REPORT of
CHIEF EXECUTIVE

to
PERFORMANCE GOVERNANCE AND AUDIT COMMITTE
20 FEBRUARY 2025

BALANCE SCORECARD EXEPTIONS (JULY - DECEMBER 2024)

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.

1.3 To give visibility of statutory planning performance as well as appeals information.

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 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.

3.2   The following KPIs are reporting as exceptions and are *underperforming*, covering the period of July to December 2024

Area	Measure	Current Data	Target	Explanation	Action
Across Authority	Service plan Red, Amber, Green (RAG) ratings	2 Red 5 Amber *(Out of 13)*	Not Applicable (N/A)	Risks and issues are reported monthly to the Corporate Leadership Team (CLT) through highlight reports. Common issues reported are: • Staff vacancy/sickness and impact to delivery • New projects or government requirements and impact to Business As Usual (BAU) delivery • Decision making impacts on planned delivery. • Increases to delivery costs / additional delivery costs not within service budget.	
Across Authority	Service plan monthly reporting compliance	5 out of 13 areas	Non-compliance (twice in a 6 monthly period)	Of the 12 service plan areas, five have missed the deadline on two or more reporting months between July and December 2024. *(Asset, Coast and Countryside / Commercial / Customer Services / Development Management / Finance)*	Assistant Directors are responsible for the delivery of the monthly highlight reporting. This information has been fed back to the management team. Annual leave and vacancies have contributed to compliance, with overall compliance for service plan reporting being 82% as of December 2024.
Strategy and Resources - Compliance	Data protection breaches	October- 1 December - 1	None	There has been a decrease in frequency of data reports in the last 6 months, and those that did happen were not reportable to the Information Commissioner's Office (ICO)	The breaches have all been minor and steps have been taken to prevent further breaches. The breaches have resulted in changes to the process of sending large volumes of correspondence to ensure that two members of staff are involved in the process so work can be checked. Majority of staff have completed their annual data protection training.

Area	Measure	Current Data	Target	Explanation	Action
Strategy and Resources – Creditors	% of invoices paid within 30days	December: 98%	100%	Whilst over the last six months, performance has been high and is achieve an average of 98%, target has not been met.	Recommended reduction to 98% target. Investigation shows small percentage of missed invoices are due to goods not being received or not fit for purpose and planning ones that must be raised by law before works complete so do not want to pay suppliers until goods / services delivered as required or works complete and therefore cannot meet 100%. 98% is good challenging performance target.
Service Delivery – Environmental Health	Food hygiene Inspections	December: 100 outstanding	100% completed	In April 2024 the Council ceased using contractors that had been in place since 2020 to support food hygiene inspections (in line with the removal of grant funding). The existing staffing resource with sufficient competency to undertake food hygiene inspections is around 0.8 Full Time Equivalent (FTE). This is not sufficient to deliver the approximate 370-400 required inspections in 2024 / 25.	The Head of Service and Assistant Director have identified an additional contractor to support the team for 12 weeks from January 2025 (30hrs per week). This additional resource will enable the team to start reducing the backlog of food hygiene inspections. Additionally following discussions with the Food Standards Agency some lower risk businesses will be subject to Alternate Enforcement Strategy which again should assist the team in ensuring all due inspections are complete by end of March 2025

Area	Measure	Current Data	Target	Explanation	Action
Strategy and Resources – Resources	Sickness Levels	Long term sick as of Q3: 5.85 days Short term sick as of Q3: 4.69 days Total: 10.54 days	8 days	During Q3 – five individuals were on **long term sick**: • two non-work (bereavement) plans in place to return to work • three have returned to work Two new cases. • one has returned to work. • one long term ill health will be resolved by end of March. **Short Term Sickness Absence** Instances of flu and COVID have been high this year and this quarter in particular during Winter reflecting the national picture of illnesses. Minor illness (cold/flu) represents nearly 50% of these absences.	With the changes explained here it is predicated that the long-term absence rate will improve in Quarter 4 (Q4). Human Resources (HR) continue to support managers and staff to secure return to work dates, by engaging with those absent, use of Occupational Health (OH) and managing the absences in line with the long-term absence process. HR will follow up with Managers to ensure Bradford triggers and sickness absences are being managed. In this quarter over 70% of those who were absent have not hit a trigger so its unusual one-off instances of short-term sickness likely due to the increase in seasonal flu / COVID due to lower immunity in the population. We will monitor throughout Q4.

Area	Measure	Current Data	Target	Explanation	Action
Strategy and Resources - Commercial	Commercial Strategy.	2 at risk actions *(Out of 5)*	N/A	Of the five committed actions identified in the commercial strategy 2 are marked at risk. 1. New land acquisitions and development opportunities 2. Internal efficiency savings (excluding the process improvement workstream)	Actions noted at risk as of December. New land acquisitions and development opportunities are included in the commercial strategy specifically to focus on the acquisition of land that could benefit the council commercially and deliver affordable housing. At this time the council is not targeting any sites for this initiative with a formal member decision made in December 2023 for a specific site. No other sites are being considered at this time, therefore no resource, or budget is being allocated to this area of the commercial strategy. Internal efficiency savings is an initiative within the commercial strategy that relies on the introduction of Automatic Number Plate Recognition (ANPR) to reduce resources in car parking enforcement. This has not been achieved to date and the ANPR approach is under review by the members car park working group

3.3   The following Key Performance Indicators (KPI) are **overperforming.**

Area	Measure	Current Data	Target	Explanation
Strategy & Resources – Resources	Fresh Services Tickets within Service Level Agreement (SLA)	December 98%	90%	Continued increase of tickets being completed within SLA. SLAs and quality of responses are under review to continue to improve.
Service Delivery – Customer Services	% of calls handled	December 98%	95%	Continued high rate of calls handled by customer services exceeding target.

3.4   The following Key Performance Indicators (KPI) have been noted for **closer monitoring.**

Area	ure	Current Data	Target	Explanation
Across Authority	Mandatory Staff Training. (*E Learning & Boxphish)*	Boxphish: 87% E Learning: • Data Protection -77% • Safeguarding - 70% • Equality & Diversity – 66% • Procurement – 65% • Risk Management – 52%	85% Completion Rate	All Mandatory Learning is monitored monthly. Completion rates are provided broken down into Assistant Director areas and they are responsible for ensuring completion rates are always above 85%. Boxphish completion rate is 87%, however there are areas which are not meeting the target (Finance). Assistant Directors (Ads) are responsible for completion rate and CLT to ensure compliance. E Learning completion rates are underperforming with all modules not meeting set targets. Staff and Members are regularly reminded of the importance of security and this training. ADs are responsible for completion rate and CLT to ensure compliance. Member completion of E Learning is a well below KPI target. Audit have identified this, and a report will be presented to the Performance, Governance and Audit Committee (PGA). CLT asked to provide solutions to this with Members.
Service Delivery - Waste	Missed Bins (justified)	December: 203 Note: last 2 months have been under target.	Approx. 260 per Month	Following the completion of the round re-route exercise Suez have managed to increasingly improve performance as crews and supervisors have become familiar with the new rounds.

3.5   When considering performance in **APPENDIX 1** please note: in December 2024, following public consultation on how to measure planning performance, the Government decided to reduce the assessment period for speed of decision making from two years to one year. This is backdated and came into effect for the period ending Q2 September 2024. Q4 performance monitoring will make the adjustment to ensure compliance with the new performance guidance.

4.   CONCLUSION

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

5.   IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 – 2028

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 priorities.

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 (including Fraud implications)** – 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: N/A.

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