



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 2021/22

### Achieving Excellence

Actions 1 0 4 0

Digital Transformation

Equalities & Diversity – implementation of strategy

Customer Services – performance review

Stakeholder management strategy

Policy Framework Review

### City Plan

Actions 1 1 4 0

City Plan Refresh

Town Investment Plan

City Centre Transport Strategy

Kepax Bridge - Planning & Detailed Design Stage

Future High Streets Fund - Future High Streets Fund – Stage 1, acquisition and design of 7

Redevelopment of Sansome Walk Swimming Pool Site

### Key PIs

PIs 5 1 6 2 4

No of Stage I complaints

Complaints resolved at Stage I

Touch screen responses completed

Face to Face - customer satisfaction

Face to Face - wait time

Call messages returned

Net spend - (surplus/deficit) £000

No. of days to process new Housing Benefit claims

No. of days to process new Council Tax Support claims

Sickness absence (average days)

Voluntary leavers rate

Average time taken to appoint to vacant posts

Traineeships (incl. apprentices)

### Annual

Member attendance at mandatory training

Staff survey - levels of engagement

Customer satisfaction with the Council

Satisfaction with services - no. increased

Satisfaction with services - % increase



## Policy & Resources Committee Performance Report







### City Plan 2021/22


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

City Plan Refresh	
<p>A plan for consultation was approved at Policy and Resources Committee on 7th September. The timetable is appended to the committee report.</p> <ul style="list-style-type: none"> <li>Public consultation is live and closes on 12th November.</li> <li>The refresh will link with the budget setting process.</li> <li>The plan remains on track to be published in March 2022.</li> </ul>	<b>Sponsor</b> David Sutton
	<b>Due Date</b> 31-Mar-2022
	<b>Original Due Date</b> 31-Mar-2020
	<b>Current Status</b>
	<b>Expected Outcome</b>
Town Investment Plan	
<p>The Heads of Terms was received on 8th June, offering £19.6m, and formally accepted.</p> <p>Confirmation of revised projects was submitted to Government on 10th October following unanimous support by the Town Board and Policy and Resources Committee.</p> <p>Consultants have been appointed and have commenced work on business cases for the projects. These are programmed to be presented to P&amp;R for approval between December 2021 and March 2022, following which a summary will be submitted to Government to secure release of funding.</p>	<b>Sponsor</b> David Sutton
	<b>Due Date</b> 31-Mar-2026
	<b>Original Due Date</b> 31-Mar-2026
	<b>Current Status</b>
	<b>Expected Outcome</b>



<b>City Centre Transport Strategy</b>		
<p>SYSTRA are currently in phase 1 of 3 (information and data gathering/review). Once complete they will move into Options Generation which will include further engagement exercises with relevant stakeholders.</p>	<b>Sponsor</b>	David Blake
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2019
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

<b>Kepax Bridge - Planning &amp; Detailed Design Stage</b>		
<ul style="list-style-type: none"> <li>• Planning Permission approved by County Council September 2021.</li> <li>• Discharge of pre-commencement conditions being finalised.</li> <li>• Review of Target Price and Programme of works being concluded.</li> <li>• Then move to the award of the construction contract which will also include procuring of materials (steelwork).</li> <li>• Planned construction completion Summer 2023.</li> </ul> <p>It is proposed to change the due date for the design and planning stage to March 2022 which will then move the project into delivery stage.</p>	<b>Sponsor</b>	David Blake
	<b>Due Date</b>	01-May-2021
	<b>Original Due Date</b>	01-May-2021
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

<b>Future High Streets Fund - Future High Streets Fund – Stage 1, acquisition and design of 7 interventions</b>		
<ul style="list-style-type: none"> <li>• Significant progress has been made over the last quarter on the FHSF programme. Further progress has been made in the negotiation and acquisition of buildings/assets to support the programme, a feasibility study has been commissioned to develop plans for the new performance arts centre and detailed building surveys have been completed to inform emerging design options for the Council owned assets. The detailed principles and outcomes of the interventions have also developed, with some project specific plans likely to change over the next quarter. Full details can be viewed in the Progress Paper to PED, 1 November 2021.</li> <li>• The programme has successfully generated some private investment in derelict assets within the FHSF area, this demonstrates early reward from the programme.</li> <li>• The delivery programme remains challenging with negotiations ongoing to acquire a couple of key assets.</li> </ul>	<b>Sponsor</b>	David Blake; Shane Flynn
	<b>Due Date</b>	31-Mar-2024
	<b>Original Due Date</b>	31-Mar-2024
	<b>Current Status</b>	
	<b>Expected Outcome</b>	



<b>Redevelopment of Sansome Walk Swimming Pool Site</b>		
<ul style="list-style-type: none"> <li>Progress - Development Agreement has been completed and Sanctuary have now submitted a planning application following public consultation. The buildings have now been demolished and work is about to begin on reducing the height of the party wall with the adjoining properties in Chestnut Street. Further site investigations have been undertaken which will inform a refreshed remediation strategy to be agreed with Sanctuary prior to this next phase of works beginning.</li> <li>Issues - None, party wall works have been redesigned following site investigations and risk of excessive cost has been much reduced.</li> <li>Forecast – agreement on remediation works and start on site, completion of party wall works, planning officer recommendation to grant</li> </ul>	<b>Sponsor</b>	Shane Flynn
	<b>Due Date</b>	31-Dec-2023
	<b>Original Due Date</b>	31-Dec-2023
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

## Excellent Council 2021/22



<b>Digital Transformation</b>		
<p>Our 'vision statement' for hybrid working has been agreed and shapes working policy and digital transformation plans. Step 1 of the digital transformation plan up to the end of September has been successfully achieved with us making strides in our ability to communicate and collaborate with ease regardless of location. This includes the:</p> <ul style="list-style-type: none"> <li>roll out of new laptops to enable colleagues to collaborate and connect wherever they are working and new monitors and work stations allowing smooth integration of in and out of office working (complete)</li> <li>introduction, roll out and embedding of Microsoft Teams for improved and efficient working practices (complete)</li> <li>introduction of 'check-ins' as part of remote 1-2-1s in the Lounge (complete)</li> <li>removal of lync chat facility (complete)</li> <li>launch of a new desk booking app called 'Our Space' for all main office locations also giving us an overview of present First Aiders and Fire Wardens (complete)</li> <li>migration of intranet content into Teams making content accessible on the go (complete)</li> </ul> <p>Step 2 is already making good progress as we make further bold moves in more modern and digital methods for agile communication and collaboration including:</p> <ul style="list-style-type: none"> <li>the final stages of mail migration, which will move our</li> </ul>	<b>Sponsor</b>	David Sutton
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

<p>email communications and calendars to the cloud enabling us to maximise on accessible working through Teams (underway)</p> <ul style="list-style-type: none"> <li>• the early exploration of tools that will enable front line workers to access the information we share in the cloud such as the intranet and communications; something they have not had easy access to traditionally (research)</li> <li>• the early exploration of a mobile application that allows colleagues to access teams via a mobile phone (in pilot)</li> <li>• the plans for file migration which will then mean our files and data sit alongside our other working practices in the cloud, enabling safe and secure but fully mobile working practices (everything quicker, easier and efficient) (underway)</li> <li>• the plans for the introduction of a call management system which will help ensure the customer experience is a positive one in terms of responsiveness, politeness and helpfulness (underway)</li> <li>• maximising the use and understanding of 'softphones' as opposed to desk phone which will allow our customers to seamlessly reach us wherever we are</li> </ul>	
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**Customer Services – performance review**

<p>Customer service reporting continues on a quarterly basis. We have mapped out new milestones and targets including the introduction and roll out of Ignite, the new customer relationship management system. CLT have now seen the system and recognise the benefits it can bring to our future reporting ability.</p> <p>It is proposed that the due date for this action is moved from March 2022 to March 2023 to ensure its successful implementation and review across the council.</p> <p>A customer service standards quick guide has been introduced, is available to all staff on the intranet and will be shared with all as part of the MDs communication.</p> <p>We are producing user guides to be issued with new headsets encouraging and enabling greater use of softphones/micollab. This will ensure the future resilience of customer service telephony support regardless of location.</p> <p>We are currently improving the accessibility of feedback forms to increase customer feedback. This will include the ease for customers to scan and comment on their mobile phones as they leave any of our buildings</p>	<b>Sponsor</b>	David Sutton
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	



### Stakeholder management strategy

<p>Stakeholder engagement continues to expand through major projects including the Town Improvement Plan, the FHSF developments, the Arches Steering Group and the consultation on Sansome Walk.</p> <p>The City Plan refresh will engage a wide range of stakeholders, identified during the desk-top and Member engagement process. This includes proposals for an annual summit which will enable the Council to establish a regular forum for engagement with stakeholders across the City.</p>	<b>Sponsor</b>	Shane Flynn
	<b>Due Date</b>	30-Sep-2021
	<b>Original Due Date</b>	30-Sep-2021
	<b>Current Status</b>	
	<b>Expected Outcome</b>	






### Policy Framework Review

<p>Amendments to the Constitution are being presented to Council in November.</p> <p>Staff hybrid working policy has been adopted.</p> <p>Other policies are scheduled for review.</p>	<b>Sponsor</b>	Sian Stroud
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

### Equalities & Diversity – implementation of strategy

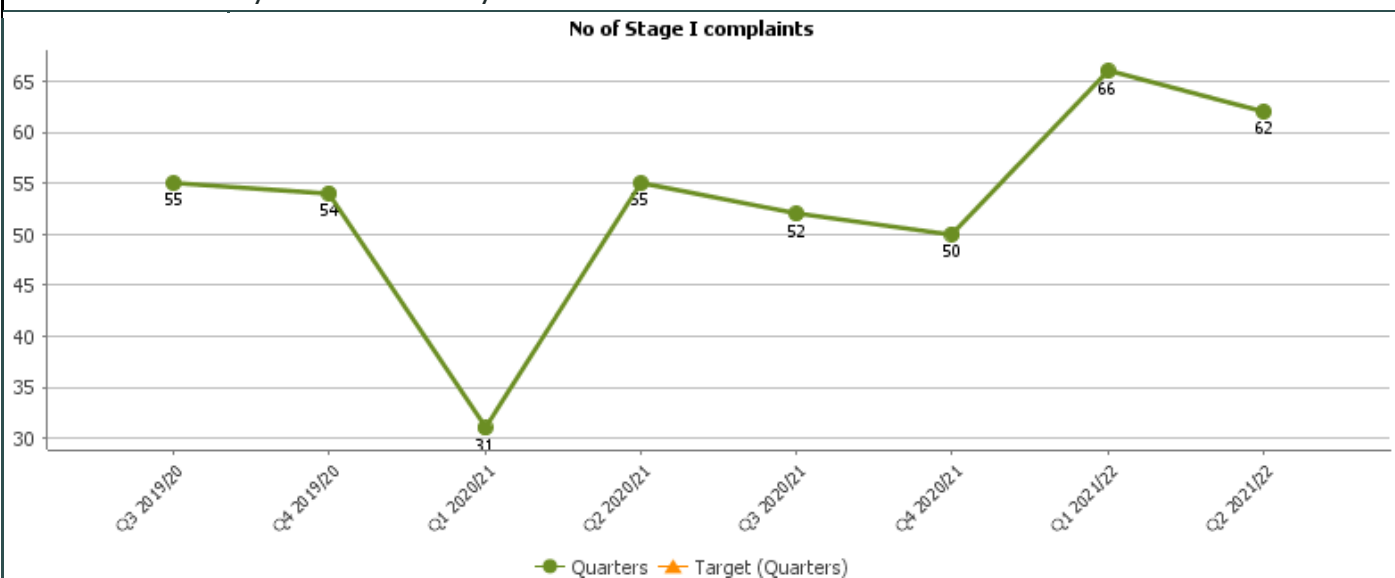
<p>The Council is developing its overall strategy an action plan for the year ahead areas identified where the Council needs improvement in diversity and equality overall along with ambitions for the years ahead. The Council has also began work on engaging with disabled people living in and visiting Worcester, supporting them in setting up a new Access Group for the city, including facilities in and around Worcester and informing future priorities and policies affecting disability and accessibility in the city.</p>	<b>Sponsor</b>	Sian Stroud
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

## P&R Key Performance Indicators 2021/22

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

### No of Stage I complaints

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



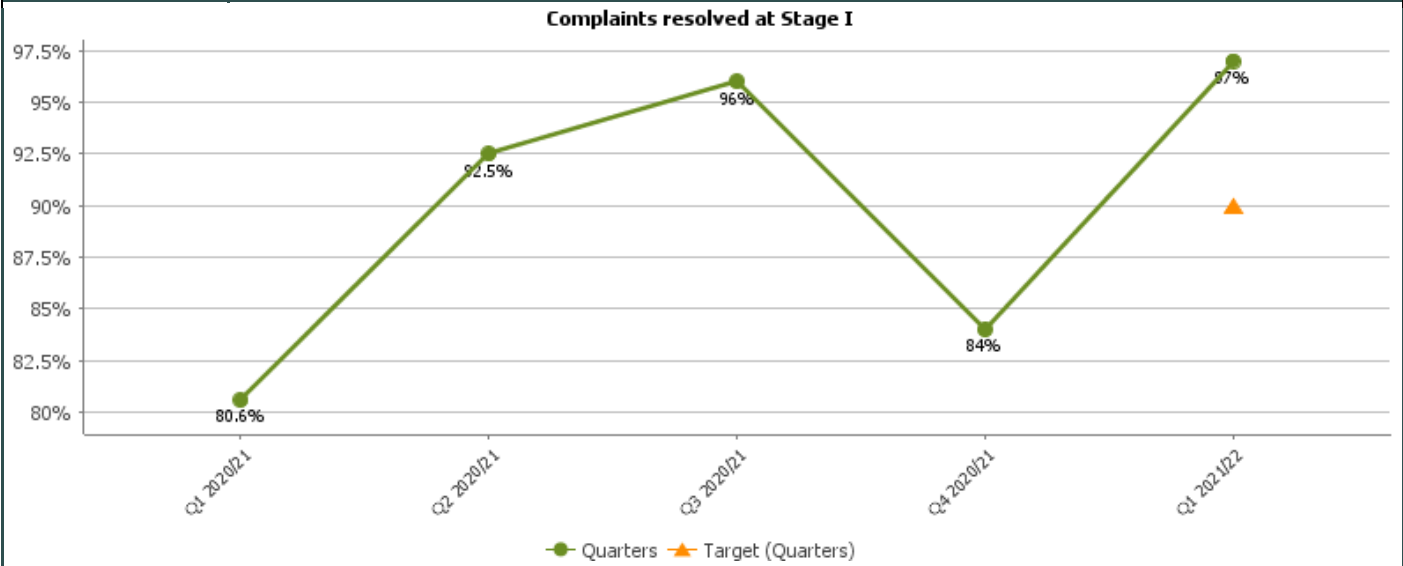
<b>RAG</b>		<b>Current Value</b>	62	<b>Sponsor</b>	David Sutton
	Aim to Minimise	<b>Current Target</b>			

The number of complaints received in Quarter 2 was 62. A high proportion of these were relating to the Parking and Car Park services (25).

The number of complaints received has increased compared to the same period last year (55) however, 2020/21 figures were affected by Covid-19 restrictions. Performance has improved from Q1 (66).

**Complaints resolved at Stage I**

**Description:** Percentage of complaints received regarding services that the Council delivers directly that are resolved at Stage I.  
*Reported a quarter in arrear due to timescales for appeal.*



<b>RAG</b> 	<b>Current Value</b> 97%	<b>Sponsor</b> David Sutton
Aim to Maximise	<b>Current Target</b>	

66 complaints received and 2 appealed. Complaints appealed were regarding refuse and community services.  
 This PI is reported a quarter in arrear due to timescales for appeal.

**Touch screen responses completed**

**Description:** Total number of customer's completing touch screen satisfaction survey

No data for chart

<b>RAG</b> 	<b>Current Value</b>	<b>Sponsor</b> David Sutton
Aim to Maximise	<b>Current Target</b>	

With COVID Safety Measures in place, touch screens remain out of use to the public. Given the continued climate, we will be taking a different approach to gathering feedback and introducing 'non' touch screen screens that display opportunities for customers to easily scan and give feedback via their mobile phones



### Face to Face - customer satisfaction

**Description:** Touch screen responses at main reception regarding 'how was your visit today'

No data for chart

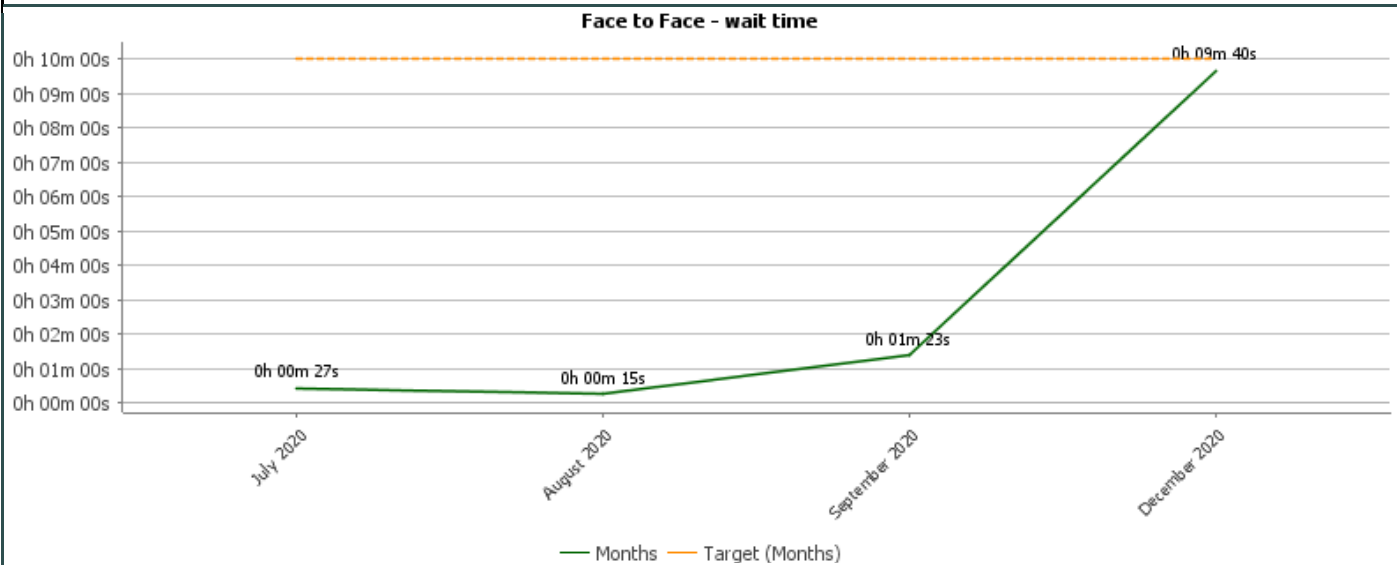
<b>RAG</b>		<b>Current Value</b>	<b>Sponsor</b> David Sutton
Aim to Maximise	<b>Current Target</b>		

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. This information can not be identified separately from feedback that is submitted from our email or telephone customers. This is captured in the COVID satisfaction KPI.

\* A new approach that will enable customers to use their mobile phone to scan and complete feedback on the go (with ease) will be live from 1 November

### Face to Face - wait time

**Description:** Waiting times at Trinity Street and 89 High Street

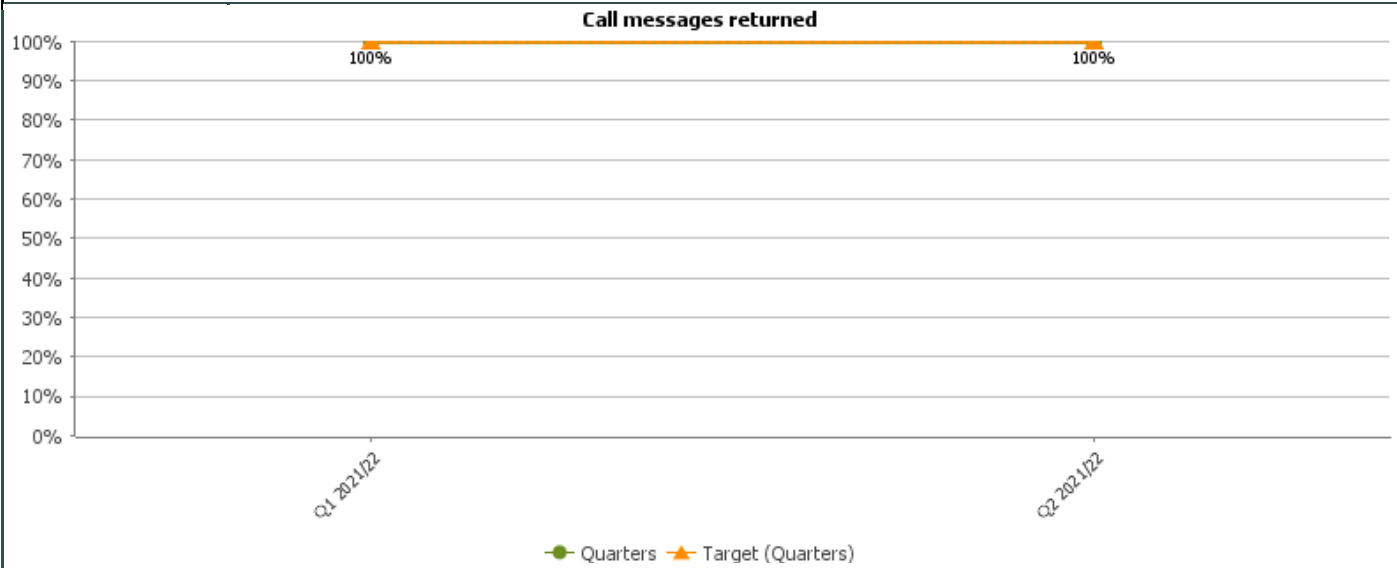


<b>RAG</b>		<b>Current Value</b>	<b>Sponsor</b> David Sutton
Aim to Minimise	<b>Current Target</b>	0h 10m 00s	

On average walk in customers rarely have to queue and are seen within 10 mins. Appointments are welcomed at Trinity Street where queries require more than 10 minute support. Data from the appointment system has not been made available but commonly when customers arrive on time their appointment commences within 10mins. Customer feedback has not indicated any delays.

### Call messages returned

**Description:** Percentage of call messages returned within agreed time: 2 working days

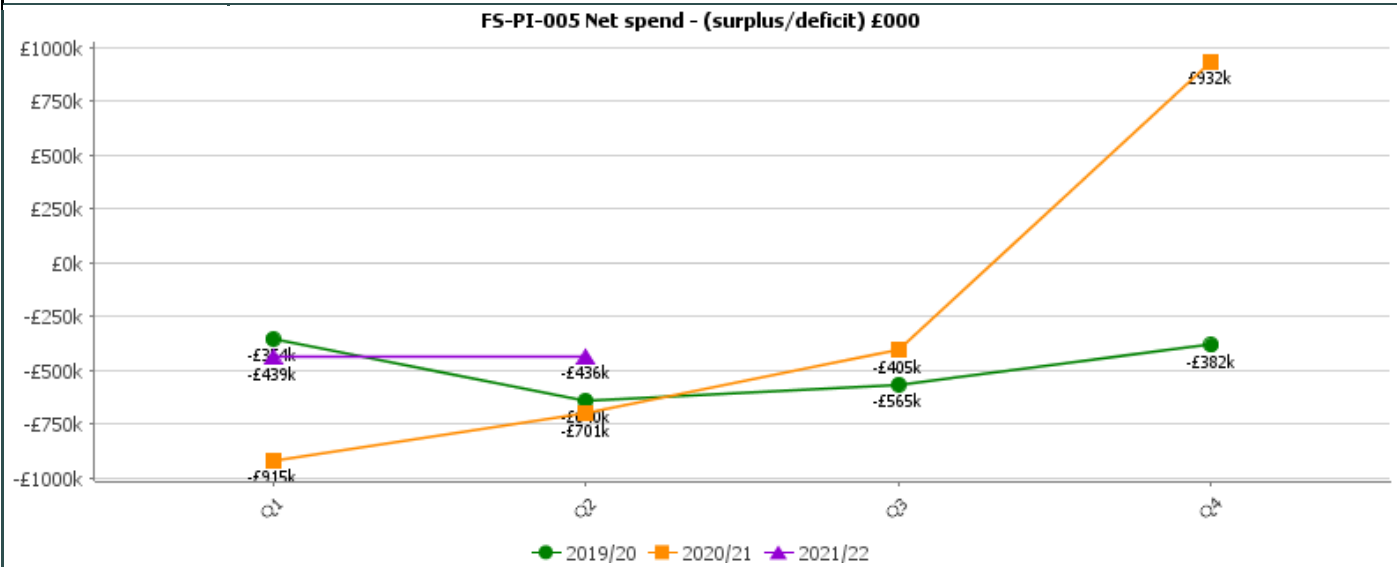


<b>RAG</b>		<b>Current Value</b>	100%	<b>Sponsor</b>	David Sutton
	Aim to Maximise	<b>Current Target</b>	100%		

We operate a message and return service with a commitment to return all contact made by the end of the next working day.

### Net spend - (surplus/deficit) £000

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

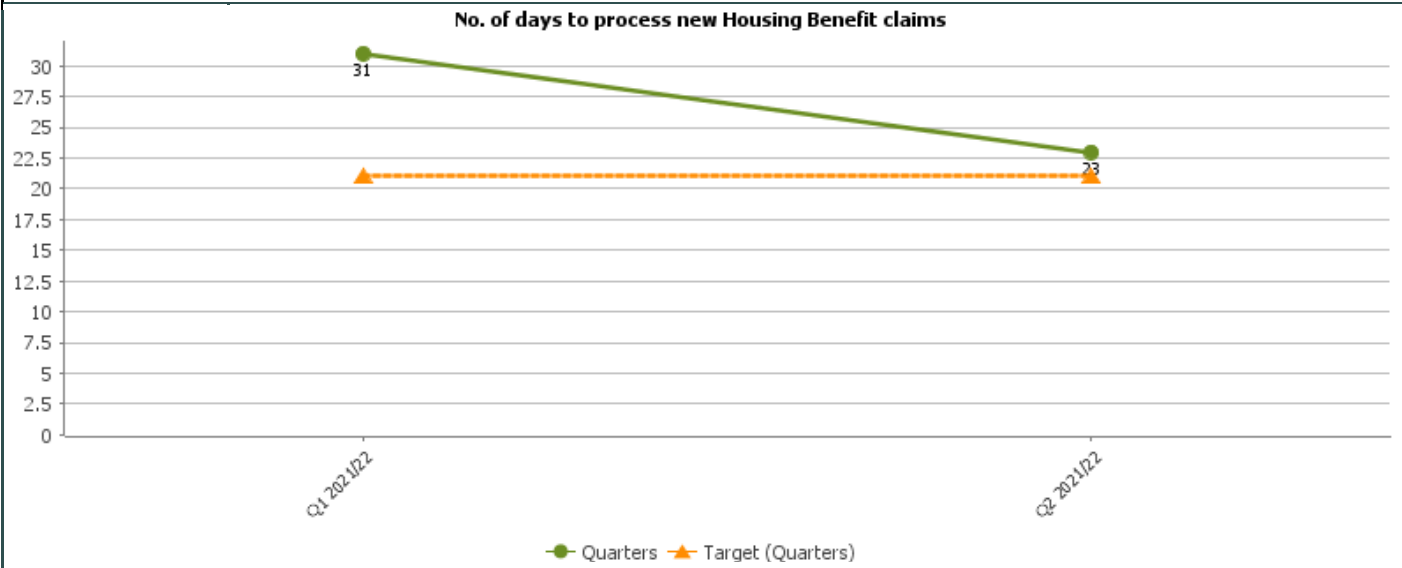


<b>RAG</b>		<b>Current Value</b>	-£436k	<b>Sponsor</b>	Mark Baldwin
	Aim to Maximise	<b>Current Target</b>	£0k		

The forecast deficit arises from reduced income as a result of ongoing effects of the pandemic. Government grants have offset this in part but a net deficit remains.

### No. of days to process new Housing Benefit claims

**Description:** Average number of days for processing new Housing Benefit claims

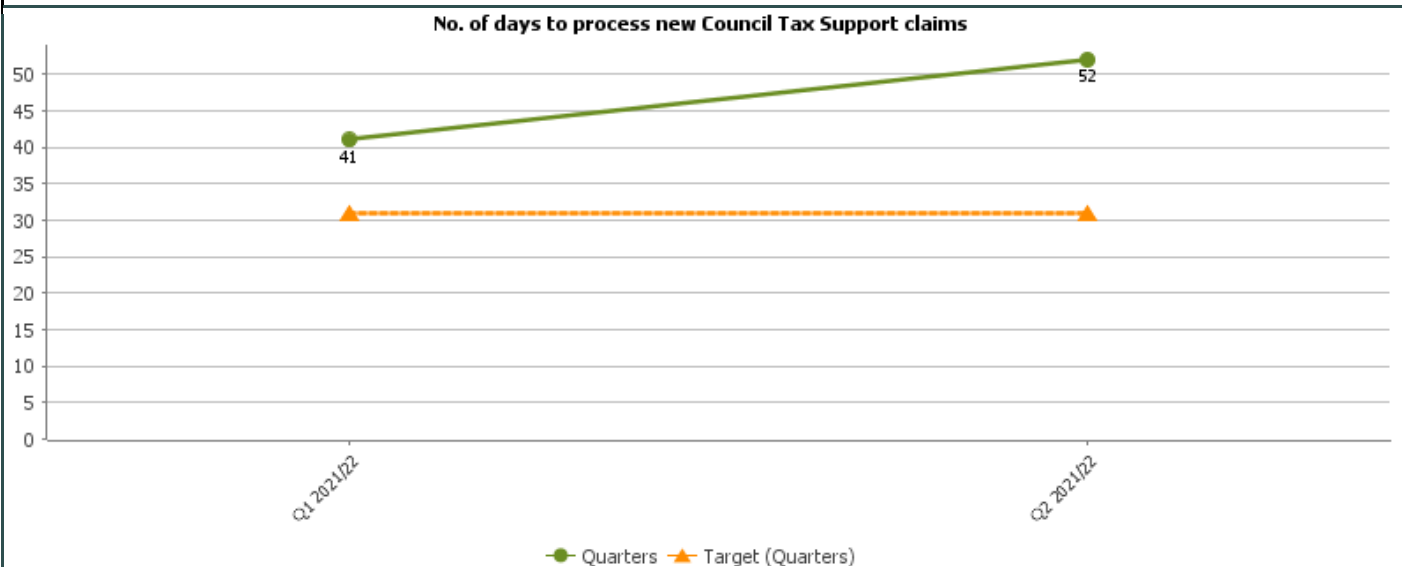


<b>RAG</b>		<b>Current Value</b>	23	<b>Sponsor</b>	Mark Baldwin
	Aim to Minimise	<b>Current Target</b>	21		

Following the last meeting, discussions have been held with Civica in relation to improving these performance indicators. HB processing times are now moving back towards the target days and should continue to improve as claims continue to reduce. During the winter the partnership is moving from the Capita processing system to the Civica Open Revenues system. This will bring numerous simplifications and improvements but, in the meantime, the Management Board has required assurances in the contract that processing times will not deteriorate during the implementation. The change is scheduled to be completed in time for annual billing in March 2022.

### No. of days to process new Council Tax Support claims

**Description:** Average number of days for processing new Council Tax Support claims

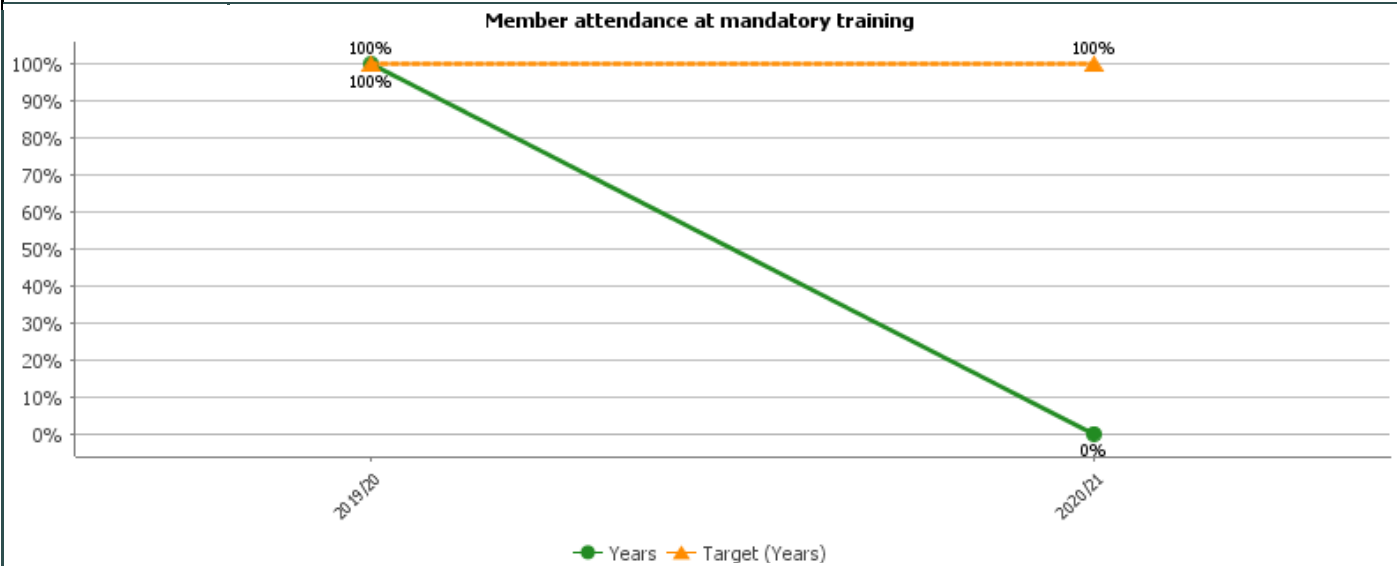


<b>RAG</b>		<b>Current Value</b>	52	<b>Sponsor</b>	Mark Baldwin
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Aim to Minimise	<b>Current Target</b>	31
<p>This continues to be a problem, with processing times for new claims and changes in circumstances taking considerably longer than the target days, although the overall indicator for the Civica contract is showing 'amber' at this stage. Claims are backdated to the date of the claim so claimants are not penalised for the delay and the Council continues to hold off enforcement activity while claims are pending. There is, therefore, less pressure on this indicator than on the HB one. Nonetheless, the same assurances have been sought, that performance will improve despite the change in systems and that this improvement will be seen before the termination of the current contract.</p>		

**Member attendance at mandatory training**

**Description:** Attendance at mandatory training for appointed members to: Licensing and Environmental Health Committee and Planning Committee.

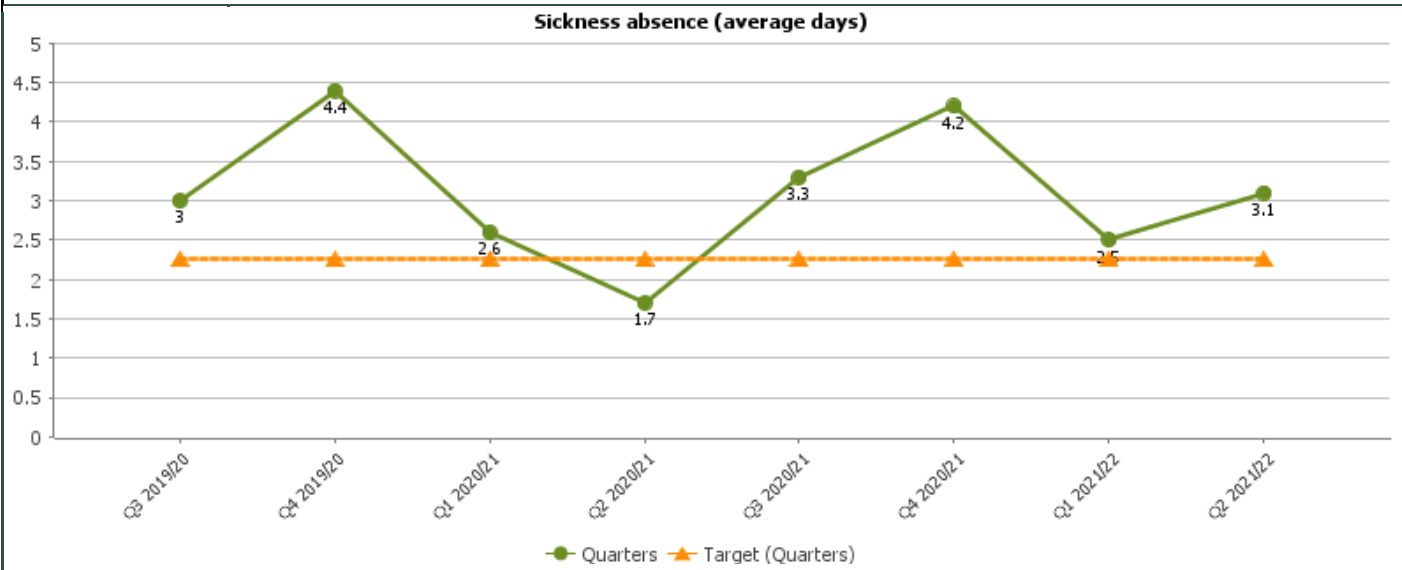


<b>RAG</b>		<b>Current Value</b>	0%	<b>Sponsor</b> Sian Stroud
	Aim to Maximise	<b>Current Target</b>	100%	

Annual PI. No training took place for Licensing and Environmental Health or Planning in 2020/21 due to Covid restrictions. The training will go ahead as planned for 2021/22.

### Sickness absence (average days)

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

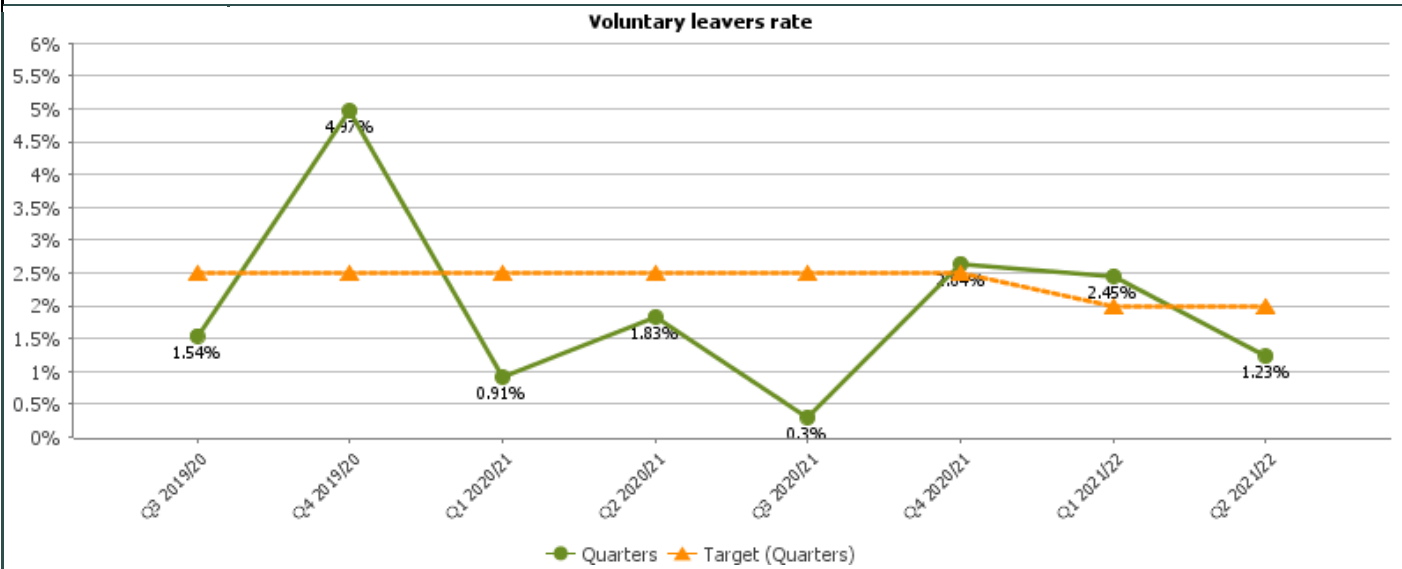


<b>RAG</b>		<b>Current Value</b>	3.1	<b>Sponsor</b>	Sian Stroud
	Aim to Minimise	<b>Current Target</b>	2.25		

An increase from the previous quarter with over 9% Covid sickness and almost 20% Covid isolation related reasons.

### Voluntary leavers rate

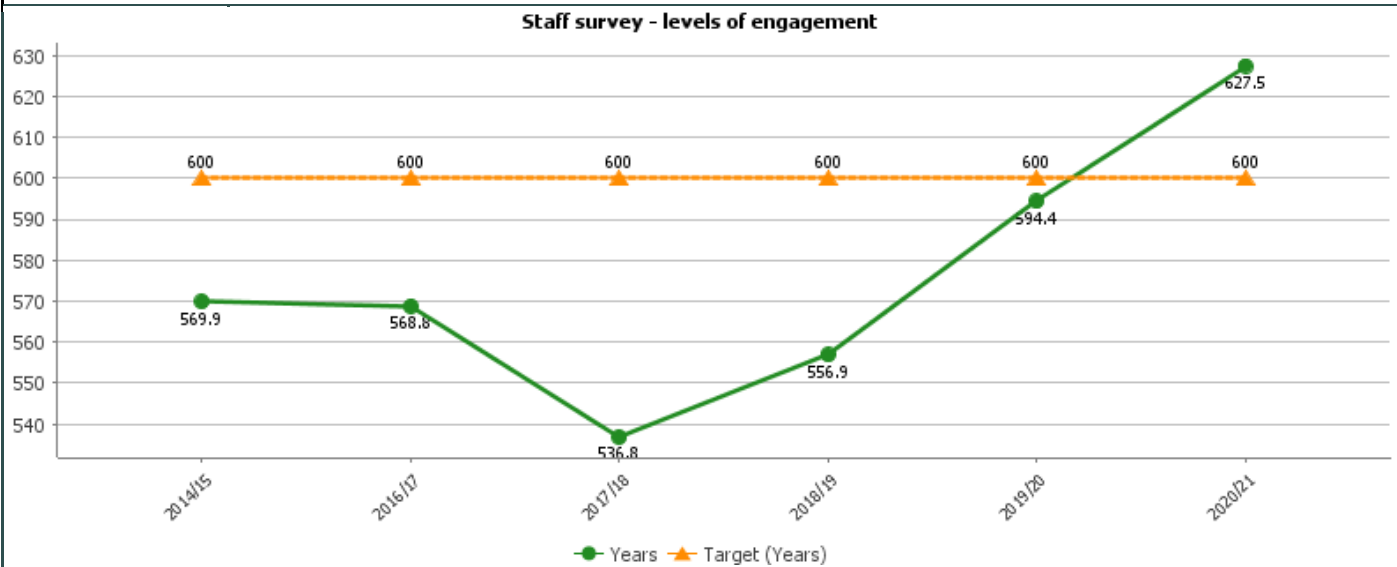
**Description:** Percentage of staff leaving the organisation voluntarily.



<b>RAG</b>		<b>Current Value</b>	1.23%	<b>Sponsor</b>	Sian Stroud
	Aim to Minimise	<b>Current Target</b>	2%		

### 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.

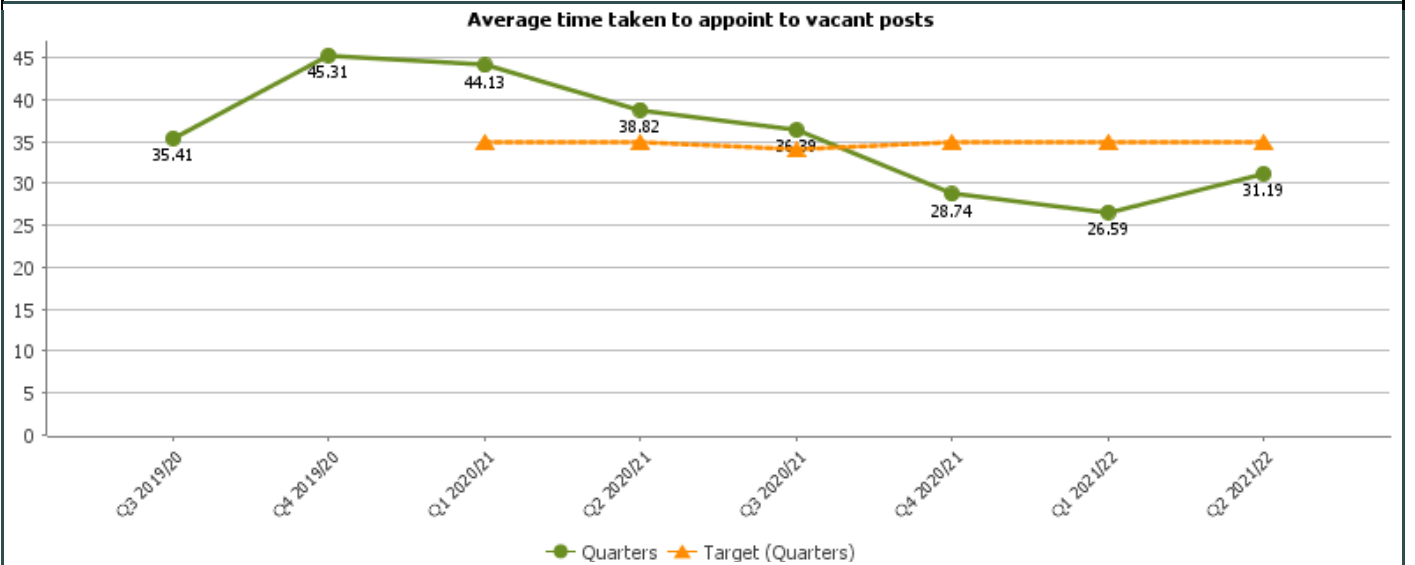


<b>RAG</b>		<b>Current Value</b>	627.5	<b>Sponsor</b>	David Sutton
	Aim to Maximise	<b>Current Target</b>	600		

Annual PI. Our target has been achieved and we've reached our ambition to be a 'One to Watch Employer'. Our performance has been increasing steadily since 2017 and we have achieved our best score ever against 7 of the 8 engagement factors. In particular we have seen improvement in Leadership, Well Being and Fair Deal. Our challenge ahead will be to sustain that achievement for a period of time before challenging ourselves to become a 1 Star employer.

### Average time taken to appoint to vacant posts

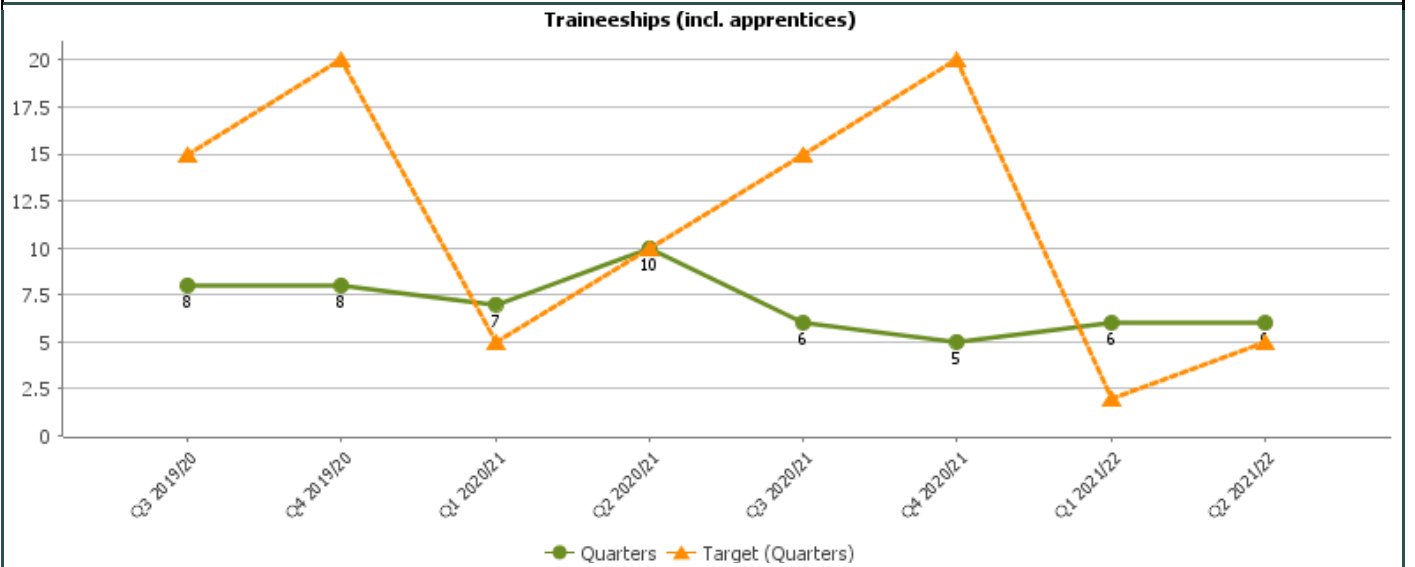
**Description:** Time taken to appoint from the date that the service informs HR of agreement to advertise.



<b>RAG</b>	✔	<b>Current Value</b>	31.19	<b>Sponsor</b>	Sian Stroud
	Aim to Minimise	<b>Current Target</b>	35		

### Traineeships (incl. apprentices)

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

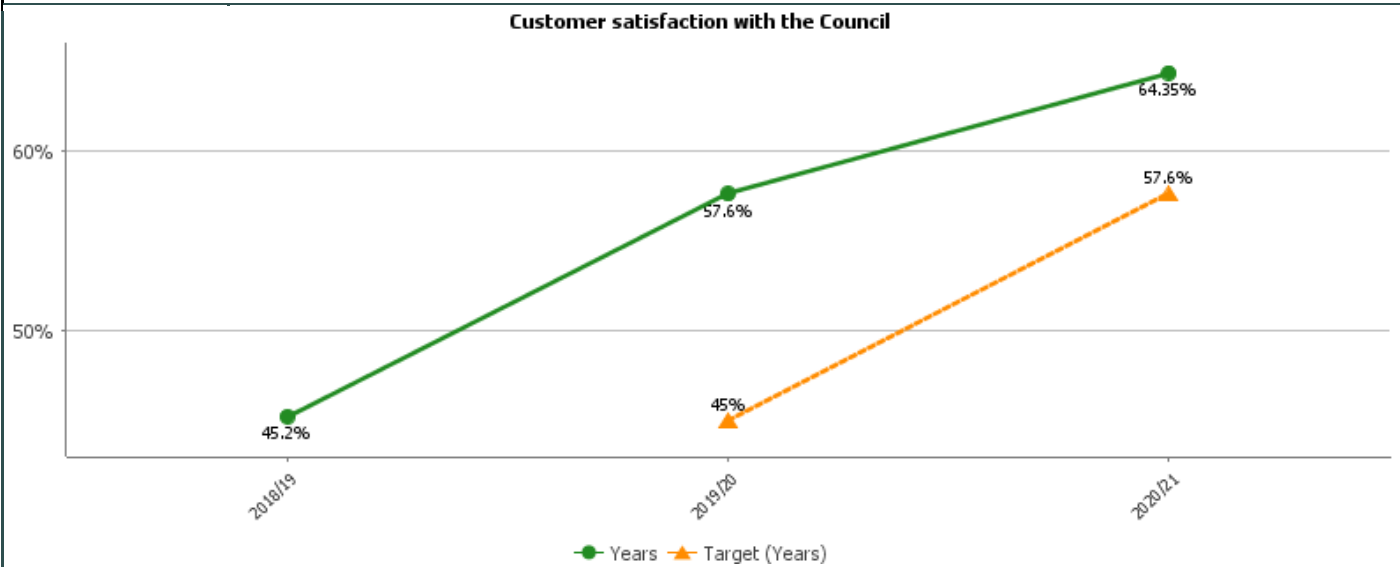


<b>RAG</b>	✔	<b>Current Value</b>	6	<b>Sponsor</b>	Sian Stroud
	Aim to Maximise	<b>Current Target</b>	5		



### Customer satisfaction with the Council

**Description:** % of annual survey respondents who stated that they were either satisfied or fairly satisfied with the Council



<b>RAG</b>		<b>Current Value</b>	64.35%	<b>Sponsor</b>	David Blake
	Aim to Maximise	<b>Current Target</b>	57.6%		

Annual PI. Satisfaction questions were included in the Annual Survey undertaken in October/November 2020. Satisfaction with the Council has improved since the previous survey in 2019.

### Satisfaction with services - no. increased

**Description:** Number of service areas where satisfaction has increased as measured for 15 services in the Annual Survey.

**7**  
Insufficient data for chart.

<b>RAG</b>		<b>Current Value</b>	7	<b>Sponsor</b>	David Sutton
	Aim to Maximise	<b>Current Target</b>	15		

New Annual PI for 2021/22. Data to be available following the Annual Survey in the autumn.

### Satisfaction with services - % increase

**Description:** Number of service areas where satisfaction has increased as measured for 15 services in the Annual Survey.

**6%**  
Insufficient data for chart.

<b>RAG</b>		<b>Current Value</b>	6%	<b>Sponsor</b>	David Sutton
	Aim to Maximise	<b>Current Target</b>			

New Annual PI for 2021/22. Data to be available following the Annual Survey in the autumn.