



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

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**to  
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE  
23 SEPTEMBER 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 (ELT) 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 is produced every six months for review and was first reported in January 2021.
- 3.4 Online versions of the full Balance Scorecard report are available to view on the Members SharePoint site. Work is ongoing to develop the full report, and add further data as it becomes available (such as enforcement data, member feedback data and detailed phone statistics).

3.5 For the period up to June 2021, the following measures are underperforming.

<b>Measure</b>	<b>Explanation</b>	<b>Action</b>
% of business rates collected	Expected impact of COVID emergency – in line with pattern across Essex	Included in the Medium Term Financial Strategy (MTFS) and closely monitored
% of council tax collected	Expected impact of COVID emergency- in line with pattern across Essex	Included in the MTFS and closely monitored
Revenues and Benefits outstanding cases and process time	Expected impact of COVID emergency- this has reduced since last reporting due to additional resource added, but still an area of service pressure.	Additional resource temporarily put in to support the team
Commercial income delivery	Expected impact of COVID emergency- approx. 3-6 months behind on delivery	Shortfall accounted for in MTFS. A full review of commercial projects and resource currently taking place and to be reported to Officer Project Steering Board.
Leisure participation and uptake	Due to capacity reduction and closures for COVID	Included in MTFS, and being reviewed closely through the Member Working Group.
Missed Bins increase in June 2021	Due to operational absences and collection issues and linked to national HGV driver shortage.	Working with contractor to discuss issues alongside clear communications to residents to update on these.

3.6 An area for emerging concern, where we are seeing increased demand is housing services and housing support, although performance is currently still within tolerance.

3.7 For the period up to June 2021, the following measures are overperforming.

<b>Measure</b>	<b>Explanation</b>	<b>Action</b>
Channel Shift	90% of contact online, due to operational changes of pandemic  Recent resident survey analysis, only 18% of respondents said they would not make a long term switch to online.	Continue to use customer feedback, build online process and support continuation of this behaviour. Create mechanism for members to report in feedback that they receive. 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

The exceptions reported in this paper are provided for Member review. Where here 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: None

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