

Report to: Communities Committee, 13th March 2024

Report of: Corporate Director, Finance and Resources

Subject: PROPOSED COMMITTEE PERFORMANCE SCORECARD FOR 2024/25

1. Recommendation

1.1 That the Communities Committee considers the proposed revised approach to corporate performance reporting; and

1.2 That the Communities Committee considers the proposed content of the Communities Committee Scorecard for 2024/25.

2. Background

2.1 The Council's performance is currently reported to our policy committees in the form of Performance Scorecards which provide a one-page overview of priority activities (projects and actions) and Key Performance Indicators (KPIs) for each committee. Scorecards are supported by more detailed reports providing brief narrative updates for projects and activities and a visual representation of KPIs in graphs. These are reported to each Committee on a quarterly basis.

2.2 The content of the Performance Scorecards is reviewed by CLT and Members annually as part of the Council's service planning processes to ensure that they continue to reflect 'what matters most' under the functions of the committee.

2.3 However, the new Office for Local Government (Oflog), which sits within the Department for Levelling Up, Housing and Communities (DLUHC), is developing a new approach to measuring council 'performance'. Oflog was launched in July 2023 with the vision to '*provide authoritative and accessible data and analysis about the performance of local government, and support its improvement.*'

2.4 Oflog's activities will include:

- presenting data on local government performance in a clear and accessible way;
- celebrating the success of high-performing local authorities, and helping others to learn lessons from them;
- identifying local authorities at risk of potential failure and helping to arrange support for them.

2.5 To support these activities, Oflog have developed an online tool, [The Local Authority Data Explorer](#), which brings together a selection of existing metrics across a subset of service areas, currently: Waste Management, Planning, Adult Care, Roads, Adult Skills and Corporate and Finance.

- 2.6 Some of the metrics on the Data Explorer are only available on an annual basis. Also, further service areas will be added, and existing areas expanded, as the metrics are developed.
- 2.7 The Data Explorer has functionality to show local authority performance alongside their statistical 'nearest neighbours' to enable meaningful comparison. The data charts also show the median 'performance' to support benchmarking. However in most cases the latest data relates to the 2021/22 financial year so is not necessarily reflective of current practice.
- 2.8 These metrics, supported by contextual and explanatory information, will be used to provide a more holistic approach to monitoring performance, enabling Oflog to identify authorities at risk of failure and those performing well.

3. Preferred Option

- 3.1 It is proposed to adopt Oflog metrics which are relevant to the services provided by the Council for our corporate performance reporting to Committee. This will provide a view of performance that is consistent with that available to Oflog and the public. It will also enable the Council to benchmark our performance against other local authorities using comparable data. Metrics currently available on the Data Explorer are provided in [Appendix 1](#).
- 3.2 Most of the metrics are already collected as part of our existing processes and are similar to those currently reported. However, much of the data published on Oflog are annual figures with a time lag. It is therefore proposed to produce quarterly data for these metrics where possible to provide an early indication of performance issues and enable improvement action to be taken.
- 3.3 As the metrics provide an organisational view of performance, it is proposed that the full set are reported to the Policy and Resources Committee as a Corporate Scorecard. This will replace the current KPIs reported to each individual policy committee with the exception of the Income Management Sub-Committee which receives only PIs related to the Council's income streams. Where there are clear gaps in the Oflog metrics, appropriate local PIs will be included in the Corporate Scorecard to Policy and Resources Committee.
- 3.4 Metrics that demonstrate a continued decline in performance or rank lower amongst our 'nearest neighbours' will be referred to the relevant policy committee for review and to identify what action is required to improve. Progress against Improvement Plans will be monitored by the policy committee.
- 3.5 Many of the PIs currently reported to Policy and Resources Committee will continue to be reported, such as complaints and feedback or as annual reports e.g. customer service PIs alongside the Annual Survey, so that oversight is not lost. If significant issues are identified which cannot be resolved, these may be escalated as stand-alone items to the relevant policy committee.
- 3.6 It is proposed that the other policy committees, with the exception of Policy and Resources and Income Management, continue to receive quarterly reports of progress against priority projects and activities relevant to their functions.

The proposed Communities Committee scorecard content is provided in [Appendix 2](#).

- 3.7 Where specific performance measures are needed to establish a baseline and monitor progress against a defined project or programme these will be developed (or existing ones retained). Otherwise, only the Policy & resources Committee will receive detailed PIs for monitoring purposes.
- 3.8 The content of the 2023/24 Communities Committee Scorecard is shown in [Appendix 3](#) for information.

4. Alternative Options Considered

Continue current corporate performance reporting arrangements.

- 4.1 The KPIs currently collected for the policy committee scorecards are largely locally defined and are not consistent with the collection and reporting methodologies used by other authorities. It is therefore not possible to benchmark effectively with other councils or demonstrate the context of the City Council's performance other than by trend over time.
- 4.2 The reporting of over 200 KPIs across six committees does not provide a clear corporate view of the Council's overall performance or corporate priorities.
- 4.3 This option does not provide an opportunity for Members to identify issues with Oflog metrics ahead of publication on the Local Authority Data Explorer. This limits the Council's ability to review its own performance and take action to improve it.
- 4.4 It is however recognised that the requirements for the Income Management Committee do justify the need for local income related KPIs to be considered as part of the committee's performance management arrangements.

5. Implications

5.1 Financial and Budgetary Implications

There are no direct financial implications arising from this report. The proposed scorecards can be delivered within existing budgets as the information included is already produced.

5.2 Legal and Governance Implications

None arising from this report.

5.3 Risk Implications

None arising from this report.

5.4 Corporate/Policy Implications

None arising from this report.

5.5 Equality Implications

None arising from this report.

5.6 Human Resources Implications

None arising from this report.

5.7 Health and Safety Implications

None arising from this report.

5.8 Social, Environmental and Economic Implications

None arising from this report.

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Background Papers: **None**

APPENDIX 1 - Proposed Policy and Resources Committee Performance Scorecard 2024/25

Oflog Metrics

Service Area	Metric	Measure
Waste	Household waste recycling rate	Total household waste sent for recycling as a percentage of the total household waste collected
	Residual household waste	Residual waste per household
	Recycling contamination rate	Estimated household recycling rejected as a percentage of the sum of household waste sent for recycling and estimated rejects, as measured by weight
Planning	Percentage of major planning applications decided in time	'In time' denotes decisions made within the statutory determination period or within an extended period agreed in writing between the applicant and the local planning authority. The statutory period is 13 weeks for applications for major development, unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies.
	Percentage of non-major planning applications decided in time	'In time' denotes decisions made within the statutory determination period or within an extended period agreed in writing between the applicant and the local planning authority. The statutory period is 8 weeks for applications for non-major development, unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies.
	Percentage of major planning applications overturned on appeal	Percentage of major planning applications (district matters) that have been overturned at appeal, using Planning Inspectorate data extracted once nine months have elapsed following the end of the assessment period.
	Percentage of non-major planning applications overturned on appeal	Percentage of non-major planning applications (district matters) that have been overturned at appeal, using Planning Inspectorate data extracted once nine months have elapsed following the end of the assessment period.
	Local Plan adoption date	The most recent date a local plan containing strategic policies was formally adopted by the local planning authority (LPA)
Corporate & Finance	GF earmarked and unallocated reserves as a % of net revenue expenditure	Service expenditure from RO forms less service-level income / reserves (including ring fenced reserves) * 100

Service Area	Metric	Measure
Corporate & Finance	GF earmarked and unallocated reserves as a % of service expenditure	Service expenditure from RO forms less service-level income / reserves (including ring fenced reserves) * 100
	Total core spending power	Core spending power, as defined in the LG settlement / no of dwellings in the area
	Level of Band D Council tax rates	CT payable on a Band D dwelling occupied as a main residence by at least two adults = CT requirement divided by taxbase, excluding parish precepts.
	Council Tax revenue per dwelling	Total CT payable in an area divided by the total number of chargeable dwellings in the area
	Debt servicing as a % of core spending power	Aggregated debt servicing costs from RO forms / Core Spending Power.
	Total debt as a % of core spending power	Capital Finance Requirement (CFR) from RO forms / Core Spending Power (CSP) as a measure of financial size
	Number of upheld Ombudsman complaints per 100,000 pop.	LGO reports / 100,000 people within an area
	Council Tax collection rate	CT for the financial year that was collected by 31 March / the total amount collectable for that financial year. (Outstanding payments collected after the financial year not included)
	Non domestic rates collection rate	NNDR for the financial year that was collected by 31 March / the total amount collectable for that financial year. (Outstanding payments collected after the financial year not included)

Additional Local Metrics will be collated following consultation at each of the policy committees.

APPENDIX 2 - Proposed 2024/25 Committee Performance Scorecard

To be updated. Amber - due by the end of the year, Red - overdue

Communities Committee
Community Engagement Strategy
Review Public Space Protection Order (2021)
Community Committee Capital Projects
Delivery of Homelessness & Rough Sleeper Strategy & Action Plan
Delivery of Housing Enabling Strategy and Delivery Plan
Review & recommission Promoting Independent Living Contract
Minimum Energy Efficiency Standard (MEES) enforcement project
<i>NEW</i> -
<i>NEW</i> -

APPENDIX 3 - 2023/24 Performance Scorecard

Communities Committee	
Actions	
Community Engagement Strategy	
Review Public Space Protection Order (2021)	
Commissioning a private sector stock condition survey	COMPLETE
Community Committee Capital Projects	
Delivery of Homelessness & Rough Sleeper Strategy & Action Plan	
Delivery of Housing Enabling Strategy and Delivery Plan	
Review & re-commission Promoting Independent Living Contract	
Options appraisal of identified need and modelling for future provision of temporary accommodation	COMPLETE
Minimum Energy Efficiency Standard (MEES) enforcement project	
PIs	
No of Worcester Community Grants awarded	
No of Community events supported	
Number of community connectors	
Asset Based Community Development Outcomes	
Find It Do It Worcester	
Social media presence - appearance across all platforms	
No of engagements with young people in response to referrals re. ASB hot spot reactive work	
% of ASB enquiries resolved within 1 calendar month	
Property marking to deter theft of personal items	
No of affordable housing completions Annual	
% of people owed a main housing duty	
No of properties improved through PSH Team intervention	
% of HMO licence applications inspected within 3 months	
% of prevention duty discharges resulting in settled accommodation outcome	

Communities Committee

% relief duty discharges resulting in settled accommodation outcome

No of households in TA at quarter end

No of families in TA at quarter end

No of families in B&B accommodation for over 6 weeks at quarter end

No of households assisted into Private Rented Accommodation

No of households on the waiting list

Active participation at leisure centres

No of sport and play activities participants

Tennis in Parks - Participation for free

Tennis in Parks - Paid for Participation