



Report To:	Executive Board
Date:	20 th February 2025
Subject:	Quarter 3 24/25 Performance and Risk Report
Purpose:	To provide an update on performance and risk as at the end of December 2024
Key Decision:	No
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 Of:	James Gilbert, Assistant Director – Corporate
Report Author:	Richard Baldwin, Strategic Performance Analyst
Ward(s) Affected:	All
Exempt Report:	No

Summary

This is the quarterly report covering performance and risk monitoring information for Quarter 3 of 2024/25 (as at the end of December 2024).

Recommendations

1. That Executive Board considers any further action in respect of the performance and risk information contained within the report and appendices.

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

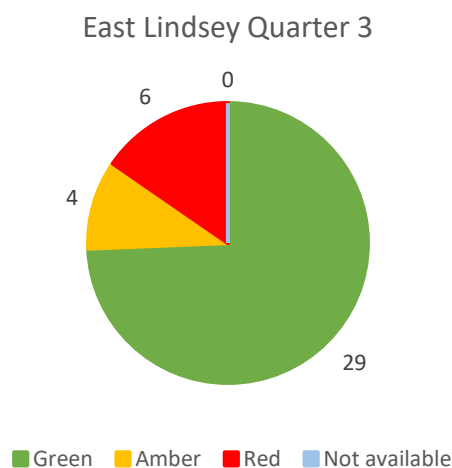
Alternative reporting arrangements.

1. Background

- 1.1 A joint performance management framework was agreed across the South & East Lincolnshire Councils Partnership for 2024/25 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 This report presents the information for East Lindsey District Council for Quarter 3 of 2024/25 (as at the end of December 2024).

2. Performance (Appendix 1)

- 2.1 In total there are 114 KPIs for East Lindsey District Council. These are set out by priority in Appendices 1 following the adoption of the Sub-regional Strategy.
- 2.2 There are 39 targeted indicators where performance is within the direct control of the Council, with past data or comparisons available on which to base those targets. Indicators were developed to stretch performance in teams. Green indicators are on target, amber indicators are within tolerance and red indicators are off target. Commentary is provided in Appendix 1 for red indicators and for indicators which are not available.



- 2.3 Shading has been added to the past quarters' data where possible, to show whether it was on target previously, to help provide more visual context for direction of travel. The shading is deliberately more muted for past data to keep the focus on the current performance. Where targets have changed since the previous year, this has been noted in the commentary, otherwise targets are the same.
- 2.4 There are also 75 trend indicators, which show context for policy decisions and resource allocation, set out in Appendix 1. The trend indicators have been reviewed to consider if any can become targeted measures if past data is now available. No changes are proposed at this time.
- 2.5 Additional commentary has been added to the workforce measures as requested. Also, the staff turnover KPI now relates to voluntary turnover, with the traditional reported figure and explanation in the commentary. Both staff turnover and sickness absence trend measures have changed to quarterly rather than year to date figures for improved clarity.

- 2.6 The previous quarters' figures for PSPS telephony have been amended to show the performance in quarter, as opposed to year to date. This is to better align with the SLA profiled target and the commentary that PSPS provide.
- 2.7 The performance indicators showing decisions made by Planning within agreed timescales have been amended. The previous indicators showing performance in the quarter alone has been replaced with the new indicator showing Majors and Non-Majors planning applications determined on a 12month rolling basis, beginning in October each year. This is to align with the central government reported indicator.
- 2.8 Commercial Rent as a percentage of agreed budget indicator has been removed as the IT and accounting system is unable to provide a reliable report of the current income position for rents.





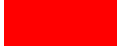
3. Risk management (Appendix 2)

- 3.1 The strategic risk register has been reviewed for quarter 3, as at the end of December 2024. An additional column to track the delivery of actions has been added – Green where actions are on track, Amber where a date for the action needs to be added and Red where actions are off track.
- 3.2 A summary of the risks and scores are set out in the table below, with full details in Appendix 2.

East Lindsey Strategic Risks	Risk score	Direction of travel
ELDC01: Budget	High (12)	↔
ELDC03: Local economy	Medium (9)	↔
Update in Q3: Treatment and action reviewed		
ELDC04: Lincshore flood defence	High (10)	↔
Update in Q3: Existing mitigation updated		
ELDC05: Business continuity	Medium (9)	↔
ELDC06: Health and Safety	Medium (6)	↔
ELDC07: Local Plan	Medium (6)	↔
ELDC08: Safeguarding	Medium (8)	↔
ELDC09: Information	Medium (8)	↔
ELDC10: Treasury and capital	Medium (8)	↔
ELDC11: Third Party 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)	↔
Update in Q3: Existing and planned mitigation reviewed		
ELDC17: Implementation of the Environment Act 2021	High (16)	↔
ELDC18: Introduction of Extended Producer Responsibility	Low (4)	↓
Update in Q3: Wording and scores reviewed; overall risk reduced from medium to low due to increased assurance around funding		
ELDC19: Identification and Suitability of future Depot Accommodation	High (15)	↔
ELDC20: Capacity	High (12)	↔

East Lindsey Strategic Risks	Risk score	Direction of travel
Update in Q3: Action date added		
ELDC21: External Communication	Medium (6)	↔
Update in Q3: Treatment and target risk reviewed; moved to tolerate as medium risk		
ELDC22: Retention of staff	Medium (8)	↔
Update in Q3: Action complete; academy launched		
ELDC23: Service Delivery	Medium (9)	↔
Update in Q3: Action and date added		
ELDC24: Internal Communications	Medium (6)	↔
ELDC25: Net Zero Target	Medium (8)	↔
Update in Q3: Action date added		
ELDC26: National Review of Business Rates	High (10)	↔
ELDC27: Domestic Retrofit programme	Medium (6)	↓
Update in Q3: Overall risk reduced from high (12) to medium. Treatment reviewed as target risk score aims to reduce further; action date added		
ELDC28: Health	Medium (9)	↔
Update in Q3: Treatment and action reviewed		
ELDC29: Local Government Reform (LGR) in Greater Lincolnshire	High (12)	New
Update in Q3: New risk		

Risk Scoring Matrix						
Impact	Critical		4; 12; 26	13		
	High	15	8; 9; 10; 22	1	17	
	Medium		6; 14; 21; 24; 27	3; 5; 11; 23; 28	20; 29	19
	Low		18	7	25	
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

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

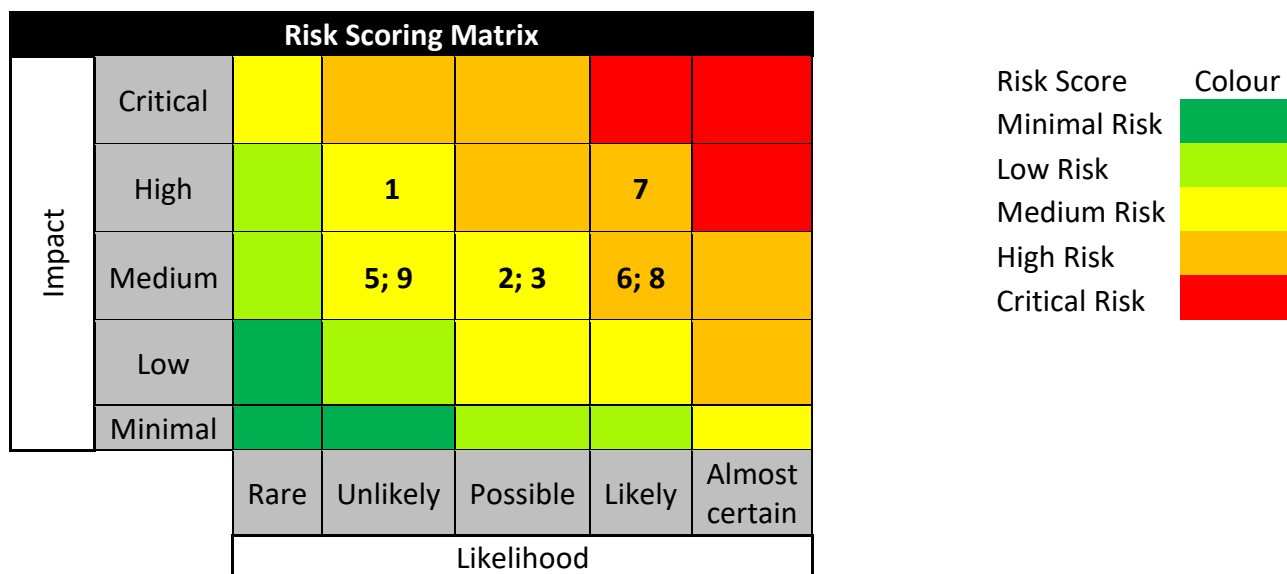
3.3 As set out in the risk policy, we use the 4Ts of risk control:

- 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 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

3.4 The strategic risks for the Partnership have also been reviewed for quarter 3, as at the end of December 2024.

3.5 A summary of the Partnership risks and scores are set out in the table below, with full details in Appendix 2.

SELCP Partnership Risks	Risk score	Direction of travel
SELCP-01: Vision	Medium (8)	↔
Update in Q3: Target risk score reviewed		
SELCP-02: Trust	Medium (9)	↔
SELCP-03: Sovereignty	Medium (9)	↔
SELCP-05: Culture	Medium (6)	↔
SELCP-06: LGR	High (12)	↔
Update in Q3: Updated risk wording		
SELCP-07: Funding	High (16)	↔
Update in Q3: Action date added		
SELCP-08: Staffing	High (12)	↔
Update in Q3: Actions updated and dates added		
SELCP-09: PSPS	Medium (6)	↔
Update in Q3: Target risk score reviewed		







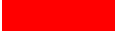
3.6 The fraud risks have also been reviewed for Q3, as at the end of December 2024.

3.7 A summary of the fraud risks and scores are set out in the table below. Further work is planned in relation to fraud risk in Quarter 4.

Fraud Risks	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)

Fraud Risks	Risk score
9: National Non-Domestic Rate (NNDR) Fraud	Medium (9)
10: Housing Benefit Fraud	Low (4)

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

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

4. Conclusion

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

Implications

South and East Lincolnshire Councils Partnership

A Partnership approach has been agreed for 2024/25.

Corporate Priorities

Whole report. Performance information is set out by priority.

Staffing

No implications specific to this report. KPIs and risks relating to staffing are included in the report.

Workforce Capacity Implications

No implications specific to this report. KPIs and risks relating to workforce capacity are included in the report.

Constitutional and Legal Implications

No implications specific to this report

Data Protection

No implications specific to this report

Financial

No implications specific to this report

Risk Management

Section 3 of the report and Appendix 2.

Stakeholder / Consultation / Timescales

Consultation with SLT

Reputation

No implications specific to this report. Potential reputational risks are included in the report.

Contracts

No implications specific to this report. KPIs and risks relating to contracts and procurement are included in the report.

Crime and Disorder

No implications specific to this report.

Equality and Diversity / Human Rights / Safeguarding

No implications specific to this report.

Health and Wellbeing

No implications specific to this report.

Climate Change and Environmental Implications

No implications 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
- EAP: Employee Assistance Programme
- KPIs: Key Performance Indicators
- LGR: Local Government Reorganisation
- OFLOG: Office for Local Government

- 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
- SLA: Service Level Agreement
- SLT: Senior Leadership Team
- YE: Year End (April to March)

Appendices

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

Appendix 1	Q3 Performance
Appendix 2	Q3 Risks

Background Papers

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

Chronological History of this Report

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

Report Approval

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