

**Report to: Policy and Resources Committee, 19<sup>th</sup> March 2024**

**Report of: Corporate Director, Finance and Resources**

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**Subject: PROPOSED COMMITTEE PERFORMANCE SCORECARD FOR 2024/25**

## **1. Recommendation**

- 1.1 That the Policy and Resources Committee consider the proposed revised approach to corporate performance reporting; and**
- 1.2 That the Policy and Resources Committee consider the proposed content of the Policy and Resources Performance 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. It may also lead to discussions about why some authorities have high levels of reserves or low levels of Council Tax compared to other authorities with similar presumed levels of need, based on demographic profiles.
- 2.9 The indicators relating to recycling and planning processes are already collected as they are included in the current 2023/24 scorecards for Environment Committee and Place & Economic Development Committee, except for the 'recycling contamination rate', for which data will be developed.
- 2.10 The finance and corporate indicators set includes only one non-finance indicator: 'the number of upheld Ombudsman complaints.' This is reported to Audit and Governance Committee as part of the Annual Governance Statement as well as being included in the scorecard for this committee. Explanation of each of the finance indicators is included in Appendix 1. Some of these, particularly in relation to debt servicing, are comparable with existing measures presented in reports elsewhere on the agenda.

### **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 policy committees, with the exception of Income Management, continue to receive quarterly reports of progress against priority projects and activities relevant to their functions.

Proposed content is provided in [Appendix 1](#) for Policy and Resources Committee and [Appendix 2](#) for other policy committees.

- 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 and Income Management Committees will receive detailed PIs for monitoring purposes.
- 3.8 The content of the 2023/24 Committee Scorecards 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 100 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.

**Ward(s):** All  
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**Background Papers:** None

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

### Oflog Metrics

Service Area	Metric	Measure/Purpose
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 – shows the amount potentially going to landfill
	Recycling contamination rate	Estimated household recycling rejected as a percentage of the sum of household waste sent for recycling and estimated rejects, 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	General Fund earmarked and unallocated reserves as a % of net revenue expenditure	This shows how much the authority is holding in reserves compared to how much it needs to fund once grants and income from fees and charges are taken into account. This will show how far the authority is able to meet future deficits.

Service Area	Metric	Measure/Purpose
<b>Corporate &amp; Finance</b>	General Fund earmarked and unallocated reserves as a % of service expenditure	This shows the level of reserves measured by 'size' of the authority defined in terms of its annual revenue spend. It is used as an alternative to net revenue spend as in some rare cases, councils are able to offset all spend with income or achieve an annual surplus, which makes comparison difficult.
	Total core spending power per dwelling	Core spending power (CSP) is the government's measure of how much an authority needs to deliver services. In theory, authorities with similar needs and similar demographics should have similar CSP per household – hence the use of CIPFA nearest neighbours to provide comparison.
	Level of Band D Council tax rates	Another measure for comparison. Similar authorities would be expected to have similar Council Tax rates, although there are many other factors to take into account.
	Council Tax revenue per dwelling	This removes from the Band D calculation such matters as Council Tax Support and Single Person Discounts which are included in the Council Tax Base calculation. Comparisons will highlight differences in policy and types of dwelling between authorities.
	Debt servicing as a % of core spending power	This shows the extent to which the authority has borrowing costs to meet compared to the 'size' of the authority measured in terms of expected spending. It is intended to be a measure of affordability of the authority's total debt.
	Total debt as a % of core spending power	This simply shows the level of debt for comparative purposes. It is used in conjunction with the debt servicing indicator to understand the overall exposure to, for example, variations in interest rates.
	Number of upheld Ombudsman complaints per 100,000 population	LGO report numbers divided by 100,000 people within an area to provide a standardised measure for comparative purposes.
	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 are not included so this is simply a measure of in-year performance.
	Non domestic rates collection rate	NNDR for the financial year that was collected by 31 March / the total amount collectable for that financial year. Again, outstanding payments collected after the financial year are not included.

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

<b>Policy and Resources Committee City Plan Projects and Actions <i>To be updated</i></b>
Future High Street Fund – Performance Arts Centre
Community Skills (TIP) Business Case Approval
Energy Saving Capital Investment Project (Working in conjunction with Property Services & Freedom Leisure)
<i>NEW</i> -
<i>NEW</i> -
<i>NEW</i> -

**Key** - Amber - due by the end of the year

## APPENDIX 2 - Proposed 2024/25 Performance Scorecards

**To be updated.**

**Key** - Amber - due by the end of the year, Red - overdue

<b>Communities Committee</b>
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> -

<b>Environment Committee</b>
Public Bin Investment Programme
Waste & Recycling Collection Review
Ward Level Public Open Space Biodiversity Action Plan
Electrifying Worcester City Council's Fleet
Tree planting – Queens Green Canopy
Air Quality Action Plan development
Environmental Sustainability Action Plan
Green Homes Grant Local Authority Delivery Scheme
<i>NEW</i> -
<i>NEW</i> -



**Health and Wellbeing Committee**

Active Travel (Town Investment Plan)

Delivery of Worcester City Health and Wellbeing Collaborative priorities.

Response to Worcester City Food Poverty JSNA

To implement the recommendations from the Child Poverty Task and Finish Group Final Report

NEW -

NEW -

**Income Management Committee (*performance indicators only*)**

Riverside - project related income

Guildhall - project related income

Trade Waste collection - project related income

Garden Waste collection - project related income

Property Investment Fund - project related income

Car Parks - income - key revenue streams

Bereavement - income - key revenue streams

Development Management - income - key revenue streams

Neighbourhood - income - key revenue streams

<b>Place &amp; Economic Development Committee</b>
Strategic Play Area Development Plan
Foregate Arches / Cultural Development Fund
Future High Street Fund – retail unit/property enhancements
Future High Street Fund - Public Realm
Future High Street Fund - Angel Place
Towns Fund - Heritage & Riverside Destination – implementation
UKSPF - Communities & Place
UKSPF - Local Business
UKSPF People and Skills
Economic Development Strategy
Towns Fund - Shrub Hill regeneration - implementation
Review of the South Worcestershire Development Plan
<i>NEW</i> -
<i>NEW</i> -

## APPENDIX 3 - 2023/24 Performance Scorecards

<b>Communities Committee</b>	
<b>Actions</b>	
Community Engagement Strategy	
Review Public Space Protection Order (2021)	
Commissioning a private sector stock condition survey	<b>COMPLETE</b>
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	<b>COMPLETE</b>
Minimum Energy Efficiency Standard (MEES) enforcement project	
<b>PIs</b>	
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 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 <b>Annual</b>	
% 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	
% 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	

<b>Environment Committee</b>	
<b>Actions</b>	
Riverside Park improvements to maintain/enhance Green Flag status	<b>COMPLETE</b>
Public Bin Investment Programme	
Waste & Recycling Collection Review	
Ward Level Public Open Space Biodiversity Action Plan	
Electrifying Worcester City Council's Fleet	
Tree planting – Queens Green Canopy	
Air Quality Action Plan development	
Environmental Sustainability Action Plan	
Green Homes Grant Local Authority Delivery Scheme	
<b>PIs</b>	
% of household waste recycled and composted	
% Household waste recycled	
Total garden waste collected per customer (kg)	
Residual household waste collected per household (kg)	
Total amount household waste collected per household (kg)	
No of missed bin collections (split into recyclg and refuse)	
% of animal fouling cleared within time	
% of street litter cleared within time	
% of street detritus and weeds cleared within time	
% of poor grass maintenance cleared within time	
% overflowing litter / dog waste bins dealt within time	
% fly-tipping cleared within time	
% of streets Excellent or Acceptable across City Centre Place	
No. Street scene assessments by grade across City Centre Place	
% of streets Excellent or Acceptable across four Main Places	
No. Street scene assessments by grade across four Main Places	
Environmental FPNs issued	
Satisfaction with street cleansing <b>Annual</b>	
Satisfaction with rubbish collection and recycling <b>Annual</b>	
Satisfaction with parks and play areas <b>Annual</b>	
Satisfaction with cemeteries and crematorium <b>Annual</b>	
Carbon Emissions <b>Annual</b>	

<b>Health and Wellbeing Committee</b>	
<b>Actions</b>	
Active Travel (Town Investment Plan)	
Delivery of Worcester City Health and Wellbeing Collaborative priorities.	
Response to Worcester City Food Poverty JSNA	
Implement the recommendations from the Child Poverty Task & Finish Group Final Report	
<b>PIs</b>	
No of ICS health initiatives supported	
No of premises and events benefitting from 'Access Guide' via Access Able	
No of young people referred into 1-2-1 walk and talk mentoring	
No of young people supported through Mental Health Support	
No of individual rough sleepers engaged with by Outreach Services on an ongoing basis	
No of individual rough sleepers who as a result of Outreach Services have transitioned into accomodation (emergency or temporary).	

**Health and Wellbeing Committee**

Increase in no of disabled people enabled to live more independently through home adaptations
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No of households helped through Household Support Fund
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No of awards made through the Discretionary Welfare Assistance Scheme
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No of exercise by prescription referrals through our leisure centres
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**Income Management Committee****Actions**

Commercial Strategy	<b>COMPLETE</b>
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Income Strategy
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**PIs**

Riverside - project related income
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Guildhall - project related income
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Trade Waste collection - project related income
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Garden Waste collection - project related income
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Property Investment Fund - project related income
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Car Parks - income - key revenue streams
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Bereavement - income - key revenue streams
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Development Management - income - key revenue streams
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Neighbourhood - income - key revenue streams
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**Place & Economic Development Committee****Actions**

Strategic Play Area Development Plan
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Foregate Arches / Cultural Development Fund
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Future High Street Fund – retail unit/property enhancements
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Future High Street Fund - Public Realm
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Future High Street Fund - Angel Place
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Towns Fund - Heritage & Riverside Destination – implementation
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UKSPF - Communities & Place
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UKSPF - Local Business
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UKSPF People and Skills
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Economic Development Strategy
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Towns Fund - Shrub Hill regeneration - implementation
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Review of the South Worcestershire Development Plan
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**PIs**

City Centre Footfall <b>Annual</b>
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Property Enhancement grants spend
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Business Support received
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No. of UKPSF Business Support Grants awarded
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Visitors to City Museums
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<b>Place &amp; Economic Development Committee</b>	
Admissions and commercial income from City museums	
Appeals of major planning decisions allowed	
Major Planning Applications (Speed)	
Major Planning Application Appeals (Quality)	
Non-Major Planning Applications (Speed)	
Non-Major Planning Application Appeals (Quality)	
Householder applications to be dealt with in 8 weeks	
Planning Enforcement - % cases closed within 12 weeks	
Number of empty retail units	
5-year housing land supply <b>Annual</b>	
Homes completed against SWDP target <b>Annual</b>	
Employment land completions (hectares) <b>Annual</b>	
Number of market dwellings granted planning permission	
Number of affordable dwellings granted planning permission	

<b>Policy &amp; Resources Committee</b>	
<b>Actions</b>	
City Centre Transport Strategy	<b>COMPLETE</b>
Future High Street Fund – Performance Arts Centre	
Community Skills (TIP) Business Case Approval	
Bereavement Facilities review	<b>COMPLETE</b>
Energy Saving Capital Investment Project (with Property Services & Freedom Leisure)	
<b>PIs</b>	
No of Stage I complaints	
Complaints resolved at Stage I	
No. of complaints upheld against the Council by LGO	
Staff survey - levels of engagement <b>Annual</b>	
Responsiveness – calls answered within 90 seconds day	
Responsiveness - % calls return within 1 working day	
Satisfaction – % of responses to customer survey	
Satisfaction - % level of customer satisfaction received	
Completion of mandatory training by officers	
Net spend - (surplus/deficit) £000	
No. of days to process new Housing Benefit claims	
No. of days to process new Council Tax Support claims	
Budget gap reduction	
Member attendance at mandatory training <b>Annual</b>	
Responsiveness - % wait time - <10 mins (Trinity St.)	
Sickness absence (average days)	
Voluntary leavers rate	
Average time taken to appoint to vacant posts	
Traineeships (incl. apprentices)	
Customer satisfaction with the Council <b>Annual</b>	
Satisfaction with services - no. increased <b>Annual</b>	
Satisfaction with services - % increase <b>Annual</b>	