



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

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
29 SEPTEMBER 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 (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 note the additional performance in **APPENDIX 1**;
- (iii) 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) 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.
- 3.5 Exceptions cover the period of January 2022 to June 2022, the following measures are underperforming

Measure	Explanation	Action
% of business rates collected.	Expected impact of COVID emergency – in line with pattern across Essex. May also be impacted by the cost of living crisis.	Included in the MTFS (Medium Term Financial Strategy) and closely monitored.
% of council tax collected.	Expected impact of COVID emergency- in line with pattern across Essex May also be impacted by the cost of living crisis.	Included in the MTFS and closely monitored.
Revenues and Benefits outstanding cases and process time for Change Circumstances in December.	Overall, outstanding cases have started to reduce, but a spike in cases was seen due to start of new Council Tax year, staff absences and addition of new processes. This also resulted in an increase in processing time and a spike 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. Waste was also the top visited page of the Council's Website for the last 10months.	Working with contractor to discuss issues and issuing clear communications to residents. Temporary process amendment also in place due to National driver shortages. Continue to sign post customers to relevant service forms and share regular service updates.
Areas of `contact us` overdue cases.	Overdue contact us cases continue to consecutively rise and supersede the same period in previous years. Areas specifically effected; Planning, Revenues & Benefits & Environmental Health. However, this is expected behaviour in some areas due to the time of year (i.e.) Revenue and Benefits. Between May & June, housekeeping work has progressed, and overall cases have dropped in Planning & Revenues & Benefits.	Areas are working on a backlog of existing cases; this continues to be monitored by ELT and respective areas. Areas are included in the process improvement/redesign schedule and Environmental health are reviewing their service performance indicators. Resource gaps are being addressed in key areas.

Measure	Explanation	Action
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. Continued reminders of importance of the Policy are shared. Work progressing on delivering a new system(EGRESS), which will help prevent email data breaches.
Percentage of Freedom of Information (FOIs) actioned within SLA (20days)	Mix of system & Resource issues have caused a consistent miss of our 95% target	Housekeeping work is ongoing to focus activity on Overdue cases, and address system constraints.

3.6 For the period from January 22 to June 22, the following measures are overperforming:

Measure	Explanation	Action
Leisure centres.	Continued increase in participation seen in Blackwater comparison to pre covid levels & increase in Dengie 100 memberships.	Continue to monitor and report data through Leisure Task and Finish working group.
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.

Background Papers:

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