

Overview Committee

Laura Allen

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7th June 2024

To All Members of the Overview
Committee,
Internal and External Circulation and
Press

Dear Councillor,

Re: Overview Committee Agenda - Tuesday, 11th June, 2024

Further to the compilation of the above Overview Committee Agenda, please find enclosed the following report which were detailed to follow on your Agenda:

Agenda Item 14. Performance and Governance Framework - Quarter 4
Monitoring Report 2023/24: (Pages 1 - 40)

To receive a report.

Please accept my apologies for any inconvenience caused.

Yours sincerely,

Laura Allen

Democratic Services Officer

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| | |
|-------------------|--|
| REPORT TO: | Overview Committee |
| DATE: | 11 th June 2024 |
| SUBJECT: | Performance and Governance Framework – Quarter 4 Monitoring Report 2023/24 |
| PORTFOLIO HOLDER: | Councillor Craig Leyland, Leader of the Council and Portfolio Holder for Corporate Affairs (performance management) Councillor Tom Kemp, Portfolio Holder for Finance (risk management and finance) |
| REPORT AUTHOR: | Richard Baldwin, Strategic Performance Analyst |
| WARD(S) AFFECTED: | All |
| EXEMPT REPORT | No |

SUMMARY

The report brings together information relating to the Council's Performance and Governance Framework at the end of Quarter 4 2023/24 (as at March 2024).

RECOMMENDATIONS

1. That the Overview Committee considers and notes the report

REASONS FOR RECOMMENDATIONS

To monitor delivery of performance and governance objectives and to support future planning and decision making within the Council.

OTHER OPTIONS CONSIDERED

Alternative reporting arrangements.

REPORT

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 has been presented to Strategic Leadership Team (SLT) and this information has then been split out by Council for Executive reporting.
- 1.3 This report presents the information for East Lindsey District Council for Quarter 4 of 2023/24 (as at March 2024).

Performance (Appendix A)

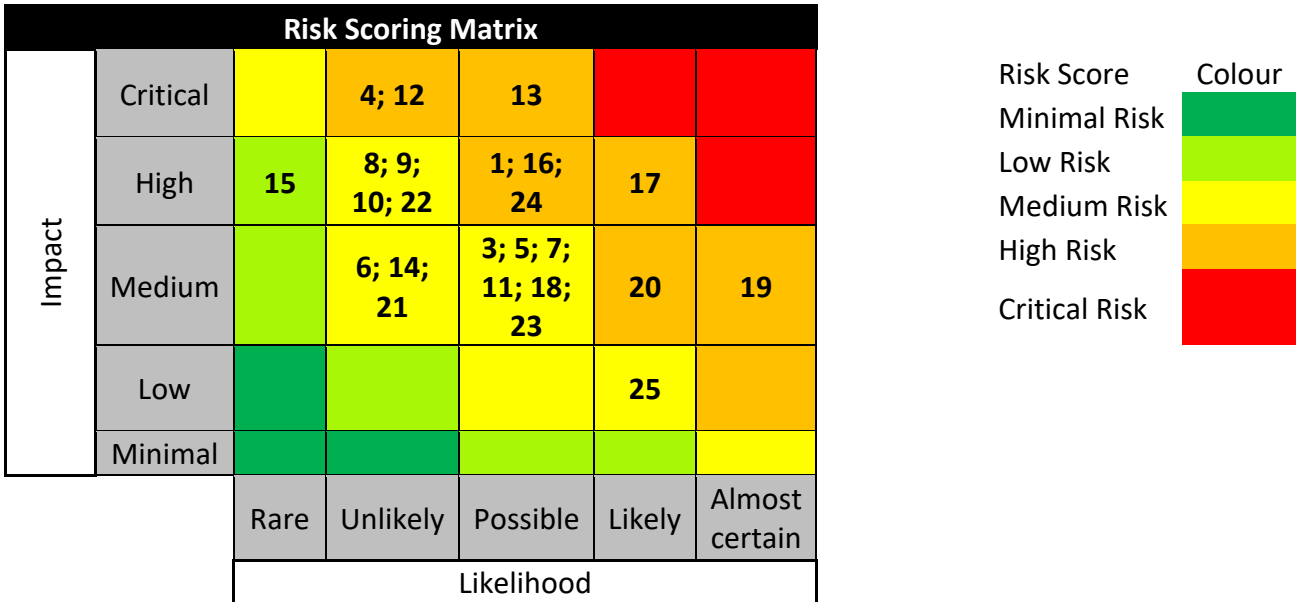
- 2.1 In total there are currently 77 KPIs for East Lindsey District Council, 35 of which are trend only indicators. 29 KPIs are meeting or exceeding their target, 5 KPIs are within tolerance, and 6 are below target. 2 indicators are not currently available. Indicators were developed to stretch performance in teams.

Risk management (Appendix B)

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

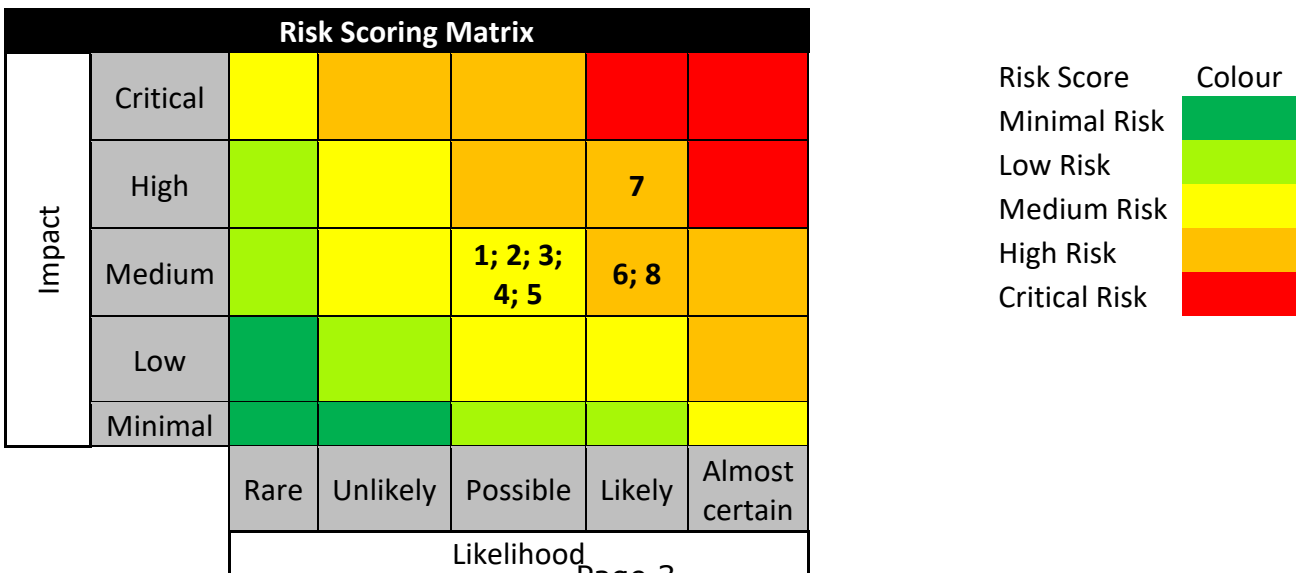
| Risk | Risk score |
|--|-------------------|
| ELDC01: Budget | High (12) |
| Change in Q4: Review of score from 15 to 12 – reduced impact from critical to high. | |
| ELDC03: Local economy | Medium (9) |
| ELDC04: Lincshire flood defence | High (10) |
| ELDC05: Business continuity | High (9) |
| Change in Q4: Review of score from 15 to 9 – reduced impact from critical to medium. | |
| ELDC06: Health and Safety | Medium (6) |
| ELDC07: Local Plan | Medium (9) |
| ELDC08: Safeguarding | Medium (8) |
| ELDC09: Information | Medium (8) |
| ELDC10: Treasury and capital | Medium (8) |
| ELDC11: Service delivery | Medium (9) |
| ELDC12: Technology Infrastructure failure | High (10) |
| ELDC13: Cyber Incident | High (15) |
| ELDC14: Capital Programme | Medium (6) |
| ELDC15: General Fund Assets | Low (4) |
| ELDC16: Economic Hardship | High (12) |
| ELDC17: Implementation of the Environment Act 2021 | High (16) |
| ELDC18: Introduction of Extended Producer Responsibility | Medium (9) |
| ELDC19: Identification and Suitability of future Depot Accommodation | High (15) |
| Change in Q4: Review of score from 20 to 15 – reduced impact from high to medium. | |
| ELDC20: Capacity | High (12) |
| ELDC21: External Communication | Medium (6) |

| Risk | Risk score |
|---|------------|
| ELDC22: Retention of staff | Medium (8) |
| ELDC23: Third Party Service Delivery | Medium (9) |
| ELDC24: Internal Communications | High (12) |
| ELDC25: Net Zero Target | Medium (8) |
| Change in Q4: Review of score from 9 to 8 – increased likelihood from possible to likely; reduced impact from medium to low | |



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 B.

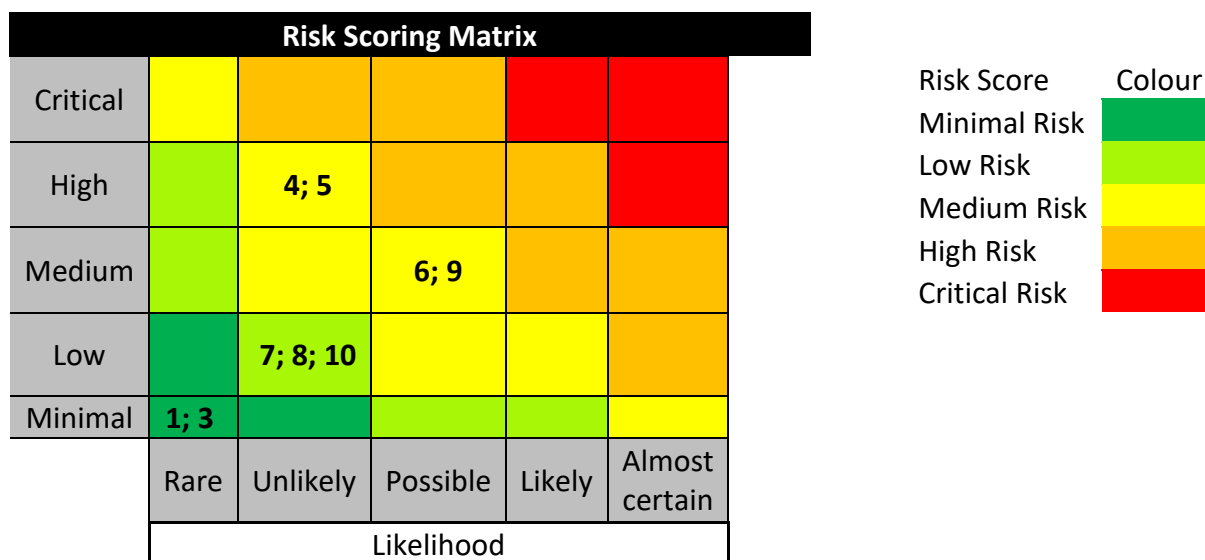
| Risk | Risk score |
|-----------------------|------------|
| SELCP-01: Vision | Medium (9) |
| SELCP-02: Trust | Medium (9) |
| SELCP-03: Sovereignty | Medium (9) |
| SELCP-04: Takeover | Medium (9) |
| SELCP-05: Culture | Medium (9) |
| SELCP-06: LGR | High (12) |
| SELCP-07: Funding | High (16) |
| SELCP-08: Staffing | High (12) |



3.4 The high operational risks have been reviewed in Q4: property services budget; Skegness Waterway; Ash tree dieback disease; sand; Fairfield depot; recruitment and retention in waste services; zoo licensing; information governance (change to the LGSCO code of complaints). 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 (NDR) Fraud | Medium (9) |
| 10: Housing Benefit Fraud | Low (4) |



CONCLUSION

The performance and governance reporting and review arrangements support the Council to manage its services in an effective and efficient manner.

EXPECTED BENEFITS TO THE PARTNERSHIP

A Partnership approach has been agreed for 2023/24.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCIL'S PARTNERSHIP

A Partnership approach has been agreed for 2023/24.

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 B.

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
- B&B: Bed & Breakfast accommodation
- BAU: Business As Usual
- CC: Customer Contact
- 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 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.

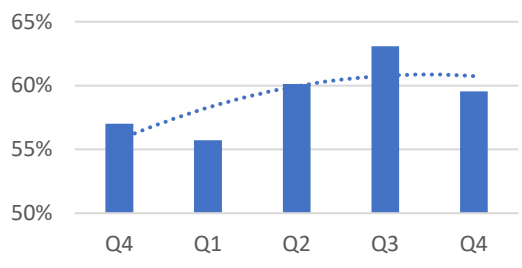
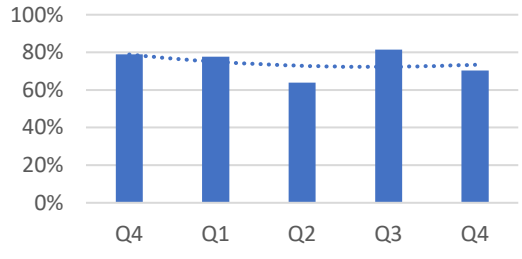
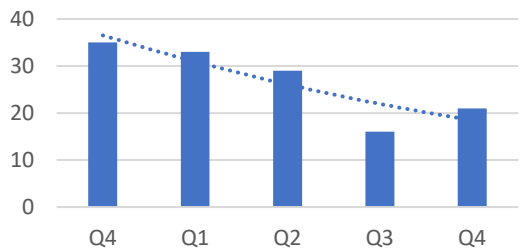
CHRONOLOGICAL HISTORY OF THIS REPORT

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

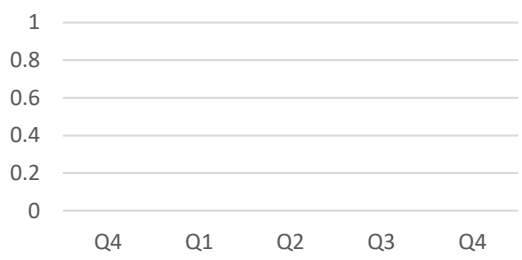
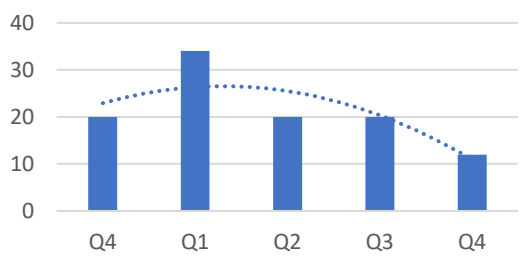
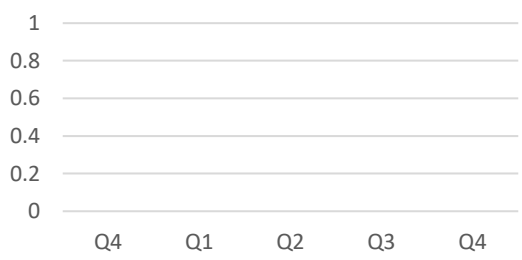
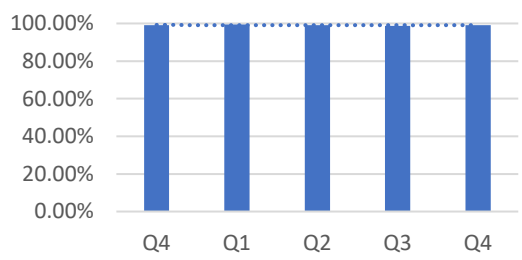
REPORT APPROVAL

| | |
|---------------------------|---|
| Report author: | Richard Baldwin, richard.baldwin@e-lindsey.gov.uk |
| Signed off by: | James Gilbert, james.gilbert@e-lindsey.gov.uk |
| Approved for publication: | Councillor Leyland, craig.leyland@e-lindsey.gov.uk Councillor Kemp, thomas.kemp@e-lindsey.gov.uk |

Appendix A

| Wellbeing and Community Leadership | | | | | | | |
|--|---------|---------|---------|---------|---------|------------|---|
| Key Performance indicators (KPIs) | | | | | | Target | Status |
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 |
| Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless) | 57% | 55.71% | 60.12% | 63.09% | 59.55% | 70% |  |
| <p>Commentary: Whilst performance is improved from previous quarters, the actual is still below target. This is due to the amount of homeless cases contacting the Council after they had become homeless rather than sooner which is often because they have become immediately homeless or have been found sleeping rough. The team continue to work through the barriers of why people are not approaching earlier. This includes updating our website and appropriate communication messages where possible.</p> | | | | | | | |
| Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless | 79% | 77.63% | 63.95% | 81.52% | 70.34% | 70% |  |
| Number of verified rough sleepers | 35 | 33 | 29 | 16 | 21 | Trend Only |  |

Page 7

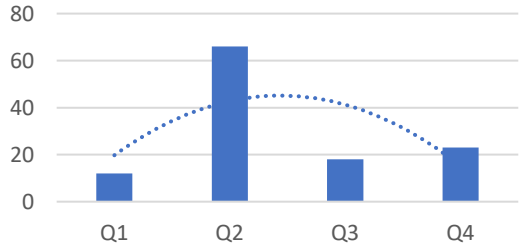
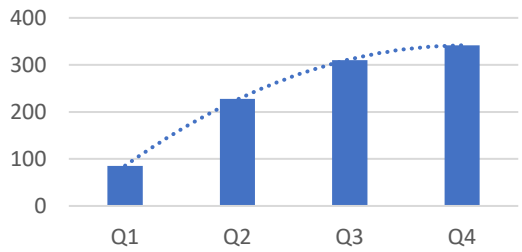
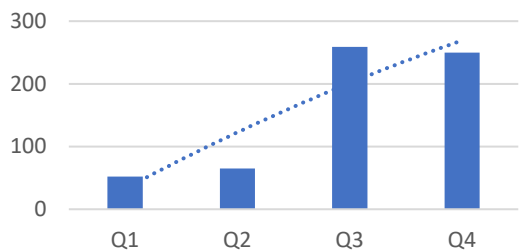
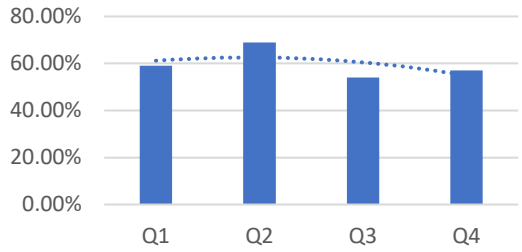
| | | | | | | | | |
|---|--------|--------|--------|--------|--------|------------|------------|---|
| Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks | 0 | 0 | 0 | 0 | 0 | 0 | |  |
| Number of properties improved through Council intervention | 20 | 34 | 20 | 20 | 12 | Trend Only | Trend Only |  |
| Number of long-term empty properties brought back into use through council support and intervention | | | 0 | 0 | 0 | Trend Only | Trend Only |  |
| Wellbeing Lincs contractual - Service users supported to achieve an overall improvement in self-reported outcomes | 99.10% | 99.36% | 99.01% | 98.80% | 99.13% | 98% | |  |

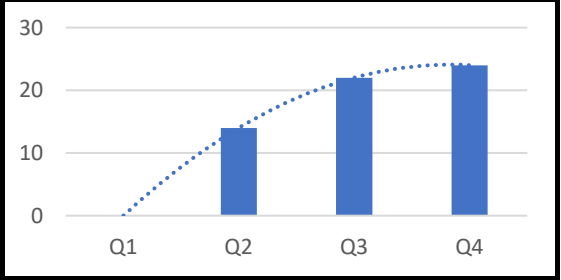
| Wellbeing Lincs contractual- Overall improvement in all outcome scores across all service users leaving the service | 345.16% | 342.29% | 344.50% | 381.59% | 330.93% | 200% | | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>345.16%</td> </tr> <tr> <td>Q1</td> <td>342.29%</td> </tr> <tr> <td>Q2</td> <td>344.50%</td> </tr> <tr> <td>Q3</td> <td>381.59%</td> </tr> <tr> <td>Q4</td> <td>330.93%</td> </tr> </tbody> </table> | Quarter | Value (%) | Q4 | 345.16% | Q1 | 342.29% | Q2 | 344.50% | Q3 | 381.59% | Q4 | 330.93% |
|---|-----------|---------|---------|---------|---------|------|--|--|---------|-----------|----|---------|----|---------|----|---------|----|---------|----|---------|
| Quarter | Value (%) | | | | | | | | | | | | | | | | | | | |
| Q4 | 345.16% | | | | | | | | | | | | | | | | | | | |
| Q1 | 342.29% | | | | | | | | | | | | | | | | | | | |
| Q2 | 344.50% | | | | | | | | | | | | | | | | | | | |
| Q3 | 381.59% | | | | | | | | | | | | | | | | | | | |
| Q4 | 330.93% | | | | | | | | | | | | | | | | | | | |
| Percentage of Revenues & Benefits Calls Answered (Year to Date) | 86.96% | 90.74% | 93.77% | 94.21% | 94.85% | 90% | | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>86.96%</td> </tr> <tr> <td>Q1</td> <td>90.74%</td> </tr> <tr> <td>Q2</td> <td>93.77%</td> </tr> <tr> <td>Q3</td> <td>94.21%</td> </tr> <tr> <td>Q4</td> <td>94.85%</td> </tr> </tbody> </table> | Quarter | Value (%) | Q4 | 86.96% | Q1 | 90.74% | Q2 | 93.77% | Q3 | 94.21% | Q4 | 94.85% |
| Quarter | Value (%) | | | | | | | | | | | | | | | | | | | |
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| Q2 | 93.77% | | | | | | | | | | | | | | | | | | | |
| Q3 | 94.21% | | | | | | | | | | | | | | | | | | | |
| Q4 | 94.85% | | | | | | | | | | | | | | | | | | | |
| Percentage of Customer Contact Calls Answered (Year to Date) | 90.45% | 84.47% | 89.75% | 91.77% | 92.58% | 90% | | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>90.45%</td> </tr> <tr> <td>Q1</td> <td>84.47%</td> </tr> <tr> <td>Q2</td> <td>89.75%</td> </tr> <tr> <td>Q3</td> <td>91.77%</td> </tr> <tr> <td>Q4</td> <td>92.58%</td> </tr> </tbody> </table> | Quarter | Value (%) | Q4 | 90.45% | Q1 | 84.47% | Q2 | 89.75% | Q3 | 91.77% | Q4 | 92.58% |
| Quarter | Value (%) | | | | | | | | | | | | | | | | | | | |
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| Q1 | 84.47% | | | | | | | | | | | | | | | | | | | |
| Q2 | 89.75% | | | | | | | | | | | | | | | | | | | |
| Q3 | 91.77% | | | | | | | | | | | | | | | | | | | |
| Q4 | 92.58% | | | | | | | | | | | | | | | | | | | |
| Customer Satisfaction | 99.71% | 99.72% | 99.61% | 99.73% | 99.78% | 90% | | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>99.71%</td> </tr> <tr> <td>Q1</td> <td>99.72%</td> </tr> <tr> <td>Q2</td> <td>99.61%</td> </tr> <tr> <td>Q3</td> <td>99.73%</td> </tr> <tr> <td>Q4</td> <td>99.78%</td> </tr> </tbody> </table> | Quarter | Value (%) | Q4 | 99.71% | Q1 | 99.72% | Q2 | 99.61% | Q3 | 99.73% | Q4 | 99.78% |
| Quarter | Value (%) | | | | | | | | | | | | | | | | | | | |
| Q4 | 99.71% | | | | | | | | | | | | | | | | | | | |
| Q1 | 99.72% | | | | | | | | | | | | | | | | | | | |
| Q2 | 99.61% | | | | | | | | | | | | | | | | | | | |
| Q3 | 99.73% | | | | | | | | | | | | | | | | | | | |
| Q4 | 99.78% | | | | | | | | | | | | | | | | | | | |

| Quality of Service | 97.79% | 94.77% | 95.10% | 96.15% | 95.80% | 90% | | <table border="1"> <caption>Quality of Service Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>97.79%</td> </tr> <tr> <td>Q1</td> <td>94.77%</td> </tr> <tr> <td>Q2</td> <td>95.10%</td> </tr> <tr> <td>Q3</td> <td>96.15%</td> </tr> <tr> <td>Q4</td> <td>95.80%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 97.79% | Q1 | 94.77% | Q2 | 95.10% | Q3 | 96.15% | Q4 | 95.80% |
|---|------------|--------|--------|--------|--------|-----|--|--|---------|------------|----|--------|----|--------|----|--------|----|--------|----|--------|
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 97.79% | | | | | | | | | | | | | | | | | | | |
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| Q2 | 95.10% | | | | | | | | | | | | | | | | | | | |
| Q3 | 96.15% | | | | | | | | | | | | | | | | | | | |
| Q4 | 95.80% | | | | | | | | | | | | | | | | | | | |
| Average speed of answer – Customer Contact (Seconds) (Year to Date) | 112 | 207 | 113.25 | 120 | 124 | 120 | | <table border="1"> <caption>Average speed of answer – Customer Contact (Seconds)</caption> <thead> <tr> <th>Quarter</th> <th>Seconds</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>112</td> </tr> <tr> <td>Q1</td> <td>207</td> </tr> <tr> <td>Q2</td> <td>113.25</td> </tr> <tr> <td>Q3</td> <td>120</td> </tr> <tr> <td>Q4</td> <td>124</td> </tr> </tbody> </table> | Quarter | Seconds | Q4 | 112 | Q1 | 207 | Q2 | 113.25 | Q3 | 120 | Q4 | 124 |
| Quarter | Seconds | | | | | | | | | | | | | | | | | | | |
| Q4 | 112 | | | | | | | | | | | | | | | | | | | |
| Q1 | 207 | | | | | | | | | | | | | | | | | | | |
| Q2 | 113.25 | | | | | | | | | | | | | | | | | | | |
| Q3 | 120 | | | | | | | | | | | | | | | | | | | |
| Q4 | 124 | | | | | | | | | | | | | | | | | | | |
| <p>Commentary: Although Q4 and end of year target was marginally missed, we have been taking great strides in improving answer rates and reducing abandoned calls, through call-back options and information on time-in-queue, resulting in a year-end answer rate of 92.58%. Estimated wait time information now being provided combined with position in queue has resulted in new habits of the customer choosing to wait. 2023-24 has seen a 23.8% increase in waste enquiries, where typically calls come into the contact centre in a morning with no digital options to signpost customers. 54.15% of customers have digital capabilities and 67.64% of enquires logged did not have digital or self-service options. 2023-24 saw 9.55% chase enquires for ELDC Services, and an answer rate of 23.03% when Customer Contact are trying to transfer calls/seek advice from the back-office. We are working closely with council colleagues and Members as part of the Customer Summit to drive improvements to help reduce demand into the front-line customer contact centre, so we are better able to support more vulnerable customers.</p> | | | | | | | | | | | | | | | | | | | | |
| Average speed of answer – Revenues and Benefits (Seconds) (Year to Date) | 217 | 282 | 215.58 | 215 | 229 | 240 | | <table border="1"> <caption>Average speed of answer – Revenues and Benefits (Seconds)</caption> <thead> <tr> <th>Quarter</th> <th>Seconds</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>217</td> </tr> <tr> <td>Q1</td> <td>282</td> </tr> <tr> <td>Q2</td> <td>215.58</td> </tr> <tr> <td>Q3</td> <td>215</td> </tr> <tr> <td>Q4</td> <td>229</td> </tr> </tbody> </table> | Quarter | Seconds | Q4 | 217 | Q1 | 282 | Q2 | 215.58 | Q3 | 215 | Q4 | 229 |
| Quarter | Seconds | | | | | | | | | | | | | | | | | | | |
| Q4 | 217 | | | | | | | | | | | | | | | | | | | |
| Q1 | 282 | | | | | | | | | | | | | | | | | | | |
| Q2 | 215.58 | | | | | | | | | | | | | | | | | | | |
| Q3 | 215 | | | | | | | | | | | | | | | | | | | |
| Q4 | 229 | | | | | | | | | | | | | | | | | | | |

Regulatory

| Key Performance indicators (KPIs) | | | | | | Target | Status | |
|--|-------------------------------|---------|---------|---------|---------|------------|------------|--|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | |
| Land Charges - Average number of days taken to process Local Authority searches (working days) | 3.18 | 6.04 | 5.34 | 4.68 | 4.67 | 8 | | |
| Food Safety – percentage of rateable food businesses with a rating of 3 (generally satisfactory) or above as a Percentage of the total number of rateable food businesses. | 99.70% | 99.71% | 97.55% | 97.88% | 98.29% | 98% | | |
| Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter) | Data not previously reported. | 134 | 274 | 557 | 588 | Trend Only | Trend Only | |
| Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter) | Data not previously reported. | 0 | 1 | 7 | 1 | Trend Only | Trend Only | |

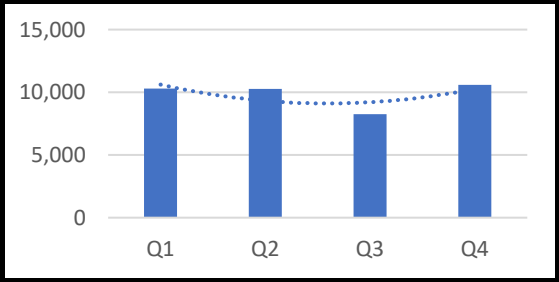
| Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter) | Data not previously reported. | 12 | 66 | 18 | 23 | Trend Only | Trend Only |  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>12</td> </tr> <tr> <td>Q2</td> <td>66</td> </tr> <tr> <td>Q3</td> <td>18</td> </tr> <tr> <td>Q4</td> <td>23</td> </tr> </tbody> </table> | Quarter | Number of FPNs | Q1 | 12 | Q2 | 66 | Q3 | 18 | Q4 | 23 |
|---|-------------------------------|--------|--------|--------|-----|------------|------------|--|---------|----------------|----|--------|----|--------|----|--------|----|-----|
| Quarter | Number of FPNs | | | | | | | | | | | | | | | | | |
| Q1 | 12 | | | | | | | | | | | | | | | | | |
| Q2 | 66 | | | | | | | | | | | | | | | | | |
| Q3 | 18 | | | | | | | | | | | | | | | | | |
| Q4 | 23 | | | | | | | | | | | | | | | | | |
| Kingdom Contract: Number FPNs paid (In quarter) | Data not previously reported. | 85 | 228 | 310 | 342 | Trend Only | Trend Only |  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>85</td> </tr> <tr> <td>Q2</td> <td>228</td> </tr> <tr> <td>Q3</td> <td>310</td> </tr> <tr> <td>Q4</td> <td>342</td> </tr> </tbody> </table> | Quarter | Number of FPNs | Q1 | 85 | Q2 | 228 | Q3 | 310 | Q4 | 342 |
| Quarter | Number of FPNs | | | | | | | | | | | | | | | | | |
| Q1 | 85 | | | | | | | | | | | | | | | | | |
| Q2 | 228 | | | | | | | | | | | | | | | | | |
| Q3 | 310 | | | | | | | | | | | | | | | | | |
| Q4 | 342 | | | | | | | | | | | | | | | | | |
| Kingdom Contract: Number FPNs Outstanding payment (In quarter) | Data not previously reported. | 52 | 65 | 259 | 250 | Trend Only | Trend Only |  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>52</td> </tr> <tr> <td>Q2</td> <td>65</td> </tr> <tr> <td>Q3</td> <td>259</td> </tr> <tr> <td>Q4</td> <td>250</td> </tr> </tbody> </table> | Quarter | Number of FPNs | Q1 | 52 | Q2 | 65 | Q3 | 259 | Q4 | 250 |
| Quarter | Number of FPNs | | | | | | | | | | | | | | | | | |
| Q1 | 52 | | | | | | | | | | | | | | | | | |
| Q2 | 65 | | | | | | | | | | | | | | | | | |
| Q3 | 259 | | | | | | | | | | | | | | | | | |
| Q4 | 250 | | | | | | | | | | | | | | | | | |
| Kingdom Contract: Percentage payment rate (In quarter) | Data not previously reported. | 59.00% | 69.00% | 54.00% | 57% | Trend Only | Trend Only |  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>59.00%</td> </tr> <tr> <td>Q2</td> <td>69.00%</td> </tr> <tr> <td>Q3</td> <td>54.00%</td> </tr> <tr> <td>Q4</td> <td>57%</td> </tr> </tbody> </table> | Quarter | Percentage | Q1 | 59.00% | Q2 | 69.00% | Q3 | 54.00% | Q4 | 57% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | |
| Q1 | 59.00% | | | | | | | | | | | | | | | | | |
| Q2 | 69.00% | | | | | | | | | | | | | | | | | |
| Q3 | 54.00% | | | | | | | | | | | | | | | | | |
| Q4 | 57% | | | | | | | | | | | | | | | | | |

| Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter) | Data not previously reported. | 0 | 14 | 22 | 24 | Trend Only | Trend Only |  <table border="1"> <caption>Prosecutions Completed to Sentencing (In Quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Prosecutions</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0</td> </tr> <tr> <td>Q2</td> <td>14</td> </tr> <tr> <td>Q3</td> <td>22</td> </tr> <tr> <td>Q4</td> <td>24</td> </tr> </tbody> </table> | Quarter | Number of Prosecutions | Q1 | 0 | Q2 | 14 | Q3 | 22 | Q4 | 24 |
|--|-------------------------------|---|----|----|----|------------|------------|---|---------|------------------------|----|---|----|----|----|----|----|----|
| Quarter | Number of Prosecutions | | | | | | | | | | | | | | | | | |
| Q1 | 0 | | | | | | | | | | | | | | | | | |
| Q2 | 14 | | | | | | | | | | | | | | | | | |
| Q3 | 22 | | | | | | | | | | | | | | | | | |
| Q4 | 24 | | | | | | | | | | | | | | | | | |

Leisure and Culture

| Key Performance indicators (KPIs) | | | | | | Target | Status | | | | | | | | | | | | | |
|-----------------------------------|---------|---------|---------|---------|---------|------------|------------|--|---------|-------|----|---------|----|---------|----|---------|----|---------|----|---------|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | | | | | | | | | | | | | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | | | | | | | | | | | | | |
| Visitor numbers | 152,361 | 151,855 | 163,842 | 136,876 | 148,699 | Trend Only | Trend Only | <table border="1"> <caption>Visitor numbers data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>152,361</td> </tr> <tr> <td>Q1</td> <td>151,855</td> </tr> <tr> <td>Q2</td> <td>163,842</td> </tr> <tr> <td>Q3</td> <td>136,876</td> </tr> <tr> <td>Q4</td> <td>148,699</td> </tr> </tbody> </table> | Quarter | Value | Q4 | 152,361 | Q1 | 151,855 | Q2 | 163,842 | Q3 | 136,876 | Q4 | 148,699 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | |
| Q4 | 152,361 | | | | | | | | | | | | | | | | | | | |
| Q1 | 151,855 | | | | | | | | | | | | | | | | | | | |
| Q2 | 163,842 | | | | | | | | | | | | | | | | | | | |
| Q3 | 136,876 | | | | | | | | | | | | | | | | | | | |
| Q4 | 148,699 | | | | | | | | | | | | | | | | | | | |
| Number of swims | 46,917 | 45,789 | 60,426 | 34,901 | 45,099 | Trend Only | Trend Only | <table border="1"> <caption>Number of swims data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>46,917</td> </tr> <tr> <td>Q1</td> <td>45,789</td> </tr> <tr> <td>Q2</td> <td>60,426</td> </tr> <tr> <td>Q3</td> <td>34,901</td> </tr> <tr> <td>Q4</td> <td>45,099</td> </tr> </tbody> </table> | Quarter | Value | Q4 | 46,917 | Q1 | 45,789 | Q2 | 60,426 | Q3 | 34,901 | Q4 | 45,099 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | |
| Q4 | 46,917 | | | | | | | | | | | | | | | | | | | |
| Q1 | 45,789 | | | | | | | | | | | | | | | | | | | |
| Q2 | 60,426 | | | | | | | | | | | | | | | | | | | |
| Q3 | 34,901 | | | | | | | | | | | | | | | | | | | |
| Q4 | 45,099 | | | | | | | | | | | | | | | | | | | |
| Number of swimming lessons | 30,084 | 32,226 | 27,678 | 26,800 | 27,308 | Trend Only | Trend Only | <table border="1"> <caption>Number of swimming lessons data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>30,084</td> </tr> <tr> <td>Q1</td> <td>32,226</td> </tr> <tr> <td>Q2</td> <td>27,678</td> </tr> <tr> <td>Q3</td> <td>26,800</td> </tr> <tr> <td>Q4</td> <td>27,308</td> </tr> </tbody> </table> | Quarter | Value | Q4 | 30,084 | Q1 | 32,226 | Q2 | 27,678 | Q3 | 26,800 | Q4 | 27,308 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | |
| Q4 | 30,084 | | | | | | | | | | | | | | | | | | | |
| Q1 | 32,226 | | | | | | | | | | | | | | | | | | | |
| Q2 | 27,678 | | | | | | | | | | | | | | | | | | | |
| Q3 | 26,800 | | | | | | | | | | | | | | | | | | | |
| Q4 | 27,308 | | | | | | | | | | | | | | | | | | | |
| Number of gym members | 3,705 | 3,940 | 4,097 | 4,043 | 4,546 | Trend Only | Trend Only | <table border="1"> <caption>Number of gym members data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>3,705</td> </tr> <tr> <td>Q1</td> <td>3,940</td> </tr> <tr> <td>Q2</td> <td>4,097</td> </tr> <tr> <td>Q3</td> <td>4,043</td> </tr> <tr> <td>Q4</td> <td>4,546</td> </tr> </tbody> </table> | Quarter | Value | Q4 | 3,705 | Q1 | 3,940 | Q2 | 4,097 | Q3 | 4,043 | Q4 | 4,546 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | |
| Q4 | 3,705 | | | | | | | | | | | | | | | | | | | |
| Q1 | 3,940 | | | | | | | | | | | | | | | | | | | |
| Q2 | 4,097 | | | | | | | | | | | | | | | | | | | |
| Q3 | 4,043 | | | | | | | | | | | | | | | | | | | |
| Q4 | 4,546 | | | | | | | | | | | | | | | | | | | |

| Market stall occupancy rate | 47.00% | 71.50% | 63.26% | 47.80% | 48.87% | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Occupancy Rate</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>47.00%</td> </tr> <tr> <td>Q1</td> <td>71.50%</td> </tr> <tr> <td>Q2</td> <td>63.26%</td> </tr> <tr> <td>Q3</td> <td>47.80%</td> </tr> <tr> <td>Q4</td> <td>48.87%</td> </tr> </tbody> </table> | Quarter | Occupancy Rate | Q4 | 47.00% | Q1 | 71.50% | Q2 | 63.26% | Q3 | 47.80% | Q4 | 48.87% |
|--|--------------------------------|--------|---------|--------|--------|------------|------------|--|---------|--------------------------------|----|--------|----|---------|----|--------|----|--------|----|--------|
| Quarter | Occupancy Rate | | | | | | | | | | | | | | | | | | | |
| Q4 | 47.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 71.50% | | | | | | | | | | | | | | | | | | | |
| Q2 | 63.26% | | | | | | | | | | | | | | | | | | | |
| Q3 | 47.80% | | | | | | | | | | | | | | | | | | | |
| Q4 | 48.87% | | | | | | | | | | | | | | | | | | | |
| Visitor numbers / number of tickets sold, by venue (Meridian Leisure Centre) | Data not previously reported. | 96,320 | 101,049 | 89,349 | 91,365 | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Visitor Numbers / Tickets Sold</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>96,320</td> </tr> <tr> <td>Q2</td> <td>101,049</td> </tr> <tr> <td>Q3</td> <td>89,349</td> </tr> <tr> <td>Q4</td> <td>91,365</td> </tr> </tbody> </table> | Quarter | Visitor Numbers / Tickets Sold | Q1 | 96,320 | Q2 | 101,049 | Q3 | 89,349 | Q4 | 91,365 | | |
| Quarter | Visitor Numbers / Tickets Sold | | | | | | | | | | | | | | | | | | | |
| Q1 | 96,320 | | | | | | | | | | | | | | | | | | | |
| Q2 | 101,049 | | | | | | | | | | | | | | | | | | | |
| Q3 | 89,349 | | | | | | | | | | | | | | | | | | | |
| Q4 | 91,365 | | | | | | | | | | | | | | | | | | | |
| Visitor numbers / number of tickets sold, by venue (Horncastle Leisure Centre) | Data not previously reported. | 20,439 | 19,361 | 20,604 | 22,186 | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Visitor Numbers / Tickets Sold</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>20,439</td> </tr> <tr> <td>Q2</td> <td>19,361</td> </tr> <tr> <td>Q3</td> <td>20,604</td> </tr> <tr> <td>Q4</td> <td>22,186</td> </tr> </tbody> </table> | Quarter | Visitor Numbers / Tickets Sold | Q1 | 20,439 | Q2 | 19,361 | Q3 | 20,604 | Q4 | 22,186 | | |
| Quarter | Visitor Numbers / Tickets Sold | | | | | | | | | | | | | | | | | | | |
| Q1 | 20,439 | | | | | | | | | | | | | | | | | | | |
| Q2 | 19,361 | | | | | | | | | | | | | | | | | | | |
| Q3 | 20,604 | | | | | | | | | | | | | | | | | | | |
| Q4 | 22,186 | | | | | | | | | | | | | | | | | | | |
| Visitor numbers / number of tickets sold, by venue (Embassy Pool) | Data not previously reported. | 24,798 | 33,160 | 18,671 | 24,555 | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Visitor Numbers / Tickets Sold</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>24,798</td> </tr> <tr> <td>Q2</td> <td>33,160</td> </tr> <tr> <td>Q3</td> <td>18,671</td> </tr> <tr> <td>Q4</td> <td>24,555</td> </tr> </tbody> </table> | Quarter | Visitor Numbers / Tickets Sold | Q1 | 24,798 | Q2 | 33,160 | Q3 | 18,671 | Q4 | 24,555 | | |
| Quarter | Visitor Numbers / Tickets Sold | | | | | | | | | | | | | | | | | | | |
| Q1 | 24,798 | | | | | | | | | | | | | | | | | | | |
| Q2 | 33,160 | | | | | | | | | | | | | | | | | | | |
| Q3 | 18,671 | | | | | | | | | | | | | | | | | | | |
| Q4 | 24,555 | | | | | | | | | | | | | | | | | | | |

| Visitor numbers / number of tickets sold, by venue (Station Sports Centre) | Data not previously reported. | 10,298 | 10,272 | 8,252 | 10,593 | Trend Only | Trend Only |  <table border="1"> <caption>Visitor Numbers by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Visitor Numbers</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>10,298</td> </tr> <tr> <td>Q2</td> <td>10,272</td> </tr> <tr> <td>Q3</td> <td>8,252</td> </tr> <tr> <td>Q4</td> <td>10,593</td> </tr> </tbody> </table> | Quarter | Visitor Numbers | Q1 | 10,298 | Q2 | 10,272 | Q3 | 8,252 | Q4 | 10,593 |
|--|-------------------------------|--------|--------|-------|--------|------------|------------|---|---------|-----------------|----|--------|----|--------|----|-------|----|--------|
| Quarter | Visitor Numbers | | | | | | | | | | | | | | | | | |
| Q1 | 10,298 | | | | | | | | | | | | | | | | | |
| Q2 | 10,272 | | | | | | | | | | | | | | | | | |
| Q3 | 8,252 | | | | | | | | | | | | | | | | | |
| Q4 | 10,593 | | | | | | | | | | | | | | | | | |

Neighbourhoods

| Key Performance indicators (KPIs) | | | | | | Target | Status | | | | | | | | | | | | | |
|--|-------------------------------|---------|---------|---------|---------|------------|------------|---|---------|-----------------|----|---------|----|---------|----|---------|----|---------|----|--------|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | | | | | | | | | | | | | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | | | | | | | | | | | | | |
| Percentage of waste collections that were successful first time | Data not previously reported. | 99.93% | 99.93% | 99.92% | 99.99% | Trend Only | Trend Only | <table border="1"> <caption>Waste Collection Success Rates</caption> <thead> <tr><th>Quarter</th><th>Success Rate</th></tr> </thead> <tbody> <tr><td>Q1</td><td>100.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> <tr><td>Q4</td><td>100.00%</td></tr> </tbody> </table> | Quarter | Success Rate | Q1 | 100.00% | Q2 | 100.00% | Q3 | 100.00% | Q4 | 100.00% | | |
| Quarter | Success Rate | | | | | | | | | | | | | | | | | | | |
| Q1 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Percentage of fly-tips (hazardous and above standard) collected within 10 working days of being reported | 93.00% | 89.76% | 95.22% | 96.69% | 96.91% | 95% | | <table border="1"> <caption>Fly-tip Collection Rates</caption> <thead> <tr><th>Quarter</th><th>Collection Rate</th></tr> </thead> <tbody> <tr><td>Q4</td><td>93.00%</td></tr> <tr><td>Q1</td><td>89.76%</td></tr> <tr><td>Q2</td><td>95.22%</td></tr> <tr><td>Q3</td><td>96.69%</td></tr> <tr><td>Q4</td><td>96.91%</td></tr> </tbody> </table> | Quarter | Collection Rate | Q4 | 93.00% | Q1 | 89.76% | Q2 | 95.22% | Q3 | 96.69% | Q4 | 96.91% |
| Quarter | Collection Rate | | | | | | | | | | | | | | | | | | | |
| Q4 | 93.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 89.76% | | | | | | | | | | | | | | | | | | | |
| Q2 | 95.22% | | | | | | | | | | | | | | | | | | | |
| Q3 | 96.69% | | | | | | | | | | | | | | | | | | | |
| Q4 | 96.91% | | | | | | | | | | | | | | | | | | | |
| Percentage of Danfo repairs carried out within 24 hours (EL public toilets) | 84.00% | 83.33% | 90.28% | 85.12% | 94.81% | Trend Only | Trend Only | <table border="1"> <caption>Danfo Repair Rates</caption> <thead> <tr><th>Quarter</th><th>Repair Rate</th></tr> </thead> <tbody> <tr><td>Q4</td><td>84.00%</td></tr> <tr><td>Q1</td><td>83.33%</td></tr> <tr><td>Q2</td><td>90.28%</td></tr> <tr><td>Q3</td><td>85.12%</td></tr> <tr><td>Q4</td><td>94.81%</td></tr> </tbody> </table> | Quarter | Repair Rate | Q4 | 84.00% | Q1 | 83.33% | Q2 | 90.28% | Q3 | 85.12% | Q4 | 94.81% |
| Quarter | Repair Rate | | | | | | | | | | | | | | | | | | | |
| Q4 | 84.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 83.33% | | | | | | | | | | | | | | | | | | | |
| Q2 | 90.28% | | | | | | | | | | | | | | | | | | | |
| Q3 | 85.12% | | | | | | | | | | | | | | | | | | | |
| Q4 | 94.81% | | | | | | | | | | | | | | | | | | | |
| Percentage of streets graded b and above - litter | 99.00% | 96.00% | 100.00% | 98.44% | 97.56% | 95% | | <table border="1"> <caption>Street Grading Rates</caption> <thead> <tr><th>Quarter</th><th>Grading Rate</th></tr> </thead> <tbody> <tr><td>Q4</td><td>99.00%</td></tr> <tr><td>Q1</td><td>96.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>98.44%</td></tr> <tr><td>Q4</td><td>97.56%</td></tr> </tbody> </table> | Quarter | Grading Rate | Q4 | 99.00% | Q1 | 96.00% | Q2 | 100.00% | Q3 | 98.44% | Q4 | 97.56% |
| Quarter | Grading Rate | | | | | | | | | | | | | | | | | | | |
| Q4 | 99.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 96.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 98.44% | | | | | | | | | | | | | | | | | | | |
| Q4 | 97.56% | | | | | | | | | | | | | | | | | | | |

Percentage of streets grading b and above - detritus

100.00%

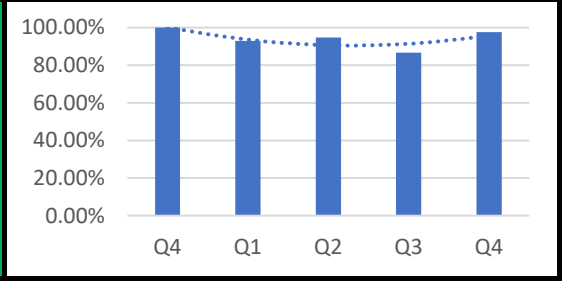
93.00%

94.64%

86.72%

97.62%

90%



Corporate

| Key Performance indicators (KPIs) | | | | | | Target | Status | | | | | | | | | | | | | |
|--|------------|---------|---------|---------|---------|------------|------------|--|---------|------------|----|--------|----|--------|----|--------|----|--------|----|--------|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | | | | | | | | | | | | | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | | | | | | | | | | | | | |
| Percentage of Partnership workforces (surveyed collectively) who said 'Yes' when asked if they felt valued at work | 80.00% | 78.00% | 83.00% | 79.00% | 76.00% | Trend Only | Trend Only | <table border="1"> <caption>Percentage of Partnership workforces who felt valued at work</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>80.00%</td></tr> <tr><td>Q1</td><td>78.00%</td></tr> <tr><td>Q2</td><td>83.00%</td></tr> <tr><td>Q3</td><td>79.00%</td></tr> <tr><td>Q4</td><td>76.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 80.00% | Q1 | 78.00% | Q2 | 83.00% | Q3 | 79.00% | Q4 | 76.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 80.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 78.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 83.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 79.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 76.00% | | | | | | | | | | | | | | | | | | | |
| Percentage of the Partnership workforces (surveyed collectively) who said 'Yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise | 80.00% | 82.00% | 82.00% | 82.00% | 77.00% | Trend Only | Trend Only | <table border="1"> <caption>Percentage of Partnership workforces who feel there are opportunities to learn and develop skills</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>80.00%</td></tr> <tr><td>Q1</td><td>82.00%</td></tr> <tr><td>Q2</td><td>82.00%</td></tr> <tr><td>Q3</td><td>82.00%</td></tr> <tr><td>Q4</td><td>77.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 80.00% | Q1 | 82.00% | Q2 | 82.00% | Q3 | 82.00% | Q4 | 77.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 80.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 82.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 82.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 82.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 77.00% | | | | | | | | | | | | | | | | | | | |
| Percentage of the Partnership workforces (surveyed collectively) who said 'Yes' they feel the Partnership recognises and supports positive mental health in the workplace | 81.00% | 80.00% | 85.00% | 81.00% | 78.00% | Trend Only | Trend Only | <table border="1"> <caption>Percentage of Partnership workforces who feel the Partnership recognises and supports positive mental health</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>81.00%</td></tr> <tr><td>Q1</td><td>80.00%</td></tr> <tr><td>Q2</td><td>85.00%</td></tr> <tr><td>Q3</td><td>81.00%</td></tr> <tr><td>Q4</td><td>78.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 81.00% | Q1 | 80.00% | Q2 | 85.00% | Q3 | 81.00% | Q4 | 78.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 81.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 80.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 85.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 81.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 78.00% | | | | | | | | | | | | | | | | | | | |
| Percentage of the Partnership workforces (surveyed collectively) who feel informed about the Partnership and what decisions it is making | 55.00% | 50.00% | 52.00% | 51.00% | 53.00% | Trend Only | Trend Only | <table border="1"> <caption>Percentage of Partnership workforces who feel informed about the Partnership and what decisions it is making</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>55.00%</td></tr> <tr><td>Q1</td><td>50.00%</td></tr> <tr><td>Q2</td><td>52.00%</td></tr> <tr><td>Q3</td><td>51.00%</td></tr> <tr><td>Q4</td><td>53.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 55.00% | Q1 | 50.00% | Q2 | 52.00% | Q3 | 51.00% | Q4 | 53.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 55.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 50.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 52.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 51.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 53.00% | | | | | | | | | | | | | | | | | | | |

| Staff Turnover (Year to Date) | 3.17% | 3.60% | 6.50% | 9.50% | 11.23% | Trend Only | Trend Only | <table border="1"> <caption>Staff Turnover (Year to Date) by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Turnover Rate</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>3.17%</td> </tr> <tr> <td>Q1</td> <td>3.60%</td> </tr> <tr> <td>Q2</td> <td>6.50%</td> </tr> <tr> <td>Q3</td> <td>9.50%</td> </tr> <tr> <td>Q4</td> <td>11.23%</td> </tr> </tbody> </table> | Quarter | Turnover Rate | Q4 | 3.17% | Q1 | 3.60% | Q2 | 6.50% | Q3 | 9.50% | Q4 | 11.23% |
|--|---------------|-------|-------|-------|--------|------------|------------|--|---------|---------------|----|-------|----|-------|----|-------|----|-------|----|--------|
| Quarter | Turnover Rate | | | | | | | | | | | | | | | | | | | |
| Q4 | 3.17% | | | | | | | | | | | | | | | | | | | |
| Q1 | 3.60% | | | | | | | | | | | | | | | | | | | |
| Q2 | 6.50% | | | | | | | | | | | | | | | | | | | |
| Q3 | 9.50% | | | | | | | | | | | | | | | | | | | |
| Q4 | 11.23% | | | | | | | | | | | | | | | | | | | |
| Number of working days lost to sickness per FTE (Year to Date) | 2.15 | 2.2 | 5.15 | 8.01 | 10.65 | Trend Only | Trend Only | <table border="1"> <caption>Number of working days lost to sickness per FTE (Year to Date) by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Days Lost</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>2.15</td> </tr> <tr> <td>Q1</td> <td>2.2</td> </tr> <tr> <td>Q2</td> <td>5.15</td> </tr> <tr> <td>Q3</td> <td>8.01</td> </tr> <tr> <td>Q4</td> <td>10.65</td> </tr> </tbody> </table> | Quarter | Days Lost | Q4 | 2.15 | Q1 | 2.2 | Q2 | 5.15 | Q3 | 8.01 | Q4 | 10.65 |
| Quarter | Days Lost | | | | | | | | | | | | | | | | | | | |
| Q4 | 2.15 | | | | | | | | | | | | | | | | | | | |
| Q1 | 2.2 | | | | | | | | | | | | | | | | | | | |
| Q2 | 5.15 | | | | | | | | | | | | | | | | | | | |
| Q3 | 8.01 | | | | | | | | | | | | | | | | | | | |
| Q4 | 10.65 | | | | | | | | | | | | | | | | | | | |

Finance

| Key Performance indicators (KPIs) | | | | | | Target | Status | |
|--|---------|---------|---------|---------|---------|---------|---------|--|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | |
| Business Rate collection rate (Cumulative) | 86.59% | 34.35% | 58.23% | 83.68% | 93.78% | 95.20% | | |

Commentary: At the end of Q4 the collection rate is below (1.42%) the re-profiled target, however performance is 7.19% higher than at same point last year. This is despite a large balance on a specific account not being paid and challenges relating to the current economic challenges.

| | | | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--|--|
| Page 21 Council Tax collection rate (Cumulative) | 95.92% | 26.89% | 53.51% | 79.90% | 95.37% | 96.30% | | |
|---|--------|--------|--------|--------|--------|--------|--|--|

Commentary: Collection is marginally lower (0.55%) than at the same point last year. This is most likely a result of the economic climate and cost of living crisis. It is a pattern seen to a much greater degree across all the Districts in the County. Action has continued through the year in line with the annual debt recovery programme. The Single Person Discount Review was conducted through Q4. This project saw cancellations of incorrect Single Person Discounts, totalling £59,044. These cancellations will have impacted our collection for Q4. The resulting cancellations, raising backdated charges will continue to be collected through 2024/25.

| Combined HB/CTS Speed of Processing – New Claims (Days) (Year to Date) | 27.58 | 32.03 | 27.27 | 29.66 | 29.97 | 25 | | <table border="1"> <caption>Combined HB/CTS Speed of Processing (Days)</caption> <thead> <tr> <th>Quarter</th> <th>Speed (Days)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>27.58</td> </tr> <tr> <td>Q1</td> <td>32.03</td> </tr> <tr> <td>Q2</td> <td>27.27</td> </tr> <tr> <td>Q3</td> <td>29.66</td> </tr> <tr> <td>Q4</td> <td>29.97</td> </tr> </tbody> </table> | Quarter | Speed (Days) | Q4 | 27.58 | Q1 | 32.03 | Q2 | 27.27 | Q3 | 29.66 | Q4 | 29.97 |
|--|-------------------------------|-------------|------------|----------|------------|------------|------------|---|---------|--------------|----|-------------|----|------------|----|----------|----|------------|----|--------|
| Quarter | Speed (Days) | | | | | | | | | | | | | | | | | | | |
| Q4 | 27.58 | | | | | | | | | | | | | | | | | | | |
| Q1 | 32.03 | | | | | | | | | | | | | | | | | | | |
| Q2 | 27.27 | | | | | | | | | | | | | | | | | | | |
| Q3 | 29.66 | | | | | | | | | | | | | | | | | | | |
| Q4 | 29.97 | | | | | | | | | | | | | | | | | | | |
| Commentary: We have seen an increase in the speed of processing in Q4 due to the focus on clearing high volume of changes ahead of year end billing. This, along with the volumes of claims awaiting final evidence from claimants, impacted on the speed of processing. The service continues to deal with high demand in the current economic climate. | | | | | | | | | | | | | | | | | | | | |
| Time to process Council Tax Support and Housing Benefit change events (Days) (Year to Date) | 8.47 | 13.94 | 14.64 | 15.85 | 10.14 | 12 | | <table border="1"> <caption>Time to process Council Tax Support and Housing Benefit change events (Days)</caption> <thead> <tr> <th>Quarter</th> <th>Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>8.47</td> </tr> <tr> <td>Q1</td> <td>13.94</td> </tr> <tr> <td>Q2</td> <td>14.64</td> </tr> <tr> <td>Q3</td> <td>15.85</td> </tr> <tr> <td>Q4</td> <td>10.14</td> </tr> </tbody> </table> | Quarter | Time (Days) | Q4 | 8.47 | Q1 | 13.94 | Q2 | 14.64 | Q3 | 15.85 | Q4 | 10.14 |
| Quarter | Time (Days) | | | | | | | | | | | | | | | | | | | |
| Q4 | 8.47 | | | | | | | | | | | | | | | | | | | |
| Q1 | 13.94 | | | | | | | | | | | | | | | | | | | |
| Q2 | 14.64 | | | | | | | | | | | | | | | | | | | |
| Q3 | 15.85 | | | | | | | | | | | | | | | | | | | |
| Q4 | 10.14 | | | | | | | | | | | | | | | | | | | |
| Percentage Tax Base vs Direct Debit Sign up | 64.74% | 64.96% | 64.92% | 64.71% | 64.78% | 60.00% | | <table border="1"> <caption>Percentage Tax Base vs Direct Debit Sign up</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>64.74%</td> </tr> <tr> <td>Q1</td> <td>64.96%</td> </tr> <tr> <td>Q2</td> <td>64.92%</td> </tr> <tr> <td>Q3</td> <td>64.71%</td> </tr> <tr> <td>Q4</td> <td>64.78%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 64.74% | Q1 | 64.96% | Q2 | 64.92% | Q3 | 64.71% | Q4 | 64.78% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 64.74% | | | | | | | | | | | | | | | | | | | |
| Q1 | 64.96% | | | | | | | | | | | | | | | | | | | |
| Q2 | 64.92% | | | | | | | | | | | | | | | | | | | |
| Q3 | 64.71% | | | | | | | | | | | | | | | | | | | |
| Q4 | 64.78% | | | | | | | | | | | | | | | | | | | |
| External funding achieved in quarter (latest figures) | Data not previously reported. | £22,043,080 | £1,042,516 | £177,969 | £1,105,071 | Trend Only | Trend Only | <table border="1"> <caption>External funding achieved in quarter (latest figures)</caption> <thead> <tr> <th>Quarter</th> <th>Funding (£)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£22,043,080</td> </tr> <tr> <td>Q2</td> <td>£1,042,516</td> </tr> <tr> <td>Q3</td> <td>£177,969</td> </tr> <tr> <td>Q4</td> <td>£1,105,071</td> </tr> </tbody> </table> | Quarter | Funding (£) | Q1 | £22,043,080 | Q2 | £1,042,516 | Q3 | £177,969 | Q4 | £1,105,071 | | |
| Quarter | Funding (£) | | | | | | | | | | | | | | | | | | | |
| Q1 | £22,043,080 | | | | | | | | | | | | | | | | | | | |
| Q2 | £1,042,516 | | | | | | | | | | | | | | | | | | | |
| Q3 | £177,969 | | | | | | | | | | | | | | | | | | | |
| Q4 | £1,105,071 | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | |
|--|-------------------------------|---------|---------|----------|--------|------------|------------|--|
| Percentage of planned procurement work completed according to agreed response times and agreed timescales (By the PSPS procurement team) | Data not previously reported. | 100% | 100% | 100% | 100% | 100% | |  <p>A bar chart with a vertical axis from 0% to 150% in 50% increments. The horizontal axis is labeled Q1, Q2, Q3, and Q4. Four blue bars, each reaching the 100% mark, are shown. A horizontal dotted blue line is drawn at the 100% level.</p> |
| Procurement savings / benefits achieved (By the PSPS procurement team) In quarter | Data not previously reported. | £63,307 | £89,666 | £109,500 | £1,514 | Trend Only | Trend Only |  <p>A bar chart with a vertical axis from £0 to £150,000 in £50,000 increments. The horizontal axis is labeled Q1, Q2, Q3, and Q4. Blue bars represent savings for each quarter. A dotted blue line connects the tops of the bars, showing a peak in Q2 and Q3. The bar for Q4 is very low, near the £0 line.</p> |

Governance

| Key Performance indicators (KPIs) | | | | | | Target | Status | | | | | | | | | | | | | |
|--|------------|---------|---------|---------|---------|---------|---------|---|---------|------------|----|---------|----|---------|----|---------|----|---------|----|---------|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | | | | | | | | | | | | | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | | | | | | | | | | | | | |
| Percentage of corporate complaints responded to within corporately set timescales | 76.00% | 84.00% | 88.24% | 80.00% | 94.44% | 95% | | <table border="1"> <caption>Percentage of corporate complaints responded to within corporately set timescales</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>76.00%</td> </tr> <tr> <td>Q1</td> <td>84.00%</td> </tr> <tr> <td>Q2</td> <td>88.24%</td> </tr> <tr> <td>Q3</td> <td>80.00%</td> </tr> <tr> <td>Q4</td> <td>94.44%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 76.00% | Q1 | 84.00% | Q2 | 88.24% | Q3 | 80.00% | Q4 | 94.44% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 76.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 84.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 88.24% | | | | | | | | | | | | | | | | | | | |
| Q3 | 80.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 94.44% | | | | | | | | | | | | | | | | | | | |
| Commentary: Low volumes of complaints received which can result in large impacts on reported performance levels. One stage 2 complaint late. | | | | | | | | | | | | | | | | | | | | |
| Percentage of subject requests responded to within statutory timescales | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100% | | <table border="1"> <caption>Percentage of subject requests responded to within statutory timescales</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>100.00%</td> </tr> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 100.00% | Q1 | 100.00% | Q2 | 100.00% | Q3 | 100.00% | Q4 | 100.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Percentage of information requests responded to within statutory timescales | 96.00% | 98.99% | 98.81% | 99.44% | 98.44% | 100% | | <table border="1"> <caption>Percentage of information requests responded to within statutory timescales</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>96.00%</td> </tr> <tr> <td>Q1</td> <td>98.99%</td> </tr> <tr> <td>Q2</td> <td>98.81%</td> </tr> <tr> <td>Q3</td> <td>99.44%</td> </tr> <tr> <td>Q4</td> <td>98.44%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 96.00% | Q1 | 98.99% | Q2 | 98.81% | Q3 | 99.44% | Q4 | 98.44% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 96.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 98.99% | | | | | | | | | | | | | | | | | | | |
| Q2 | 98.81% | | | | | | | | | | | | | | | | | | | |
| Q3 | 99.44% | | | | | | | | | | | | | | | | | | | |
| Q4 | 98.44% | | | | | | | | | | | | | | | | | | | |

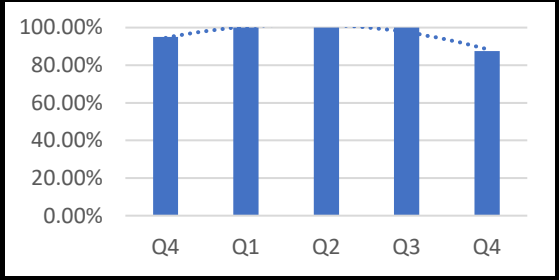
| Number of instances where service areas have failed to notify the Data Protection Officer (DPO) promptly of any identified data breaches | 2 | 2 | 1 | 0 | 0 | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Instances</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>2</td> </tr> <tr> <td>Q1</td> <td>2</td> </tr> <tr> <td>Q2</td> <td>1</td> </tr> <tr> <td>Q3</td> <td>0</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table> | Quarter | Instances | Q4 | 2 | Q1 | 2 | Q2 | 1 | Q3 | 0 | Q4 | 0 |
|--|--------------|-----|--------|--------|--------|------------|------------|--|---------|--------------|----|-----|----|-----|----|--------|----|--------|----|--------|
| Quarter | Instances | | | | | | | | | | | | | | | | | | | |
| Q4 | 2 | | | | | | | | | | | | | | | | | | | |
| Q1 | 2 | | | | | | | | | | | | | | | | | | | |
| Q2 | 1 | | | | | | | | | | | | | | | | | | | |
| Q3 | 0 | | | | | | | | | | | | | | | | | | | |
| Q4 | 0 | | | | | | | | | | | | | | | | | | | |
| Number of late reports not made available to the DEMS teams at agenda publication | 13 | 8 | 5 | 3 | 6 | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Late Reports</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>13</td> </tr> <tr> <td>Q1</td> <td>8</td> </tr> <tr> <td>Q2</td> <td>5</td> </tr> <tr> <td>Q3</td> <td>3</td> </tr> <tr> <td>Q4</td> <td>6</td> </tr> </tbody> </table> | Quarter | Late Reports | Q4 | 13 | Q1 | 8 | Q2 | 5 | Q3 | 3 | Q4 | 6 |
| Quarter | Late Reports | | | | | | | | | | | | | | | | | | | |
| Q4 | 13 | | | | | | | | | | | | | | | | | | | |
| Q1 | 8 | | | | | | | | | | | | | | | | | | | |
| Q2 | 5 | | | | | | | | | | | | | | | | | | | |
| Q3 | 3 | | | | | | | | | | | | | | | | | | | |
| Q4 | 6 | | | | | | | | | | | | | | | | | | | |
| Percentage registering to vote by telephone/online vs paper | 81% | 89% | 86.83% | 68.34% | 88.43% | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>81%</td> </tr> <tr> <td>Q1</td> <td>89%</td> </tr> <tr> <td>Q2</td> <td>86.83%</td> </tr> <tr> <td>Q3</td> <td>68.34%</td> </tr> <tr> <td>Q4</td> <td>88.43%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 81% | Q1 | 89% | Q2 | 86.83% | Q3 | 68.34% | Q4 | 88.43% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 81% | | | | | | | | | | | | | | | | | | | |
| Q1 | 89% | | | | | | | | | | | | | | | | | | | |
| Q2 | 86.83% | | | | | | | | | | | | | | | | | | | |
| Q3 | 68.34% | | | | | | | | | | | | | | | | | | | |
| Q4 | 88.43% | | | | | | | | | | | | | | | | | | | |

Planning and Strategic Infrastructure

| Key Performance indicators (KPIs) | | | | | | Target | Status | | | | | | | | | | | | | |
|---|------------|---------|---------|---------|---------|---------|---------|--|---------|------------|----|-----|----|-----|----|--------|----|--------|----|--------|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | | | | | | | | | | | | | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | | | | | | | | | | | | | |
| Percentage of major planning applications determined within 13/16 weeks (or agreed extended period) – monitored over a 2 year rolling period in line with national monitoring | 67% | 76% | 88.46% | 66.10% | 67.96% | 65% | | <table border="1"> <caption>Percentage of major planning applications determined within 13/16 weeks</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>67%</td></tr> <tr><td>Q1</td><td>76%</td></tr> <tr><td>Q2</td><td>88.46%</td></tr> <tr><td>Q3</td><td>66.10%</td></tr> <tr><td>Q4</td><td>67.96%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 67% | Q1 | 76% | Q2 | 88.46% | Q3 | 66.10% | Q4 | 67.96% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 67% | | | | | | | | | | | | | | | | | | | |
| Q1 | 76% | | | | | | | | | | | | | | | | | | | |
| Q2 | 88.46% | | | | | | | | | | | | | | | | | | | |
| Q3 | 66.10% | | | | | | | | | | | | | | | | | | | |
| Q4 | 67.96% | | | | | | | | | | | | | | | | | | | |
| Percentage of minor planning applications determined within 8 weeks (or agreed extended period) – monitored over a 2 year rolling period in line with national monitoring | 80% | 74% | 91.11% | 77.35% | 76.92% | 75% | | <table border="1"> <caption>Percentage of minor planning applications determined within 8 weeks</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>80%</td></tr> <tr><td>Q1</td><td>74%</td></tr> <tr><td>Q2</td><td>91.11%</td></tr> <tr><td>Q3</td><td>77.35%</td></tr> <tr><td>Q4</td><td>76.92%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 80% | Q1 | 74% | Q2 | 91.11% | Q3 | 77.35% | Q4 | 76.92% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 80% | | | | | | | | | | | | | | | | | | | |
| Q1 | 74% | | | | | | | | | | | | | | | | | | | |
| Q2 | 91.11% | | | | | | | | | | | | | | | | | | | |
| Q3 | 77.35% | | | | | | | | | | | | | | | | | | | |
| Q4 | 76.92% | | | | | | | | | | | | | | | | | | | |
| Percentage of other planning applications determined within 8 weeks (or agreed extended period) – monitored over a 2 year rolling period in line with national monitoring | 79% | 87% | 96.15% | 85.45% | 84.83% | 75% | | <table border="1"> <caption>Percentage of other planning applications determined within 8 weeks</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>79%</td></tr> <tr><td>Q1</td><td>87%</td></tr> <tr><td>Q2</td><td>96.15%</td></tr> <tr><td>Q3</td><td>85.45%</td></tr> <tr><td>Q4</td><td>84.83%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 79% | Q1 | 87% | Q2 | 96.15% | Q3 | 85.45% | Q4 | 84.83% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 79% | | | | | | | | | | | | | | | | | | | |
| Q1 | 87% | | | | | | | | | | | | | | | | | | | |
| Q2 | 96.15% | | | | | | | | | | | | | | | | | | | |
| Q3 | 85.45% | | | | | | | | | | | | | | | | | | | |
| Q4 | 84.83% | | | | | | | | | | | | | | | | | | | |
| Percentage of all planning decisions that were subject to extensions of time in period | 31% | 27% | 38.85% | 27.52% | 46.85% | 30% | | <table border="1"> <caption>Percentage of all planning decisions that were subject to extensions of time in period</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>31%</td></tr> <tr><td>Q1</td><td>27%</td></tr> <tr><td>Q2</td><td>38.85%</td></tr> <tr><td>Q3</td><td>27.52%</td></tr> <tr><td>Q4</td><td>46.85%</td></tr> </tbody> </table> | Quarter | Percentage | Q4 | 31% | Q1 | 27% | Q2 | 38.85% | Q3 | 27.52% | Q4 | 46.85% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 31% | | | | | | | | | | | | | | | | | | | |
| Q1 | 27% | | | | | | | | | | | | | | | | | | | |
| Q2 | 38.85% | | | | | | | | | | | | | | | | | | | |
| Q3 | 27.52% | | | | | | | | | | | | | | | | | | | |
| Q4 | 46.85% | | | | | | | | | | | | | | | | | | | |

Commentary: Partial consequence of high officer case loads but also response to management of those caseloads and enable negotiation/positive decisions where possible.

| Percentage of decisions (major / minor / others) taken under delegation within period | 97% | 97% | 97.19% | 96.90% | 97.24% | Trend Only | Trend Only | <table border="1"> <caption>Percentage of decisions taken under delegation</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>97%</td> </tr> <tr> <td>Q1</td> <td>97%</td> </tr> <tr> <td>Q2</td> <td>97.19%</td> </tr> <tr> <td>Q3</td> <td>96.90%</td> </tr> <tr> <td>Q4</td> <td>97.24%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 97% | Q1 | 97% | Q2 | 97.19% | Q3 | 96.90% | Q4 | 97.24% |
|---|------------|--------|--------|--------|--------|------------|------------|---|---------|------------|----|--------|----|--------|----|--------|----|--------|----|--------|
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 97% | | | | | | | | | | | | | | | | | | | |
| Q1 | 97% | | | | | | | | | | | | | | | | | | | |
| Q2 | 97.19% | | | | | | | | | | | | | | | | | | | |
| Q3 | 96.90% | | | | | | | | | | | | | | | | | | | |
| Q4 | 97.24% | | | | | | | | | | | | | | | | | | | |
| Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined | 0.00% | 0.00% | 0.00% | 0.00% | 0.04% | 10% | | <table border="1"> <caption>Percentage of major planning appeals allowed</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>0.00%</td> </tr> <tr> <td>Q1</td> <td>0.00%</td> </tr> <tr> <td>Q2</td> <td>0.00%</td> </tr> <tr> <td>Q3</td> <td>0.00%</td> </tr> <tr> <td>Q4</td> <td>0.04%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 0.00% | Q1 | 0.00% | Q2 | 0.00% | Q3 | 0.00% | Q4 | 0.04% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 0.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 0.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 0.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 0.00% | | | | | | | | | | | | | | | | | | | |
| Q4 | 0.04% | | | | | | | | | | | | | | | | | | | |
| Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined | 0.10% | 0.10% | 0.25% | 0.24% | 0.28% | 10% | | <table border="1"> <caption>Percentage of minor & other planning appeals allowed</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>0.10%</td> </tr> <tr> <td>Q1</td> <td>0.10%</td> </tr> <tr> <td>Q2</td> <td>0.25%</td> </tr> <tr> <td>Q3</td> <td>0.24%</td> </tr> <tr> <td>Q4</td> <td>0.28%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 0.10% | Q1 | 0.10% | Q2 | 0.25% | Q3 | 0.24% | Q4 | 0.28% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 0.10% | | | | | | | | | | | | | | | | | | | |
| Q1 | 0.10% | | | | | | | | | | | | | | | | | | | |
| Q2 | 0.25% | | | | | | | | | | | | | | | | | | | |
| Q3 | 0.24% | | | | | | | | | | | | | | | | | | | |
| Q4 | 0.28% | | | | | | | | | | | | | | | | | | | |
| Percentage of minor & other planning applications validated within 5 working days vs total received | 98.00% | 94.00% | 95.85% | 95.91% | 97.23% | 90% | | <table border="1"> <caption>Percentage of minor & other planning applications validated</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>98.00%</td> </tr> <tr> <td>Q1</td> <td>94.00%</td> </tr> <tr> <td>Q2</td> <td>95.85%</td> </tr> <tr> <td>Q3</td> <td>95.91%</td> </tr> <tr> <td>Q4</td> <td>97.23%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 98.00% | Q1 | 94.00% | Q2 | 95.85% | Q3 | 95.91% | Q4 | 97.23% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 98.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 94.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 95.85% | | | | | | | | | | | | | | | | | | | |
| Q3 | 95.91% | | | | | | | | | | | | | | | | | | | |
| Q4 | 97.23% | | | | | | | | | | | | | | | | | | | |

| Percentage of major planning applications validated within 10 working days vs total received | 95.00% | 100.00% | 100.00% | 100.00% | 87.50% | 90% | |  <table border="1"> <caption>Percentage of major planning applications validated within 10 working days vs total received (Quarterly Data)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>95.00%</td> </tr> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>87.50%</td> </tr> <tr> <td>Q4</td> <td>90.00%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 95.00% | Q1 | 100.00% | Q2 | 100.00% | Q3 | 87.50% | Q4 | 90.00% |
|--|------------|---------|---------|---------|--------|-----|--|---|---------|------------|----|--------|----|---------|----|---------|----|--------|----|--------|
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 95.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q2 | 100.00% | | | | | | | | | | | | | | | | | | | |
| Q3 | 87.50% | | | | | | | | | | | | | | | | | | | |
| Q4 | 90.00% | | | | | | | | | | | | | | | | | | | |

Commentary: Still good performance overall. Q4 figure, reflective of nature of applications received.

General Fund Assets

| Key Performance indicators (KPIs) | | | | | | Target | Status | |
|--|---------|---------|---------|---------|---------|---------|---------|--|
| | 2022/23 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | 2023/24 | |
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q4 | Q4 | |
| Business Centre Occupation, Louth - Percentage of total gross internal area occupied | 100.00% | 97.00% | 94.00% | 97.00% | 98.95% | 95.00% | | |
| Business Centre Occupation, Mablethorpe - Percentage of total gross internal area occupied | 85.00% | 78.00% | 81.00% | 78.00% | 91.76% | 85.00% | | |
| Occupancy Rate at end of Quarter: Industrial Units | 100.00% | 97.00% | 93.00% | 100.00% | 100.00% | 93.00% | | |
| Occupancy Rate at end of Quarter: Other investment property | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 97.00% | | |

| | | | | | | | | |
|---|--------|--------|--------|--------|--------|---------|--|--|
| Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters. | 95.00% | 88.00% | 88.65% | 83.00% | 93.37% | 100.00% | | |
|---|--------|--------|--------|--------|--------|---------|--|--|

Commentary: Figures taken from signed off 23/24 ledger to include budget vs actuals for account codes 91100, 91110, 91120 and 91710.

| | | | | | | | | |
|--|--|--|--|--|--------|---------|--|--|
| Percentage of commercial rent received against agreed annual budget – cumulative figure to end of successive quarters. | | | | | 94.76% | 100.00% | | |
|--|--|--|--|--|--------|---------|--|--|

Commentary: Total commercial income outturn - excluding internal charges. Outstanding rents are all subject to payment agreements or recovery processes.

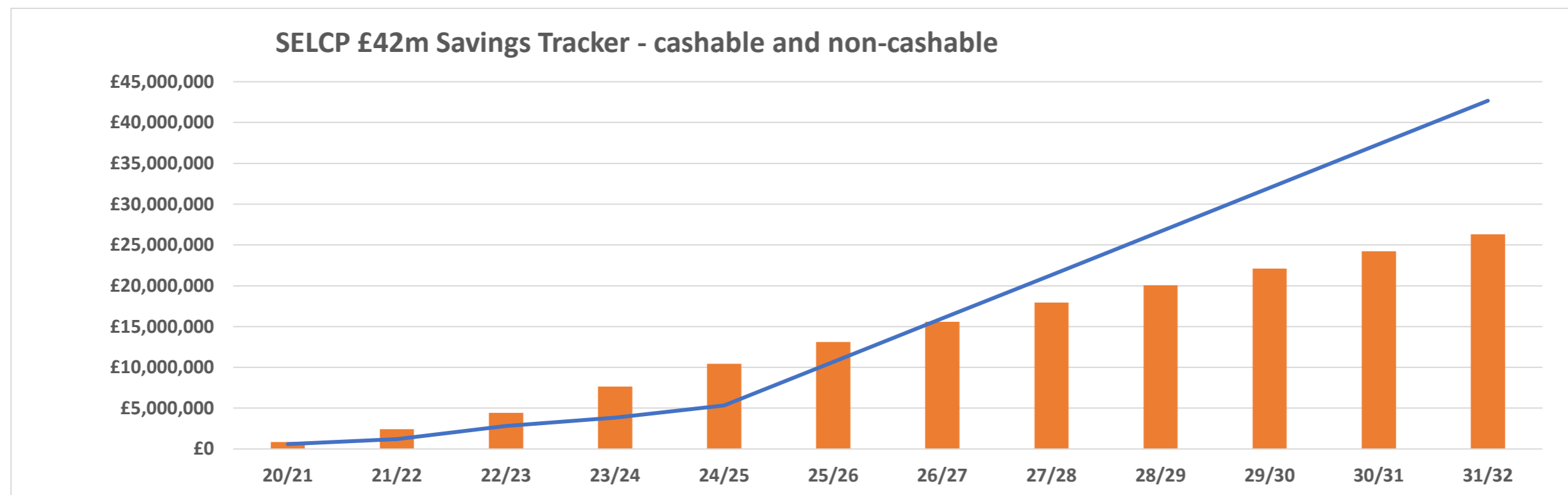
| | | | | | | | | |
|--|---------|--------|--------|--------|--------|------------|------------|--|
| Repairs & Maintenance: Percentage committed spend against budget | 109.20% | 17.31% | 43.24% | 70.48% | 98.02% | Trend Only | Trend Only | |
|--|---------|--------|--------|--------|--------|------------|------------|--|

| Percentage of Kingfisher Caravan Park income received against agreed budget | 80.00% | 83.61% | 83.61% | 83.61% | | 100.00% | | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>80.00%</td> </tr> <tr> <td>Q1</td> <td>83.61%</td> </tr> <tr> <td>Q2</td> <td>83.61%</td> </tr> <tr> <td>Q3</td> <td>83.61%</td> </tr> <tr> <td>Q4</td> <td>80.00%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 80.00% | Q1 | 83.61% | Q2 | 83.61% | Q3 | 83.61% | Q4 | 80.00% |
|---|-----------------|--------|--------|--------|--------|------------|------------|--|---------|-----------------|----|--------|----|--------|----|--------|----|--------|----|--------|
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 80.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 83.61% | | | | | | | | | | | | | | | | | | | |
| Q2 | 83.61% | | | | | | | | | | | | | | | | | | | |
| Q3 | 83.61% | | | | | | | | | | | | | | | | | | | |
| Q4 | 80.00% | | | | | | | | | | | | | | | | | | | |
| Percentage of available pitches occupied on Kingfisher Caravan Park – cumulative figure to end of successive quarters | 48.00% | 51.65% | 51.93% | 52.75% | 52.20% | 55.00% | | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>48.00%</td> </tr> <tr> <td>Q1</td> <td>51.65%</td> </tr> <tr> <td>Q2</td> <td>51.93%</td> </tr> <tr> <td>Q3</td> <td>52.75%</td> </tr> <tr> <td>Q4</td> <td>52.20%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 48.00% | Q1 | 51.65% | Q2 | 51.93% | Q3 | 52.75% | Q4 | 52.20% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 48.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 51.65% | | | | | | | | | | | | | | | | | | | |
| Q2 | 51.93% | | | | | | | | | | | | | | | | | | | |
| Q3 | 52.75% | | | | | | | | | | | | | | | | | | | |
| Q4 | 52.20% | | | | | | | | | | | | | | | | | | | |
| Invest East Lindsey: Number of Caravan Sales completed | 35 | 3 | 8 | 1 | 1 | Trend Only | Trend Only | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of Sales</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>35</td> </tr> <tr> <td>Q1</td> <td>3</td> </tr> <tr> <td>Q2</td> <td>8</td> </tr> <tr> <td>Q3</td> <td>1</td> </tr> <tr> <td>Q4</td> <td>1</td> </tr> </tbody> </table> | Quarter | Number of Sales | Q4 | 35 | Q1 | 3 | Q2 | 8 | Q3 | 1 | Q4 | 1 |
| Quarter | Number of Sales | | | | | | | | | | | | | | | | | | | |
| Q4 | 35 | | | | | | | | | | | | | | | | | | | |
| Q1 | 3 | | | | | | | | | | | | | | | | | | | |
| Q2 | 8 | | | | | | | | | | | | | | | | | | | |
| Q3 | 1 | | | | | | | | | | | | | | | | | | | |
| Q4 | 1 | | | | | | | | | | | | | | | | | | | |
| Invest East Lindsey: Percentage of available holiday lettings taken against occupancy target | 59.00% | 25.13% | 32.34% | 31.79% | | 55.00% | | <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>59.00%</td> </tr> <tr> <td>Q1</td> <td>25.13%</td> </tr> <tr> <td>Q2</td> <td>32.34%</td> </tr> <tr> <td>Q3</td> <td>31.79%</td> </tr> <tr> <td>Q4</td> <td>55.00%</td> </tr> </tbody> </table> | Quarter | Percentage | Q4 | 59.00% | Q1 | 25.13% | Q2 | 32.34% | Q3 | 31.79% | Q4 | 55.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | |
| Q4 | 59.00% | | | | | | | | | | | | | | | | | | | |
| Q1 | 25.13% | | | | | | | | | | | | | | | | | | | |
| Q2 | 32.34% | | | | | | | | | | | | | | | | | | | |
| Q3 | 31.79% | | | | | | | | | | | | | | | | | | | |
| Q4 | 55.00% | | | | | | | | | | | | | | | | | | | |

Partnership Funding and Savings Tracker for Q4 2023/24

| Funding secured since August 2020 | BBC | ELDC | SHDC | COMBINED |
|-----------------------------------|----------------|----------------|----------------|-----------------|
| 2020/21 | £22,200,000.00 | £48,718,578.00 | £8,300,000.00 | £79,218,578.00 |
| 2021/22 | £3,395,317.61 | £5,068,169.42 | £2,397,892.30 | £10,861,379.33 |
| 2022/23 | £17,653,781.62 | £13,766,959.92 | £22,234,304.27 | £53,655,045.81 |
| 2023/24 (so far) | £7,183,095.00 | £24,368,636.00 | £13,455,392.99 | £45,007,123.99 |
| TOTAL | £50,432,194.23 | £91,922,343.34 | £46,387,589.56 | £188,742,127.13 |

| SAVINGS PROFILE - CASHABLE AND NON-CASHABLE | | | | | | | | | | | | |
|--|----------|------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| SOUTH & EAST LINCOLNSHIRE COUNCILS PARTNERSHIP | | | | | | | | | | | | |
| ALLIANCE | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 |
| Target | £600,000 | £1,200,000 | £2,838,000 | £3,833,000 | £5,334,000 | £10,668,000 | £16,002,000 | £21,335,000 | £26,669,000 | £32,003,000 | £37,337,000 | £42,671,000 |
| Total | £872,415 | £2,440,787 | £4,420,112 | £7,659,198 | £10,431,919 | £13,127,921 | £15,566,569 | £17,947,239 | £20,065,159 | £22,114,826 | £24,219,653 | £26,324,480 |








Appendix B

| Ref number | Risk name | Risk description | Lead risk owner | Cause/s | Potential impact/consequences | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Target risk likelihood | Target risk impact | Target risk score |
|------------|-------------------------|--|---|--|--|--|-------------------------|---------------------|--------------------|-----------------|--|------------------------|--------------------|-------------------|
| ELDC01 | Budget | Risk around the long term balancing of the budget and constraints | DCX Corporate Development and S151 | Reduction of government funding; Reduction in income; Capital expenditure; Impact of Internal Drainage Board (IDB) levy; Inflation; Fuel shortages; Ukraine conflict | Lack of money and lack of certainty going forward; Failure to balance budget in future years | Medium Term Financial Strategy; Budgetary process; Sound level of reserves; Continued close monitoring; Where there is likely to be a high degree of variability, sensitivity analysis will be used in Committee and Cabinet reports, and also as part of our financial analysis process. Continued lobbying regarding the IDB pressure. Savings and Efficiency Plan developed to support the MTFS | 3 | 4 | High (12) | Tolerate | Continued controls, monitoring and reporting | 3 | 4 | High (12) |
| ELDC03 | Local economy | Risk to local businesses, lack of growth, lack of inward investment and tourism; opportunity to encourage growth and stimulate the local economy | AD: Economic Growth | Continuing impact of Covid-19 on businesses and the local economy; Increasing costs, including fuel costs; Lack of buses, particularly in rural areas, and increasing costs of travel | Struggling/failing local businesses; Stagnating local economy; Lack of inward investment; Low skills and aspirations; Low visitor numbers; Future sustainability of the Town Centre - retail, evening economy, housing, heritage, culture, leisure, events, car parking; Community perceptions. Threat to infrastructure, local services and housing | Town Deal and Levelling Up projects; Emergency Planning Team represented on County Wide LRF Group looking at issues of winter pressures / cost of living and industrial action. | 3 | 3 | Medium (9) | Treat | Strategic Economic Plan for the Sub-region | 2 | 3 | Medium (6) |
| ELDC04 | Lincshire flood defence | Risk due to the uncertainty of the future Lincshire flood defence scheme | AD: Planning and Strategic Infrastructure | The potential for coastal flooding (sea inundation) remains a real threat along the coast, limiting development (growth) opportunities. Recent changes in government policy in regard to partnership funding for flood defence schemes has left future prospects for the Lincshire flood defence scheme uncertain. | Without an agreed long term solution there is a concern that there may be a more significant flood incident in the future that would impact on the Council's ability to respond; and the level of risk may impact on the long term economic health of the district and the safety of communities. | The Council is an active member of the Lincolnshire Resilience Forum and Lincolnshire Flood and Drainage Management Strategy Board. The Council will continue to work with partners, local MPs and the government to identify a solution to the future funding needs of the Lincshire scheme. The Council is also undertaking a number of activities including its Strategic Flood Risk Assessment to support and inform the Local Plan moving forward. Equally, the Council is part of a number of groups, including a collaborative approach with the Environment Agency, to seek to identify the challenges and opportunities for the coast in the future. | 2 | 5 | High (10) | Tolerate | Continued partnership working | 2 | 5 | High (10) |
| ELDC05 | Business continuity | Risk around business continuity and recovery in the event of a major incident or event | AD: Regulatory | The Council has a central role to play in the response to a major incident or event in the community and the subsequent recovery phase. The risk of flooding, both coastal and inland is increasingly recognised as one of the most significant and 'likely' events that the Council will need to help with recovery. There are also internal incident and events which could impact on the Council's operations directly (e.g. cyber-attack, IT infrastructure failure, building fire). | In the immediate response phase to an emergency in the District, the "Blue Light" services will take the lead with the Council taking the lead role in the subsequent recovery phase. There could be significant impact on service delivery and potentially Council finances. | The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-regions and procedures and policies are being joined up to make our response to and recovery from an incident more efficient and effective. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT Governance for awareness. Staff across the S&ELCP are regularly trained at both Silver and Gold command in order to take a full part in a Lincolnshire-wide emergency response and support our partners in the sub region. All three councils are members of the Lincolnshire Resilience Forum, enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Senior staff within the Councils are involved in training exercises delivered by the LRF. Regular 'live' training exercises are coordinated at County level to maximise preparedness in each council and across the sub region. Each authority has an Emergency Plan & Business Continuity Plan in place in order that service delivery can be prioritised and maintained at such times. A joint emergency and business continuity plan was approved in 2021 for ELDC and BBC to improve resilience and capability with plans for a more joined up approach across the sub region with the advent of the S&ELCP. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place. Work is ongoing to update and align all BC plans across the Partnership. | 3 | 3 | Medium (9) | Tolerate | Continued partnership working with the Lincolnshire Resilience Forum (LRF) | 3 | 3 | Medium (9) |
| ELDC06 | Health and Safety | Risk of failure to comply with Health and Safety requirements | AD: Regulatory | The Council has a clear responsibility to both staff and recipients of services under Health and Safety legislation and needs to effectively manage its responsibilities. | There can be consequences to the organisation's finances and reputation relating to non-compliance of health and safety requirements. There is also the risk of harm to individuals. | The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being joined up to provide a more efficient and effective approach towards H&S compliance. The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and the Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forum. Policies and procedures are agreed at the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan. The audit undertaken in 2021 demonstrated a substantial level of assurance. | 2 | 3 | Medium (6) | Tolerate | Continued monitoring and reporting | 2 | 3 | Medium (6) |
| ELDC07 | Local Plan | Risk of the Local Plan not delivering economic growth & prosperity | AD: Planning and Strategic Infrastructure | The Local Plan sets the framework for economic growth in the district 2011-2036. The strategy restricts growth on the coast around towns such as Skegness and Mablethorpe and makes limited allocations of employment land across East Lindsey. This gives rise to a real risk that economic growth and prosperity will be contained if existing commitments are not delivered in the right place, in the right quantum at the right time. | Local people will not have access to the home and jobs they need. Prosperity will be reduced. | The Local Plan is monitored regularly with an Annual Report produced, in addition, measures such as the 5-Year Housing Land Supply and Housing Delivery Test are good indicators as to the delivery of the Local Plan. Decisions are taken against the plan, however, they do not preclude other developments from coming forward as appropriate for consideration. Appeal decisions also inform our understanding of Plan performance. There is a statutory requirement for a 5-year review of the Local Plan (after 2024). There is presently no indication that the plan is not performing as required, and it is considered that the plan is sufficient to support the growth and prosperity of the district. | 3 | 3 | Medium (9) | Tolerate | Continued monitoring and reporting | 3 | 3 | Medium (9) |
| ELDC08 | Safeguarding | Risk of failure to deliver safeguarding children, young people and vulnerable adults responsibilities | AD: Wellbeing & Community Leadership | The Council has statutory duties in relation to safeguarding. Section 11 of the Children Act requires a regular audit to assess our capacity to respond appropriately and identify improvements needed. The Council also has statutory duties to safeguard individuals and communities in relation to the Care Act 2014, the Mental Capacity Act 2005, Modern Slavery Act 2015 and in relation to Prevent. | In relation to non-compliance there are potentially significant reputational risks to the Council | Lead Officer and Deputies identified, with the Portfolio Holder for Communities overseeing this area. The Safeguarding Policy and Procedures have been reviewed. The lead officer liaises regularly with other District Councils and external agencies. Team leaders identify relevant actions and staff training in their service plans. Human Resources supports safer recruitment (including DBS checks) and training for officers, volunteers and councillors. An incident reporting mechanism is in place to monitor the Council's responses. Wellbeing Lincs Service has provided a countywide response and support service for vulnerable and clinically vulnerable residents. Safeguarding was a key focus of a report to LCC during the Covid response. The District Councils and County Council continue to meet to collaborate and discuss matters around safeguarding policy and procedures. | 2 | 4 | Medium (8) | Tolerate | Continued monitoring, reporting and training | 2 | 4 | Medium (8) |

| Ref number | Risk name | Risk description | Lead risk owner | Cause/s | Potential impact/consequences | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Target risk likelihood | Target risk impact | Target risk score |
|------------|--|--|---------------------------------------|--|--|---|-------------------------|---------------------|--------------------|-----------------|---|------------------------|--------------------|-------------------|
| ELDC09 | Information | Risk of failure to comply with Information Governance and Management requirements | AD: Governance and Monitoring Officer | Increased understanding of the public's right to information means that we have to be fully aware of our legal duties. The increase in data also means we have to be able to manage information more effectively, including reducing the amount of unnecessary data held. | Data protection breaches which can result in significant fines from the Information Commissioner's Office. | All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover. | 2 | 4 | Medium (8) | Tolerate | Continued monitoring, reporting and training | 2 | 4 | Medium (8) |
| ELDC10 | Treasury and capital | Risk around attainment of revenue through Treasury Management policies and commercially driven capital expenditure | DCX Corporate Development and S151 | At any time the Council has significant sums of money lodged with financial institutions to cover both day to day costs and long term investments. It is important that policies are clear and unambiguous in relation to the placing and management of such investments to safeguard public money. Uncertain national and international economic conditions may affect the rating of financial institutions and hence their perceived integrity as a safe haven for public money can be affected. Commercial property performance may vary through differing market conditions and valuations changes are likely. | Investment presents both positive (opportunity) and negative risks the latter of which is a loss of finance to support Council services and loss of finance which is being held on behalf of other organisations. | A long term strategy is in place, supported by strong internal awareness and governance and external professional advice. The Council's Investment Policy and Strategy are kept under constant review with regular updates to Management Team, Portfolio Holder and Executive Board. Audit and Governance Committee receives regular updates and the annual report is presented to Full Council. Members are encouraged to be fully appreciative of changes and risks through training and seminars. | 2 | 4 | Medium (8) | Tolerate | Continued monitoring and reporting | 2 | 4 | Medium (8) |
| ELDC11 | Third Party Service Delivery | Risk around resilience and quality of service delivery arrangements with third parties | AD: Corporate | This risk relates to the potential for the failure of a major supplier of Council services or partners with whom the Council co-delivers/enables provision of services and operations | In the event of a failure, either in resilience or quality, there are likely to be a mix of financial, service delivery and reputational impacts to the Council. | Assessment of business plans for key partnerships. Regular performance reports and monitoring meetings with third parties. Some key partnerships based on open book approach to financial monitoring. Regular contract meetings in place to manage risk. SELCP approach to some contracts provides resilience. | 3 | 3 | Medium (9) | Tolerate | Continued monitoring and reporting | 3 | 3 | Medium (9) |
| ELDC12 | Technology Infrastructure failure | The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents. | AD: Corporate | Human error, Power failure, Security, Hardware, Link failure | The Council relies heavily on the ICT infrastructure for normal business operation. Whilst resilience is built into the environment, the loss of a service is always possible. Depending on the service lost, the impact could be severe | The Council has a series of resilience arrangements in place through its service provider, PSPS. Work is continuous to ensure these are fit for purpose across a range of areas. | 2 | 5 | High (10) | Tolerate | Regular review of resilience arrangements | 2 | 5 | High (10) |
| ELDC13 | Cyber Incident | The risk of the council's ICT infrastructure being severely impacted as the result of a cyber incident, both in terms of downtime of systems and loss of data/information. | AD: Corporate | The threat landscape across the UK is continuously increasing and appears on the national risk assessment. The Council needs to constantly adapt in its security mitigation and training to ensure they are both prepared from a technical and from a people aspect. | Theft of corporate information; theft of financial information (eg bank details or payment card details); theft of money; disruption to service provision; loss of business or contract; loss of trust by customers/residents and partners | Defence in depth in the form of firewalls, Mimecast and antivirus is deployed both at the perimeter and the internal Local Area Network. The ICT team play an active part in the East Midlands WARP (Warning, Advice and Reporting Point) which allow us to have early sight of issues being experienced across neighbouring Authorities and Agencies. ICT is also a member of the CISP formed by the National Cyber Security Centre, this allows us early awareness from the central agency responsible for cyber threats across the UK as well as allowing them to monitor our environment to a degree. These mitigations afford ICT awareness of emerging threats. | 3 | 5 | High (15) | Tolerate | Continued robust cyber security and training | 3 | 5 | High (15) |
| ELDC14 | Capital Programme | Failure to deliver Major capital schemes within the capital programme | DCX Programme Delivery | Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal | Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding | Robust programme and project management Regular and structured reporting mechanisms Robust and effective governance (financial and project) Effective working with partners and 3rd Party delivery Risk transference and mitigation Requesting extra funding prior to project commencement where required | 2 | 3 | Medium (6) | Tolerate | Continued robust project management | 2 | 3 | Medium (6) |
| ELDC15 | General Fund Assets | This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions | AD: Assets | Escalating costs; onsite Issues; grant funding withdrawal; non-compliance of grant funding obligations | Failure to meet statutory requirements in regard to general fund assets | The asset team have compiled a working list of assets that either have compliance contracts in place or we have local contractors with the jobs in hand. A spreadsheet has been created and a considerable amount of time has been spent updating it ready so we can add to the new database of Technology Forge. The restructure has taken place so we now have the SOPM (Strategic & Operational Property Manager) for budget management, meetings job criteria and Strategic Property acquisitions and sales. This role encompasses the day to day running of the asset team. The Estates Officer for lease arrangements, new tenants, site management and all tenant referrals including day to day issues. Repairs officer - For day to day repairs and allocation of work required in conjunction with liaison via the Estates Officer and SOPM. The Project Manager role is also now defined and runs all medium and major projects for the team. The BSO (Business Support Officer) is a new temporary role which monitors jobs coming in and is also a hands-on role that ultimately saves the Council budget money by undertaking jobs ourselves. The SOPM would be the Senior Responsible Person for the Assets and Compliance routines. Training takes place on a required basis. Asbestos training being the last training of significance that was undertaken by the team | 1 | 4 | Low (4) | Tolerate | Conduct regular asset reviews; Follow up on recommendations from the asset management strategy; Set up the strategic asset group; Undertake a strategic assessment of each general fund asset held by the council; Have a single property management system common to each SELCP council; Implement a single asset team structure. | 1 | 4 | Low (4) |
| ELDC16 | Economic hardship | The risk of economic hardship to local people | AD: Wellbeing & Community Leadership | Increase in wholesale energy costs; supply chain issues; high rents and low wages; housing supply, affordable housing and standards issues; inflation; fuel shortages; Ukraine conflict | Economic hardship; fuel poverty; poor housing; homelessness; isolation and lack of opportunities. | Taking action to improve housing standards; Working with local landlords; Support to local people on budgeting, training and jobs; Political pressure on the government to address fuel bills nationally; Homes for Ukraine Host Property Inspections to ensure decent standard and properties not overcrowded. | 3 | 4 | High (12) | Tolerate | Grants and Funding Opportunities; Cost of Living Support | 3 | 4 | High (12) |
| ELDC17 | Implementation of the Environment Act 2021 | This new legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery will require financial support, and at this stage it is unclear whether additional budget will be made available centrally. | AD: Neighbourhoods | The Environment Act allows the UK to enshrine better environmental protection into law. It provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction. This will change and impact the way environmental services are currently delivered | Failure to comply with legislation Negative effect on climate both locally and globally | The Lincolnshire authorities comprising the Lincolnshire Waste Partnership are working together to identify the impact of the Environment Act across the county. When the statutory guidance is provided by Defra, clear proposals will be drawn up for this authority. | 4 | 4 | High (16) | Treat | Pending Government guidance | 3 | 3 | Medium (9) |

| Ref number | Risk name | Risk description | Lead risk owner | Cause/s | Potential impact/consequences | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Target risk likelihood | Target risk impact | Target risk score |
|------------|--|--|--------------------|--|---|--|-------------------------|---------------------|--------------------|-----------------|---|------------------------|--------------------|-------------------|
| ELDC18 | Introduction of Extended Producer Responsibility | The UK is undergoing a major overhaul of packaging producer responsibility legislation, which will transform the way local authorities receive funding for household waste collections. This risk covers the changes this legislation will bring which will be positive but also important to ensure we as an organisation are prepared for these changes. | AD: Neighbourhoods | Reforms seek to introduce principles of extended producer responsibility (EPR) to the UK's packaging waste management sector and will, primarily, see the cost burden of collecting householders' packaging waste shift from local taxpayers to the producers of packaged products | Funding Gaps Negative Press Budget implications | Officers closely follows all policy and practice changes being implemented by the Government and has responded to relevant consultations. This is also being monitored through the countywide Strategic Officer Working Group. Officers are meeting Defra on a regular basis, and taking part in research where relevant. | 3 | 3 | Medium (9) | Treat | Pending Government guidance | 2 | 2 | Low (4) |
| ELDC19 | Identification and Suitability of future Depot Accommodation | This risk identifies the need for additional depot capacity to be identified and secured | AD: Neighbourhoods | Additional housing developments which means more waste and therefore more resources and vehicles required. | Failure to complete rounds Budget implications Failure to increase garden waste and commercial services | Report in development for mitigating options | 5 | 3 | High (15) | Treat | Report in development for mitigating options | 3 | 3 | Medium (9) |
| ELDC20 | Capacity | Capacity to deliver the work programme for the Partnership/Councils | AD: Corporate | The workload increasing to a point where it becomes unmanageable within existing staff resources. | Delivery of work programme slipping. Staff wellbeing concerns. Disruption to services. Reputation reduced with partners. | Alignment and Annual Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. | 4 | 3 | High (12) | Treat | Encourage services to consider the transformation/capacity reserve for short term support where existing service capacity isn't sufficient. | 3 | 3 | Medium (9) |
| ELDC21 | External Communication | Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services | AD: Corporate | Low frequency of communications No communication from senior leadership team Failure to understand residents needs | Lack of awareness of partnership and councils delivery and plans Failure to gauge residents needs and interests | External communications are quality checked by the Communications Team to ensure that the messaging is effective and relevant to its audience. The team also gather statistics across a range of areas to understand how much interaction is being achieved through social media channels, for example, and adapt messages and channel shift to ensure messages are being heard and well received. | 2 | 3 | Medium (6) | Tolerate | | 2 | 3 | Medium (6) |
| ELDC22 | Retention of staff | The recruitment of new and retention of existing staff within the organisation affecting the ability for the organisation to deliver and meet its objectives | AD: Corporate | Recruitment challenges across region Specialist role recruitment can be difficult Competitive salaries offered at other organisations Uncertain financial climate | Failure to recruit Lack of resources Additional pressure on existing staff | The workforce strategy is aligned across the 3 Councils. A development programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. | 2 | 4 | Medium (8) | Tolerate | | 2 | 4 | Medium (8) |
| ELDC23 | Service Delivery | The risk to service delivery, impacting residents and partners we work with. | AD: Corporate | Lack of training Lack of leadership No resources/budget Communication failure Poor performance Ineffective governance Lack of learning/feedback | Failure to meet needs of residents and partners Negative feedback and press coverage Reputational damage | Staff resources maximised under the Partnership. Working with external partners to deliver shared priorities. HR support on recruitment and retention. Training plans. Values & behaviours work; Annual Delivery Plan, Workforce Development, policies, and procedures. | 3 | 3 | Medium (9) | Tolerate | | 3 | 3 | Medium (9) |
| ELDC24 | Internal Communications | The risk is that internal colleagues do not fully understand the aims and ambitions of the partnership and the role they play in the partnership's success. | AD: Corporate | Low frequency of communications No communication from senior leadership team Lack of engagement from partners/PSPS Failure to understand staff needs/feedback | Staff do not feel informed Reduction in morale/engagement High turnover Lack of service delivery | Internal communications approach has been reviewed. There isn't a one size fits all approach for the Council/Partnership given the breadth of services provided and this is reflected in the internal communications model. Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. Regular all staff bulletins with key information are issued. Regular videos from Senior leadership team to the workforce. Briefings on key corporate topics take place. Regular team meetings between service managers and their officers to cascade information. Monthly service manager meetings. Single Partnership Intranet in place | 3 | 4 | High (12) | Treat | Implementation of Comms Strategy | 3 | 3 | Medium (9) |
| ELDC25 | Net Zero target | Risk of failure to meet agreed corporate ambition of Net Zero by 2040 with a 45% reduction by 2027 | AD: Regulatory | Impact on Net Zero target (i.e. carbon emissions) not fully evaluated at outset of all projects and developments and through service delivery objectives. Financial resourcing required to decarbonise some areas may not be available. | Decisions taken which increase carbon emissions leading to failure to meet Net Zero ambition. Potential reputational risk to authority | Internal communications approach has been reviewed. There isn't a one size fits all approach for the Council/Partnership given the breadth of services provided and this is reflected in the internal communications model. Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. Regular all staff bulletins with key information are issued. Regular videos from Senior leadership team to the workforce. Briefings on key corporate topics take place. Regular team meetings between service managers and their officers to cascade information. Monthly service manager meetings. Single Partnership Intranet in place | 4 | 2 | Medium (8) | Treat | Implementation of Carbon Reduction Plan | 2 | 2 | Low (4) |

| Risk Scoring Matrix | | | | | | |
|---------------------|----------|------------|--------------|---------------------|--------|----------------|
| Impact | Critical | | 4; 12 | 13 | | |
| | High | 15 | 8; 9; 10; 22 | 1; 16; 24 | 17 | |
| | Medium | | 6; 14; 21 | 3; 5; 7; 11; 18; 23 | 20 | 19 |
| | Low | | | | 25 | |
| | Minimal | | | | | |
| | | Rare | Unlikely | Possible | Likely | Almost certain |
| | | Likelihood | | | | |

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

| Ref | Risk name | Ref | Risk name |
|--------|-----------------------------------|--------|--|
| ELDC01 | Budget | ELDC14 | Capital Programme |
| ELDC03 | Local economy | ELDC15 | General Fund Assets |
| ELDC04 | Lincshore flood defence | ELDC16 | Economic hardship |
| ELDC05 | Business continuity | ELDC17 | Implementation of the Environment Act 2021 |
| ELDC06 | Health and Safety | ELDC18 | Introduction of Extended Producer Responsibility |
| ELDC07 | Local Plan | ELDC19 | Identification and Suitability of future Depot Accommodation |
| ELDC08 | Safeguarding | ELDC20 | Capacity |
| ELDC09 | Information | ELDC21 | External Communication |
| ELDC10 | Treasury and capital | ELDC22 | Retention of staff |
| ELDC11 | Third Party Service Delivery | ELDC23 | Service Delivery |
| ELDC12 | Technology Infrastructure failure | ELDC24 | Internal Communications |
| ELDC13 | Cyber Incident | ELDC25 | Net Zero Target |

| Ref number | Risk name | Risk description | AD | Lead risk owner | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Target risk likelihood | Target risk impact | Target risk score |
|------------|-------------|--|------------------------------------|--------------------|--|-------------------------|---------------------|--------------------|-----------------|---|------------------------|--------------------|-------------------|
| SELCP-01 | Vision | A lack of clear and shared vision; the reasons for shared management and sharing of joint services | AD: Corporate | James Gilbert | The partnership exploration phase developed this understanding. Engagement with members to ensure the objectives of the business case were clearly understood, through the proposal recommendations, scrutiny process and final Council decisions. | 3 | 3 | Medium (9) | Treat | Adoption of a Sub-regional Strategy across the Partnership to embed shared vision, objectives and priorities | 2 | 3 | Medium (6) |
| SELCP-02 | Trust | A poor relationship or lack of trust between members, leaders or senior staff | CX | Rob Barlow | Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers | 3 | 3 | Medium (9) | Tolerate | | 3 | 3 | Medium (9) |
| SELCP-03 | Sovereignty | Concerns around the loss of sovereignty of a council | AD: Governance | John Medler | Each Council continues to be governed by its own Constitution which is a key principle of the Memorandum of Agreement between the three Councils. | 3 | 3 | Medium (9) | Tolerate | | 3 | 3 | Medium (9) |
| SELCP-04 | Takeover | Fears of a 'takeover' by one council | CX | Rob Barlow | Shared management structure. Each Council retains its own ability to deliver services in the way it considers best for its communities through local decisions taken by its Members. | 3 | 3 | Medium (9) | Tolerate | | 3 | 3 | Medium (9) |
| SELCP-05 | Culture | A fundamental difference in the organisational culture of the councils | AD: Corporate | James Gilbert | Expectation, set out in the business case, that many things will be similar. A commitment to use the best elements of each partner's cultural difference, for example in the Partnership Workforce Development Strategy. | 3 | 3 | Medium (9) | Tolerate | Future work taking place around workforce terms and conditions and shared officer pay. | 3 | 3 | Medium (9) |
| SELCP-06 | LGR | Local Government Reorganisation (LGR) | CX | Rob Barlow | The South East Lincolnshire Councils Partnership is designed to have a positive influence should Local Government Reorganisation be required of Lincolnshire. The partnership strengthens the case for 'locally-led deals' which benefit South East Lincolnshire | 4 | 3 | High (12) | | | | | |
| SELCP-07 | Funding | Local Government Funding | DCX Corporate Development and S151 | Christine Marshall | Local Government funding challenges are inevitable and evidenced by each partner's funding gaps. The business case assumes a shared opportunity for efficient services and shared commercial opportunities and provides a significant opportunity to respond to this on-going challenge. | 4 | 4 | High (16) | Treat | Delivering on the opportunities identified in the Partnership business case and realising the planned savings; savings tracker reported regularly | 3 | 3 | Medium (9) |
| SELCP-08 | Staffing | Staff retention and resilience | AD: Corporate | James Gilbert | Adoption of a Partnership Workforce Strategy and an ambitious programme of work that makes the South East Lincolnshire Councils Partnership a place of choice to work for staff. | 4 | 3 | High (12) | Treat | Review of Workforce Strategy | 3 | 3 | Medium (9) |

| 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 | |


| Ref | Risk name |
|----------|-------------|
| SELCP-01 | Vision |
| SELCP-02 | Trust |
| SELCP-03 | Sovereignty |
| SELCP-04 | Takeover |
| SELCP-05 | Culture |
| SELCP-06 | LGR |
| SELCP-07 | Funding |
| SELCP-08 | Staffing |

| Risk Scoring Matrix | | | | | | |
|---------------------|----------|------|----------|----------|--------|----------------|
| Impact | Critical | 5 | 10 | 15 | 20 | 25 |
| | High | 4 | 8 | 12 | 16 | 20 |
| | Medium | 3 | 6 | 9 | 12 | 15 |
| | Low | 2 | 4 | 6 | 6 | 10 |
| | Minimal | 1 | 2 | 3 | 4 | 5 |
| | | Rare | Unlikely | Possible | Likely | Almost certain |
| Likelihood | | | | | | |

Final Risk scoring

- Minimal Risk
- Low Risk
- Medium Risk
- High Risk
- Critical Risk

Colour



| Likelihood score | 1 | 2 | 3 | 4 | 5 |
|------------------|---|---|--|--|--|
| Definition | Rare | Unlikely | Possible | Likely | Almost certain |
| Description | The likelihood of the risk has been minimised to a negligible possibility | The risk is technically possible but an occurrence is not foreseeable in the medium-long term | The risk is a real possibility but the likelihood of an occurrence in the short-medium term is small | The risk is probably going to occur at some point in the medium term-- , possibly sooner | The risk is probably going to occur imminently |
| Timeframe | Will occur at some point in next 50 years | Will occur at some point in the next 25 years | Will occur at some point in the next 10 years | Will occur at some point in the next 5 years | Will occur at some point in the next year |
| Probability | 10% or less | Between 10-30% | Between 30-50% | Between 50-85% | 85% or more |

| Impact score | 1 | 2 | 3 | 4 | 5 |
|-----------------------------|---|---|--|---|--|
| Title | Minimal | Low | Medium | High | Critical |
| Political risk | Residents unaware of authority's actions | Residents' access to oppose actions limited | Residents' access to oppose actions process blocked | Authority fails to effectively scrutinise its actions | No scrutiny of actions takes place |
| Reputation risk | Increased complaints for less than one week | Increased complaints for more than one week | Negative local press coverage for one day, increased complaints for more than one week | Negative national press coverage for one day, ongoing negative local coverage | Negative national press coverage over several days. Public criticism from MP, LGA, County Council or national service body |
| Financial risk | Up to 1% of project budget | Up to 5% of project budget | Up to 10% of project budget | Up to 15% of project budget | Over 15% of project budget |
| Legal risk | Delays due to legal clarifications being sought (<1 month) | Delays due to legal clarifications being sought (1-6 months) | Delays due to legal clarifications being sought (>6 months) | Project operations potentially subject to legal challenge, project on hold until resolved | Project operations potentially in breach of legislation, project terminated |
| Disruption risk | Individual members of staff having work disrupted | Multiple members of staff unable to work | Total service outage for one day or less | Total service outage for several days | Total service outage for more than a week |
| Environmental risk | Immediately remedied damage in an isolated area | Easily remedied damage in an isolated area | Short term damage in an isolated area requiring partners assistance | Damage requiring special budget provision to rectify | Major or widespread damage requiring central government assistance |
| Contractual risk | Negative impact on key partner relationship | Minor contract renegotiation required | Major contract renegotiation required | Project aims or goal significantly altered or sanction clauses invoked | Project failure and/or termination of contract |
| Asset & Infrastructure risk | Individual pieces of equipment damaged or needing replacement | Isolated network issues, multiple pieces of equipment needing replacement | Widespread network issues, vehicle damaged | Council properties inaccessible, vehicle need replacing | Council properties damaged, multiple vehicles need replacing, key infrastructure outage |
| Health and Safety risk | People engaging in hazardous activities without awareness | Individual receives minor injuries | Multiple people receive minor injuries | Individual serious injury | Multiple people seriously injured, individual loss of life |

Treatment (4Ts)

Terminate – rarely, we may be able to stop doing the activity altogether and thereby remove the risk altogether

Tolerate – accept the risk and live with it because it is within our risk appetite and the cost of mitigating action would outweigh the benefits

Transfer – move all or part of the risk to a third party or through insurance; however, sometimes accountability still remains, particularly with a Council, so caution is advised

Treat - take action to control the likelihood and/or impact and set a target to move the risk to within the risk appetite once the action has been implemented