



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

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
24 MARCH 2022**

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 (KPIs) 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 has 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 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 reports are available to view on the Members' SharePoint site.
- 3.5 For the period of July 2021 to December 2021, the following measures are underperforming:-

Measure	Explanation	Action
% 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.
Revs and Bens outstanding cases and process time for Change Circumstances in December.	Overall, outstanding cases have reduced, but in December a combination of staff absences and new Test and Trace processes, have resulted in an increase in processing time and case load.	Continue to monitor and review any additional resource needed for this area.
Missed Bins exceeding Service Level Agreement (SLA).	Exceeding SLA, due to operational absences, collection issues & national skills gap. Note: performance has improved slightly since October.	Working with contractor to discuss issues and issuing clear communications to residents. Temporary process amendment also in place due to National driver shortages.
Areas of `contact us` overdue cases.	Planning and Environmental health `overdue` cases continued to increase consecutively, due to staffing & process design. Note: Housing & Coast & Countryside, have also seen an increase but on a smaller scale.	Areas are working on backlog of existing cases; this continues to be monitored by Extended Leadership Team ((ELT) and respective areas are included in the process improvement/redesign schedule and Environmental health is reviewing its service performance indicators.
Data Protection breaches.	Increase in reported data protection breaches, which has also been reflected in the Corporate Risk reporting.	Training has been given to Cllrs, and majority comply with the requirements.

3.5.1 An emerging trend we are seeing, but where the data is currently sitting within the SLA, is an increase in demand for housing services, and housing support enquiries. The team are currently managing this operationally.

3.6 For the period from July 2021 to December 2021, the following measures are overperforming:-

Measure	Explanation	Action
Leisure Participation	Increase in participation seen in both Blackwater and Dengie in	Continue to monitor and report data through Leisure Task and Finish working group.

Measure	Explanation	Action
	comparison to pre covid levels.	
Website league position improve.	Although this is relative to wider LA (local authorities) performances, a lot of work is continuing to improve the website usage & feel.	Continue to track and improve website. Nominated Members will also be participating in Web testing in future improvements.
Channel Shift.	Average of 92% of contact continues to be online.	Continue to use customer feedback, build online process, and support continuation of this behaviour. Members to continue to report in feedback that they receive via: https://forms.office.com/r/d5m4D9KRg2 Continue to support those who need it in person and by phone.

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 Key Performance Indicators (KPIs) 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.

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