



**REPORT of  
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

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**to  
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE  
14 JANUARY 2021**

**BALANCE SCORECARD EXCEPTIONS REPORT**

**1. PURPOSE OF THE REPORT**

- 1.1 To report exceptions to operational service reporting for Committee review and discussion
- 1.2 The Corporate Performance and Governance framework requires this Committee to be given visibility of any identified Balance Scorecard key performance indicators (KPI) that have met their threshold, supported by an action plan to ensure targets are met. This gives assurance that Operational performance is being managed proactively and effectively.

**2. RECOMMENDATIONS**

- (i) That the committee review and comment on exceptions to service reporting provided in this report;
- (ii) That Members confirm they are assured through this review, Operational performance is being managed effectively.

**3. SUMMARY OF KEY ISSUES**

- 3.1 Following a refresh of our Corporate Performance Reporting, the committee have been receiving quarterly Performance reports since 2019 that focussed on the delivery of the Corporate outcomes.
- 3.2 Alongside this, services have been monitoring performance data, and officers have centralised this into an internal ‘Balance Scorecard’ that is reviewed monthly by the Extended Leadership Team as a way to operationally track our performance.
- 3.3 It was agreed that this Committee would receive an exceptions report where operational measures are under/ over performing to give Members oversight alongside the Corporate Plan Measures. This will be produced every six months for Member review.
- 3.4 Online versions of the full Balance Scorecard report are available to view on the Members’ SharePoint site.

3.5 For the period up to December 2020, the following measures are underperforming:

<b>Measure</b>	<b>Explanation</b>	<b>Action</b>
% of business rates collected	Expected impact of COVID emergency	To account for this in the MTFS
% of council tax collected	Expected impact of COVID emergency	To account for this in the MTFS
Revs and Bens outstanding cases and process time	Expected impact of COVID emergency	Additional resource temporarily put in to support the team
Commercial income delivery	Expected impact of COVID emergency- approx. 3-6 months behind on delivery	To account for this in the MTFS
Leisure participation and uptake	Due to capacity reduction and closures for COVID	To account for this in the MTFS, and being reviewed closely through the Member working group

3.6 For the period up to December 2020, the following measures are overperforming:

<b>Measure</b>	<b>Explanation</b>	<b>Action</b>
Channel Shift	90% of contact online, due to forced changes of pandemic	Continue to use feedback, build online process and support continuation of this behaviour. Support those who need it in person and by phone.
Website feedback	Increase in league position and customer feedback	Continue to invest in process improvements and work with services to make processes digital

## 4. CONCLUSION

4.1 The exceptions reported in this paper are provided for Member review. Where thresholds have been met, the supporting action plan will be executed to enable KPI to be brought back on track.

## 5. IMPACT ON STRATEGIC THEMES

5.1 It is important that performance is monitored and managed effectively, to ensure that Maldon District Council progresses towards and/ or achieves its stated outcomes.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – Performance management covers the monitoring of key operational performance indicators to support customer service and delivery of our corporate plan which includes delivery for our customers.

- (ii) **Impact on Equalities** – none
- (iii) **Impact on Risk** – If performance is not managed effectively by the Council, it puts the Council’s corporate outcomes’ delivery at risk and increases unnecessary exposure to potential, operational, reputational or regulatory consequences.
- (iv) **Impact on Resources (financial)** – All performance management is undertaken within existing planned budgets.
- (v) **Impact on Resources (human)** – All performance management is undertaken within existing planned budgets.
- (vi) **Impact on the Environment** – None
- (vii) **Impact on Strengthening Communities** – None

Background Papers:

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