



**REPORT of
DIRECTOR OF STRATEGY AND RESOURCES**

to
**PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
28 SEPTEMBER 2023**

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 that Operational performance is being managed effectively.

3. SUMMARY OF KEY ISSUES

- 3.1 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.
- 3.2 It was agreed that this Committee would receive a bi-annual exceptions report where operational KPIs are under/over performing to give Members oversight alongside the Corporate Plan Measures.
- 3.3 Online versions of the full Balance Scorecard report are available to view on the Members' SharePoint site.
- 3.4 Exceptions cover the period of January 2023 to June 2023, the following KPIs are underperforming:

Measure	Current Data	Target	Explanation	Action
Revenues & Benefits (Revs & Bens): Time Taken(days) to process	8.9 days	End of financial year	Although a decrease seen in processing time	Review any additional resource needed for this area &/ task

Measure	Current Data	Target	Explanation	Action
benefit change of circumstances		target: 7.5 days	in May, previous months saw a steady time increase due to system issues which have since been resolved.	allocations.
New KPI Homelessness: Temporary Accommodation (TA) cases that breach government timescales (6weeks+).	6 months breached.	0 breaches	<p>New indicator being monitored since September 2022, due to the increase in housing pressures.</p> <p>There are presently 2 families in TA for over 6 months. While this in breach of Government timescales MDC are not alone in lack of suitable settled family accommodation.</p>	Currently reviewing ways to increase emergency supplies of accommodation in the district and increasing partner output. Additionally review the long-term approach for provision of housing in the district, including housing solutions being bought forward.
Human Resources (HR) Sickness Data.	10.52	8 days	<p>Sickness levels have exceeded the 8days target as well as an increase in comparison to the previous year.</p> <p>National sickness levels are noted to be higher than `normal` in the current climate. Sickness levels dropped during covid as staff were isolated and covid was agreed at a national level to not be categorized as sick days for statistical purposes but were monitored separately by Government.</p>	<p>The HR team have worked consistently with managers and staff to reduce levels. Over the last few months, they have achieved positive outcomes to get back long-term sickness cases back into work.</p> <p>Short term sickness is monitored monthly by triggers through the Bradford score reporting system and any staff member hitting triggers have focused HR interventions with their manager</p>

Measure	Current Data	Target	Explanation	Action
			<p>With the Gov removal of restrictions, more social mixing, and their decision to start recording covid as sickness meant national and MDC levels increased. There have also been some increases in mental health issues nationally and in Maldon.</p>	
<p>Missed Bins exceeding Service Level Agreement (SLA).</p>	<p>360 missed (234 of those justified)</p>	<p>60 per week</p>	<p>Exceeding contractor SLA, due to operational absences, collection issues & national skills gap.</p> <p>Waste was also the top visited page of the MDC Website for the last 12 months+.</p> <p>Overall, this is <0.05% of all bins collected.</p>	<p>Work ongoing with contractor to discuss issues and issuing clear communications to residents.</p> <p>Continue to sign post customers to relevant service forms and share regular service updates.</p>
<p>Areas of `contact us` overdue cases.</p>	<p>164 Cases as of 30 June 2023</p>	<p>To reduce overdue cases</p>	<p>Whilst a decrease of overdue cases has been seen in the last 6months, approx. 50% of those outstanding are cases pre-2023.</p> <p>Housekeeping work has continued to progress, and overall cases have dropped dramatically.</p> <p>Areas with the most overdue cases have started focused work to reduce</p>	<p>Areas are working on backlog of existing cases; this continues to be monitored by ELT (Extended Leadership Team) and respective areas. Areas are included in the process improvement/redesign schedule and resource gaps are being addressed in key areas.</p>

Measure	Current Data	Target	Explanation	Action
			these, Coast & Countryside, Casework Coordinators. Areas where effective housekeeping has been undertaken Development Management & Revs and Bens.	

3.5 The following KPIs are overperforming:

Measure	Current Data	Target	Explanation	Action
Data Protection breaches.	0	None	Continued decrease seen in reported data protection breaches, none seen for the last 3 months.	Implementation of (EGRES), which will help prevent email data breaches. Ongoing support for staff & Members to maintain Data Protection awareness.
Fresh Services tickets within SLA.	95%	90%	Continued increase since each month.	Ongoing reviews of SLA data and task management for each fresh service process.

3.6 The following KPI has been noted for closer monitoring:

Measure	Current Data	Target	Explanation	Action
Percentage of Freedom Of Information (FOI) actioned within SLA (20days).	98%	95%	Continued increase of cases being worked within SLA.	Housekeeping work is ongoing to focus activity on overdue cases, and address system constraints.

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 KPIs to be brought back on track.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

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 the 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.

Background Papers: None

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