



REPORT TO:	CABINET
DATE:	24 th JULY 2024
SUBJECT:	QUARTER 4 REPORT – PERFORMANCE AND RISK
KEY DECISION:	No
PORTFOLIO HOLDERS:	COUNCILLOR DORRIAN – LEADER OF THE COUNCIL
REPORT OF:	JAMES GILBERT, ASSISTANT DIRECTOR – CORPORATE
REPORT AUTHOR:	SUZANNE ROLFE, GROUP MANAGER - INSIGHTS AND TRANSFORMATION
WARD(S) AFFECTED:	ALL
EXEMPT REPORT?	NO

SUMMARY

This is the quarterly report covering performance and risk monitoring information for Quarter 4 of 2023/24 (as at March 2024).

RECOMMENDATION

That Cabinet notes the quarterly performance and risk monitoring information for Q4 of 2023/24

REASONS FOR RECOMMENDATIONS

Members are accountable for the delivery of the Council's priorities and this monitoring information should be used as a tool to report on progress and highlight any key challenges forecast

OTHER OPTIONS CONSIDERED

Alternative reporting arrangements

1. BACKGROUND

- 1.1 A joint performance management framework was agreed across the South & East Lincolnshire Councils Partnership for 2023/24 to support the delivery of services. Key Performance Indicators (KPIs) have been agreed to capture performance against the strategic priorities of the Partnership and the individual Councils.
- 1.2 A combined performance report for Quarter 4 of 2023/24 (as at March 2024) has been presented to Senior Leadership Team (SLT) and this information has then been split out by Council for reporting to Cabinet.
- 1.3 The performance management framework for 2024/25 has been agreed and will begin reporting from Quarter 1. This will retire some KPIs and include some new ones as agreed by portfolio holders.

2. PERFORMANCE (APPENDIX A)

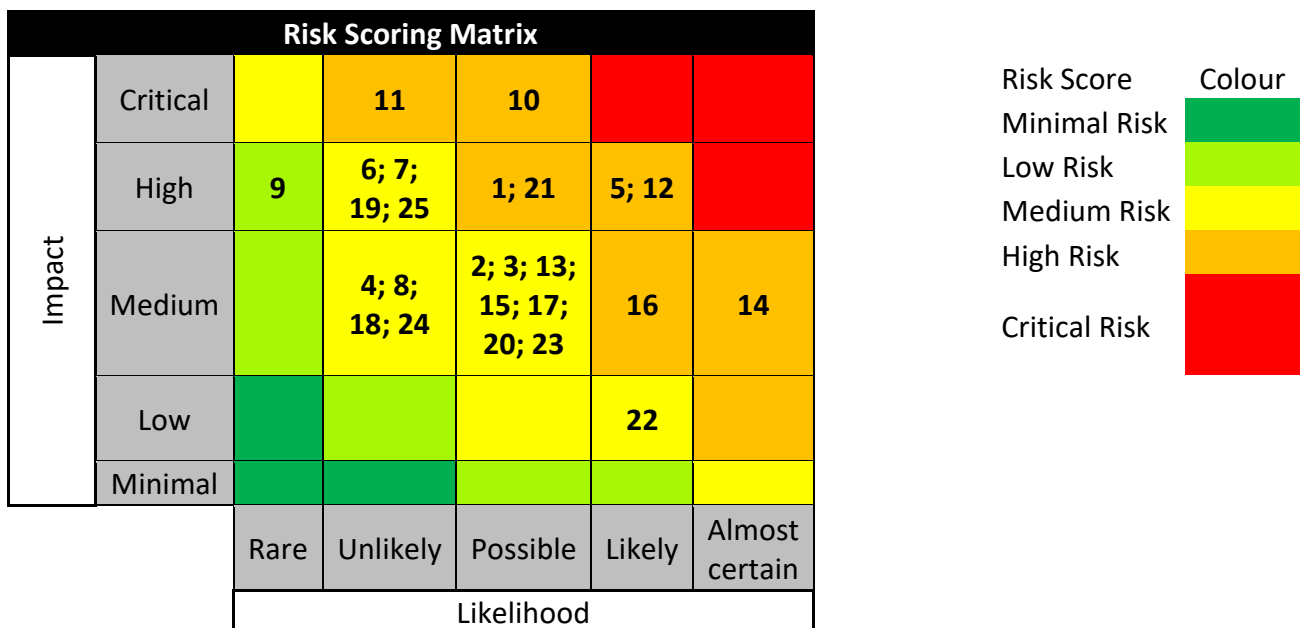
- 2.1 In total for 2023/24 there are 62 KPIs. 33 are target measures, of which 20 are on or better than target, 5 are within tolerance and 7 are worse than target. 30 are trend measures.
- 2.2 Indicators with targets were developed to stretch performance in services. The RAG (red, amber, green) status, for targeted measures in Q4 of the previous year, has been included in Appendix B for comparison.
- 2.3 Trend measures provide context around performance. For example, the number of verified rough sleepers is not directly within the Council's control but is useful data to inform the Council's policies and procedures around rough sleeping by identifying trends.

3. RISK MANAGEMENT (APPENDIX C)

- 3.1 The strategic risk register has been reviewed for Q4, as at the end of March 2024.
- 3.2 A summary of the strategic risks, scores and changes since the last report are set out in the table below, with full details in Appendix C.

Risk	Risk score	Direction of travel
BBC01: Economic hardship	High (12)	↔
BBC02: Health	Medium (9)	↔
BBC03: Local economy	Medium (9)	↔
BBC05: Budget	High (16)	↔
BBC06: Civil contingency risks	Medium (8)	↔
BBC07: Infrastructure risks	Medium (8)	↔
BBC08: Capital Programme	Medium (6)	↔
BBC09: General Fund Assets	Low (4)	↔
BBC10: Cyber Incident	High (15)	↔
Change in Q4: Updated controls		
BBC11: Technology infrastructure failure	High (10)	↔
Change in Q4: Updated controls		
BBC12: Implementation of the Environment Act 2021	High (16)	↔





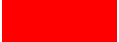
Risk	Risk score	Direction of travel
BBC13: Introduction of Extended Producer Responsibility	Medium (9)	↔
BBC14: Identification and Suitability of future Depot Accommodation	High (15)	↔
BBC15: Waste Collection Round Pressures	Medium (9)	↔
BBC16: Capacity	High (12)	↔
Change in Q4: Updated planned action. Encourage services to consider the transformation / capacity reserve for short term support where existing service capacity isn't sufficient.		
BBC17: Third Party Service Delivery	Medium (9)	↔
BBC18: External Communication	Medium (6)	↔
BBC19: Retention of staff	Medium (8)	↔
BBC20: Service Delivery	Medium (9)	↔
BBC21: Internal Communications	High (12)	↔
Change in Q4: Updated controls		
BBC22: Net Zero target	Medium (8)	↔
BBC23: Business continuity	Medium (9)	New
BBC24: Health and Safety	Medium (6)	New
BBC25: Information	Medium (8)	New



3.3 The strategic risks to the partnership have also been reviewed for Q4, as at the end of March 2024. The partnership risks and scores are set out below, with details in Appendix C.

Risk	Risk score	Changes in Q4	Direction of travel
SELCP-01: Vision	Medium (9)	No change to risk score	↔
SELCP-02: Trust	Medium (9)	No change to risk score	↔
SELCP-03: Sovereignty	Medium (9)	No change to risk score	↔
SELCP-04: Takeover	Medium (9)	No change to risk score	↔
SELCP-05: Culture	Medium (9)	No change to risk score	↔
SELCP-06: LGR	High (12)	No change to risk score	↔
SELCP-07: Funding	High (16)	No change to risk score	↔
SELCP-08: Staffing	High (12)	No change to risk score	↔

Risk Scoring Matrix						
Impact	Critical					
	High				7	
	Medium			1; 2; 3; 4; 5	6; 8	
	Low					
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				





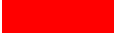
Risk Score	Colour
Minimal Risk	
Low Risk	
Medium Risk	
High Risk	
Critical Risk	

3.4 The high operational risks have been reviewed in Q4: ash tree dieback disease, recruitment and retention (operations), tree safety inspections and affordable housing. Mitigation and monitoring is in place.

3.5 Fraud risks have also been identified and reviewed in Q4. Again, mitigation and monitoring are in place, with more follow-up work planned in 2024/25.

Risk	Risk score
1: Asset - Equipment	Minimal (1)
3: Assets – Land and Property	Minimal (1)
4: Procurement – Contracts	Medium (8)
5: Procurement – Contract Payments	Medium (8)
6: Council Tax – Credit Refund and Income Fraud	Medium (9)
7: Council Tax Fraud	Low (4)
8: Council Tax Support Scheme	Low (4)
9: National Non-Domestic Rate (NNDR) Fraud	Medium (9)
10: Housing Benefit Fraud	Low (4)

Risk Scoring Matrix					
Critical					
High		4; 5			
Medium			6; 9		
Low		7; 8; 10			
Minimal	1; 3				
	Rare	Unlikely	Possible	Likely	Almost certain
	Likelihood				

Risk Score	Colour
Minimal Risk	
Low Risk	
Medium Risk	
High Risk	
Critical Risk	

CONCLUSION

Overall, performance in Q4 of 2023/24 is in line with targets and remedial action is in place where required.

Strategic and operational risks continue to be managed in accordance with the Risk Management Framework.

EXPECTED BENEFITS TO THE PARTNERSHIP

A Partnership approach is in place, which provides the ability to share best practice and resilience to mitigate key risk areas

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCIL'S PARTNERSHIP

A Partnership approach is in place.

CORPORATE PRIORITIES

Whole report.

STAFFING

None specific to this report.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None specific to this report.

DATA PROTECTION

None specific to this report.

FINANCIAL

None specific to this report.

RISK MANAGEMENT

Section 3 of the report and Appendix C.

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation with SLT

REPUTATION

None specific to this report.

CONTRACTS

None specific to this report.

CRIME AND DISORDER

None specific to this report.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None specific to this report.

HEALTH AND WELL BEING

None specific to this report.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None specific to this report.

ACRONYMS

- 2Y: 2 year rolling period
- A&G: Audit & Governance Committee
- AD: Assistant Director
- B&B: Bed & Breakfast accommodation
- BAU: Business As Usual
- CC: Customer Contact
- DCX: Deputy Chief Executive
- DD: Direct Debit
- KPIs: Key Performance Indicators
- LGR: Local Government Reorganisation
- Q: Quarterly (Q1: April to June; Q2: July to September; Q3: October to December; Q4: January to March)
- NDR: Non-domestic rates (business rates)
- R&B: Revenues & Benefits
- SLT: Senior Leadership Team
- YE: Year End (April to March)

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX A	Q4 performance
APPENDIX B	Q4 performance comparison
APPENDIX C	Q4 risks

BACKGROUND PAPERS

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

CHRONOLOGICAL HISTORY OF THIS REPORT

A report on this item has not been previously considered by a Council body

REPORT APPROVAL

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