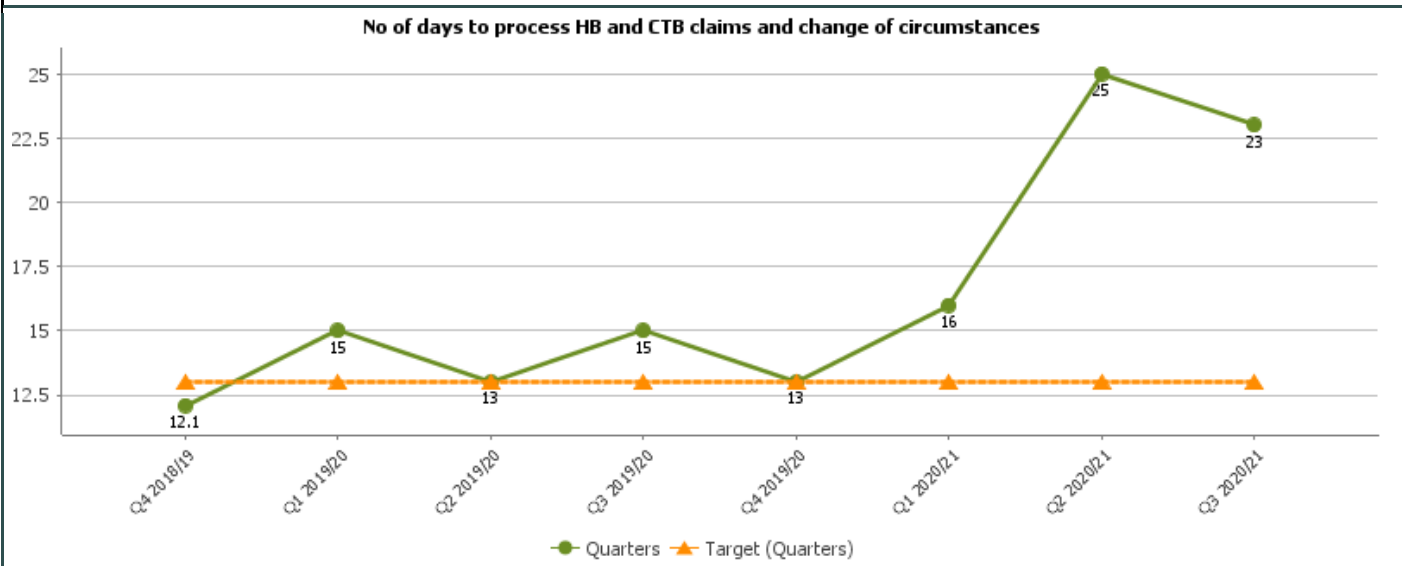


RAG		Current Value	-£405k	Sponsor	Mark Baldwin
	Aim to Maximise	Current Target	£0k		

Explanations for the Q3 finance performance are set out in the detailed Q3 report to the P&R Committee of 9 February 2021.

No of days to process HB and CTB claims and change of circumstances

Description: No of days to process Housing Benefit and Council Tax Benefit claims and change of circumstances



RAG		Current Value	23	Sponsor	Mark Baldwin
	Aim to Minimise	Current Target	13		

There has been an improvement in processing time since the previous quarter but the delays are still significant due to the impact of high volumes of applications both for CTS and

Universal Credit. The Council has a current caseload of 7,169, compared to 6,433 last December.

Civica staff are working overtime on a weekly basis and resources have been drawn in from their 'on demand' team. Where there are gaps in resources, it has been increasingly difficult to recruit staff as experience in Revenues and Benefits is in high demand nationally due to the pressure on these services.

In addition, customers are taking longer to respond to requests for information. Delays within the postal system plus a holiday period during December have also had an impact. Work is being allocated and prioritised but delays in responses have an impact on the calculation of the days to process which is counted from the receipt of the application, not receipt of all the necessary information to complete the claim. Staff are instructed to telephone customers in the first instance to minimise delays.

Automation of Universal Credit processes is being used to help with the current demand of records being received. However, the monthly number of records to process, which individually require checks of CTS to be carried out has risen from 1,491 in December 2019 to 2490 in December 2020.

The focus remains in processing HB rather than CTS, with the days for processing new claims being 19.4 days and 36.7 days respectively.

Member attendance at mandatory training

Description: Attendance at mandatory training for appointed members to: Licensing and Environmental Health Committee and Planning Committee.
 With regard to Planning committee, the Constitution states:
 Part 12, 2.4 - No Councillor may be a member of Planning Committee (or act as substitute) unless he or she has first attended a training course on planning legislation, guidance and practices approved by the Deputy Director – Economic Development and Planning. A Councillor who has already attended such a training course must attend a refresher course at intervals of not more than 4 years after their initial training course or at such shorter interval as the Deputy Director – Economic Development and Planning considers appropriate where there are major changes in planning legislation.

2019/20 – 100%

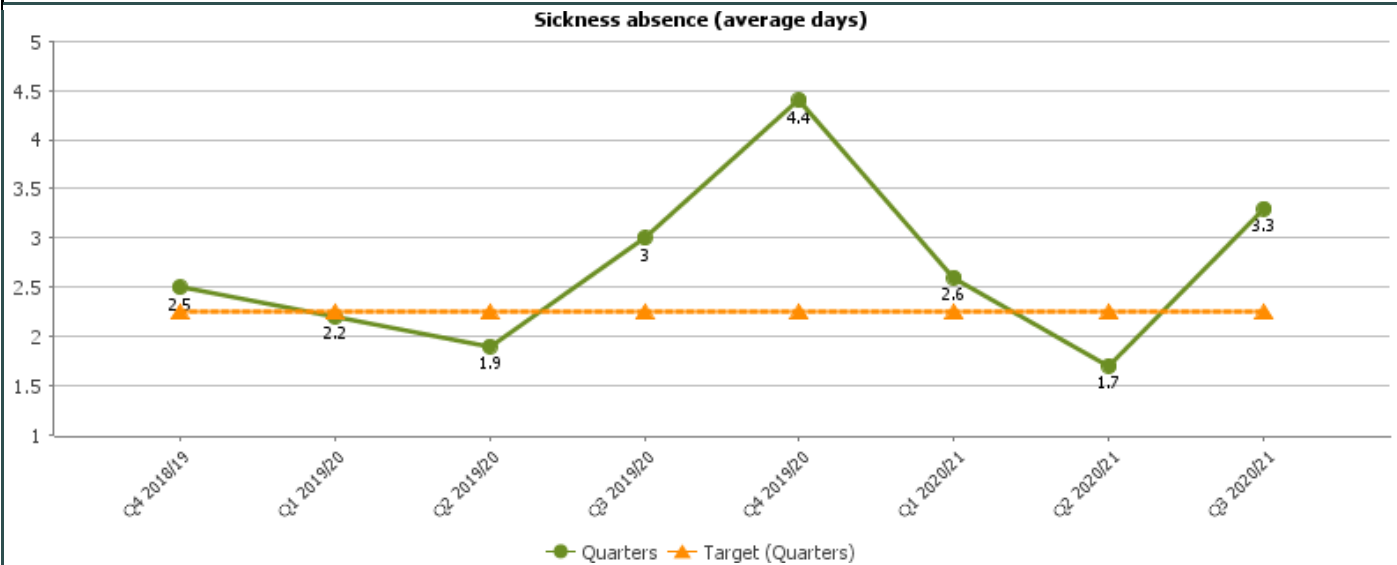
Insufficient data for graph

RAG		Current Value	100%	Sponsor	Sian Stroud
	Aim to Maximise	Current Target	100%		

Annual PI.

Sickness absence (average days)

Description: Average no. of days lost to sickness per FTE

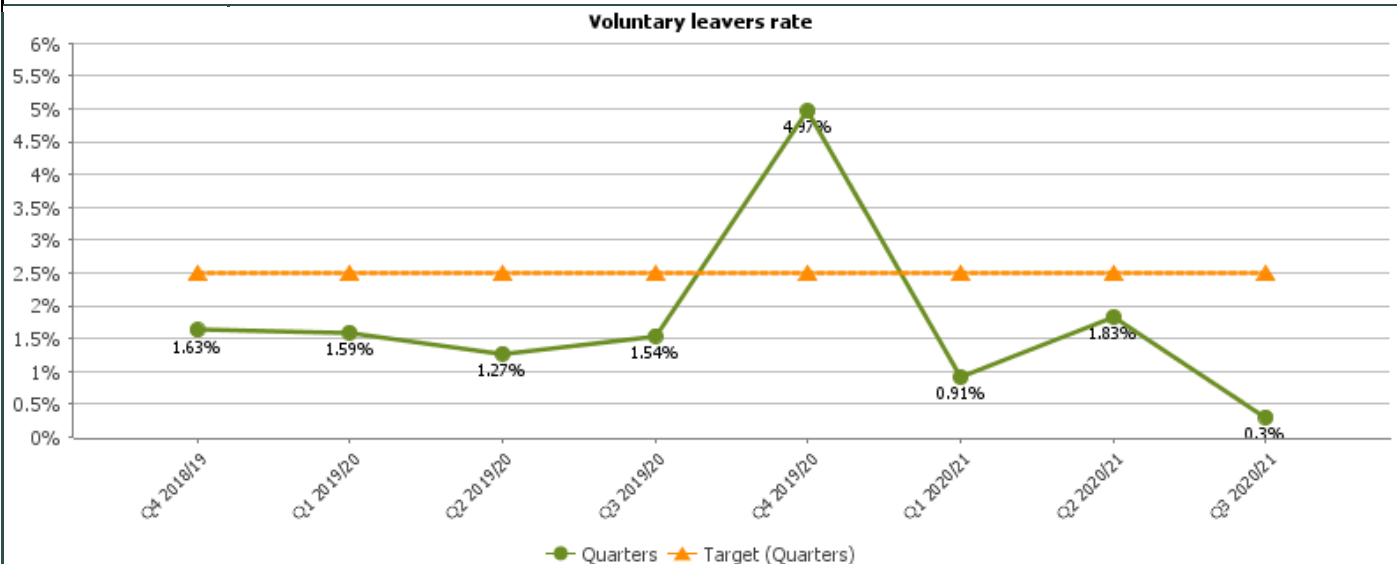


RAG		Current Value	3.3	Sponsor	Mark Edwards
	Aim to Minimise	Current Target	2.25		

Increase in sickness in Q3 which normally sees an increase historically due to winter illnesses, over 25% of the absence in this quarter is due to Covid related reasons.

Voluntary leavers rate

Description: Percentage of staff leaving the organisation voluntarily.

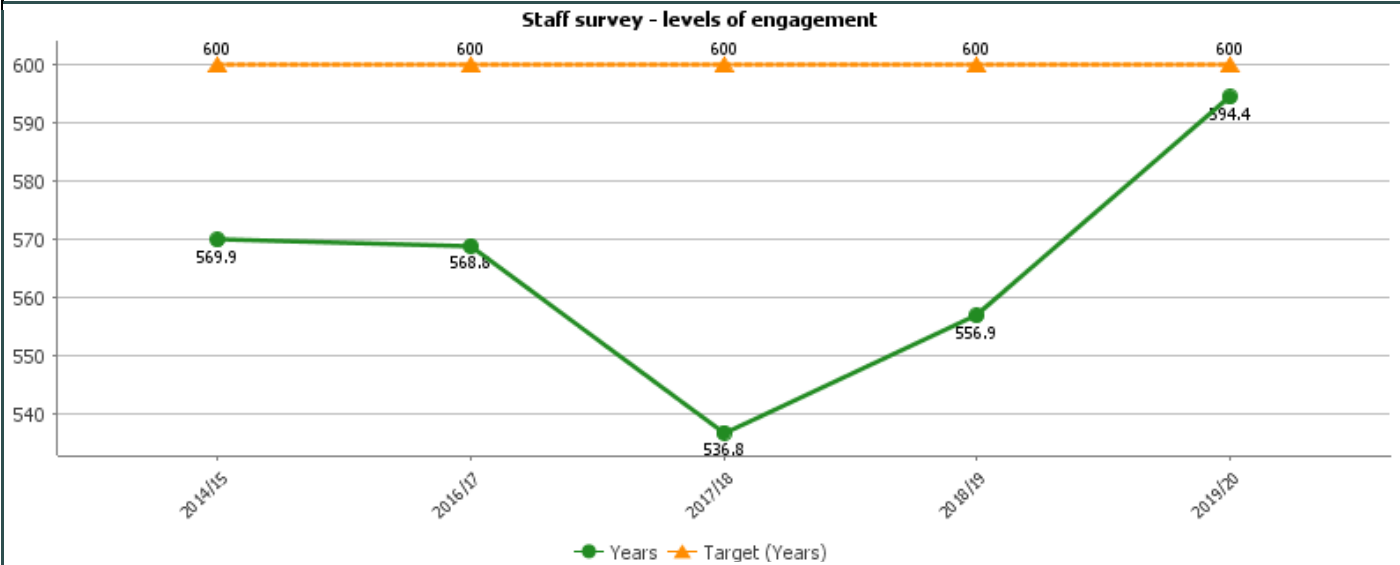


RAG		Current Value	0.3%	Sponsor	Mark Edwards
	Aim to Minimise	Current Target	2.5%		

The number of voluntary leavers is very low. This is to be expected given wider socio-economic conditions that have prevailed in the last quarter of 2020.

Staff survey - levels of engagement

Description: Staff survey using 'Best Companies' Indicators to monitor and analyse our employees levels of engagement at work. Scored on a range of 0-1000.

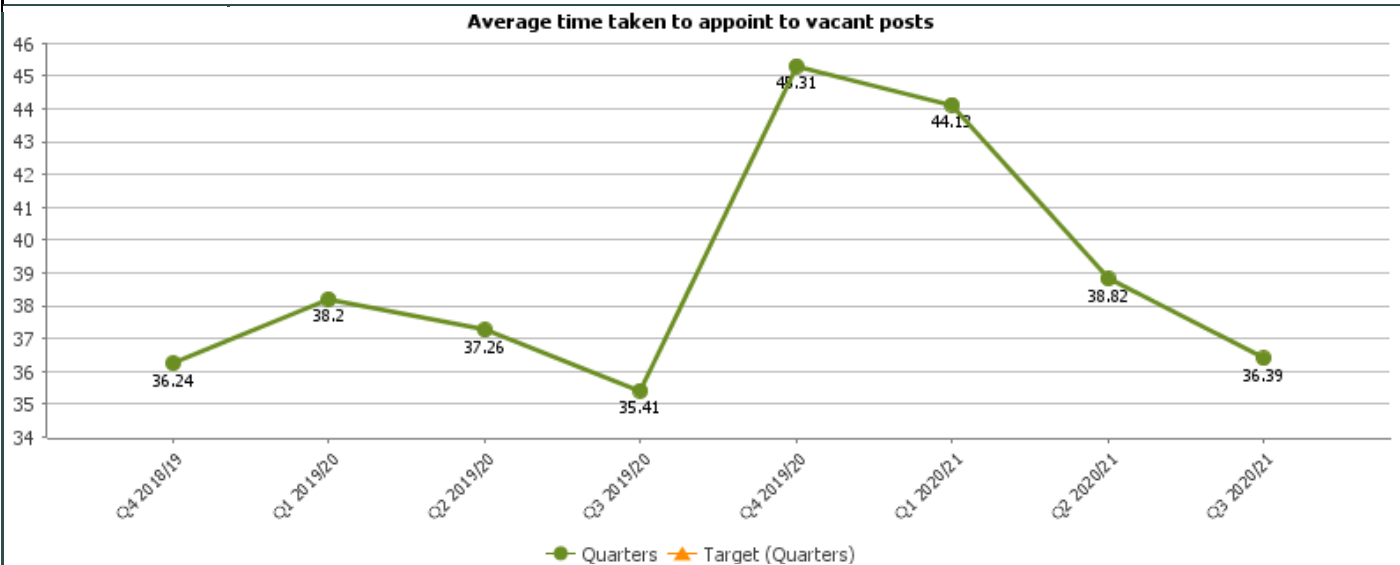


RAG		Current Value	594.4	Sponsor	David Sutton
		Current Target	600		
Aim to Maximise					

The staff survey for 2020 has been completed and are being analysed. The result and details of the responses will be presented in the Q4 report.

Average time taken to appoint to vacant posts

Description: Time taken to appoint from receipt of vacancy notification



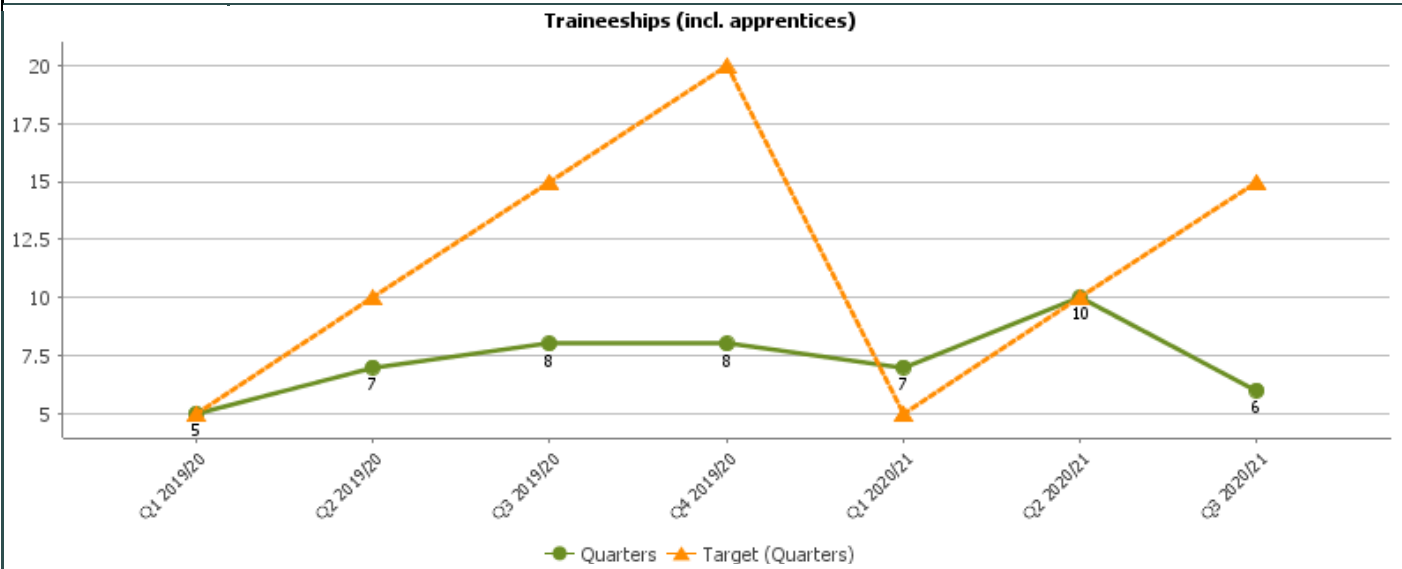
RAG		Current Value	36.39	Sponsor	Mark Edwards
		Current Target			
Aim to Minimise					

Recruitment rates are low, in line with reduced turnover and a number of posts being held

vacant pending organisational restructures. Therefore the time to process applications has fallen for those instances where it has been possible to run recruitment exercises.

Traineeships (incl. apprentices)

Description: The number of traineeships across the Council including apprenticeships. Targets for 5% of the workforce by 2020/21.



RAG		Current Value	6	Sponsor	Mark Edwards
	Aim to Maximise	Current Target	15		

Existing employees are progressing through their traineeships. The disruption caused by the Covid-19 pandemic and the development of proposals for reorganisation, including a VR programme, means that recruitment has been delayed in some areas. Posts that are being recruited to tend to be specialist in nature or require experienced officers and are therefore not suitable for trainees or apprenticeships. The target of 5% for all posts to be trainees by the end of the current financial year is unlikely to be met and will need to be reviewed once the current interim arrangements have all been resolved.