

Harlow Council

**Joint Finance and Performance Report
for the Period Ending:**

30 September 2021

Introduction

Central Government requires all Councils to collect and report data relating to their function as a Local Authority in areas such as waste, planning, benefits, and housing.

The Council monitors its performance against its Corporate Priorities, Principles through its Performance Management Framework. The Framework sets out the mechanisms for performance management within the Council, which utilises a range of tools to assist staff and Councillors in gathering and reporting on its performance data. Outcomes are formally reported to Councillors through Joint Finance and Performance Reports (JFPR) and presented quarterly to Cabinet.

The Council's aim for 2021-22 is "*to improve Harlow for residents, businesses and visitors*".

The Council Corporate Priorities & Principles are set out in it [Corporate Plan 2021 - 2022](#), available on the Council website.

To view the Council performance data and reports, please visit our website at <https://www.harlow.gov.uk/your-council/spending-and-performance/performance>

Covid-19 Recovery Working Group

The Council's Cross Party Members Working Group will continue to co-ordinate the Council's response to the Coronavirus pandemic, including monitoring the action plan & performance of the corporate priority '*resilience and recovery*.'

The Working Group meetings can be found here

<https://moderngov.harlow.gov.uk/ieListMeetings.aspx?CIId=299&Year=0>

Operational Performance

This report provides a summary of the Council's operational performance of its Key Performance Indicators (KPIs), Service Milestones, Finance and Risk for the quarterly period ending 30 September 2021 (Quarter 2 2020/21).

Officers have provided the following commentary on the performance of their Service Milestones and Key Performance Indicators (KPIs) for which they are responsible.

Community Wellbeing, Jane Greer

Pets' Corner and the Museum have been extremely busy over the summer months, with visitor numbers at Pets' Corner often exceeding 5,000 per week. Events and activities have been extremely popular and both facilities.

Plans for the Firework event have commenced, and arrangements will be kept under review to ensure that all is in line with current Covid regulations, and that a safe event is delivered in November.

Plans are progressing well for submission of the business cases for the projects awarded under the Town Investment Plan, with an anticipated timescale for submission of June 2022, which is within the government timetable.

Environment and Planning, Andrew Bramidge

Within the Planning Service, performance on the determination of planning applications continues to exceed Government targets. There has been a continuous period of high achievement throughout the period of the pandemic.

During the last quarter consultation has been undertaken on the addendum to the Harlow Design Guide (scheduled for adoption in December) and the draft Town Plan produced and agreed by Cabinet for public consultation.

Within the HTS Environment work, the improved Q1 performance on the delivery of tree works has been maintained as the backlog of work has been cleared. Work has also commenced on the development of a town wide tree survey which will result in the implementation of a proactive tree maintenance programme.

Consultation has been undertaken on the potential locations of additional litter and dog waste bins with a very high response from the public. These responses are now being analysed and work to install the additional bins will be delivered during the winter.

Housing, Andrew Murray

The numbers in temporary accommodation have remained static throughout Q1 and Q2. It is expected for there to be an increase of 10% in numbers of T/A throughout the year as the Government eases Covid 19 lockdown arrangements. The service continues to focus on activities relating to prevention of homelessness as well as other types of housing related

support.

Housing related support budgets have seen and will see a continued reduction of income throughout 2021/22. Following the closure of the service due to the pandemic, the Leah Manning Centre re-opened in April 2021. There is an expected year end budget deficit of £171,000 primarily due to the closure and loss of service users, however the number of ECC referrals has risen by 7% and the number of privately funded service users has risen by 3% in the period April to October 2021.

Governance, Simon Hill

Within Governance, staffing remains an issue and is the cause of the significant proportion of the underspending at the end of quarter two. Processes to recruit staff are now recommencing and support to legal has been obtained from our existing framework provider to the end of the year with added value and staffing training opportunities.

Vacancies in our Contact Centre team have impacted call waiting times but recruitment to posts has now been completed. The continuing high complaint levels have also impacted our ability to respond to target. As the Council continues to recover it is hoped that this issue will diminish over time.

The savings shown for the elections are as a result of shared elections in May. Work has commenced on an interim review of polling places and will report to Council in due course.

The Playhouse continues to face challenging targets given that the years season didn't fully commence until the start of September. The budget has also been impacted by a historic energy bill. However, the Christmas Pantomime ticket sales are in line with expectation and are encouraging.

Finance and Property, Simon Freeman

The service has continued to deliver to its service plan objectives and milestones during quarter 2 despite a number of key vacancies and the ongoing demands of nation Covid restrictions and guidelines.

Having reviewed the impacts of the Covid pandemic across the service area increased pressures are now reported especially the impact on income the situation is having on areas such as commercial property portfolio and car parking.

The situation will continue to be tightly monitored during the remainder of the financial year and may result in a call upon the specific Budget Stabilisation Reserve established to support the Council's budget as agreed at Council in February 2021.

Section One: Key Considerations

The key issues relating to the Council's finances, performance, risks, and corporate plan:

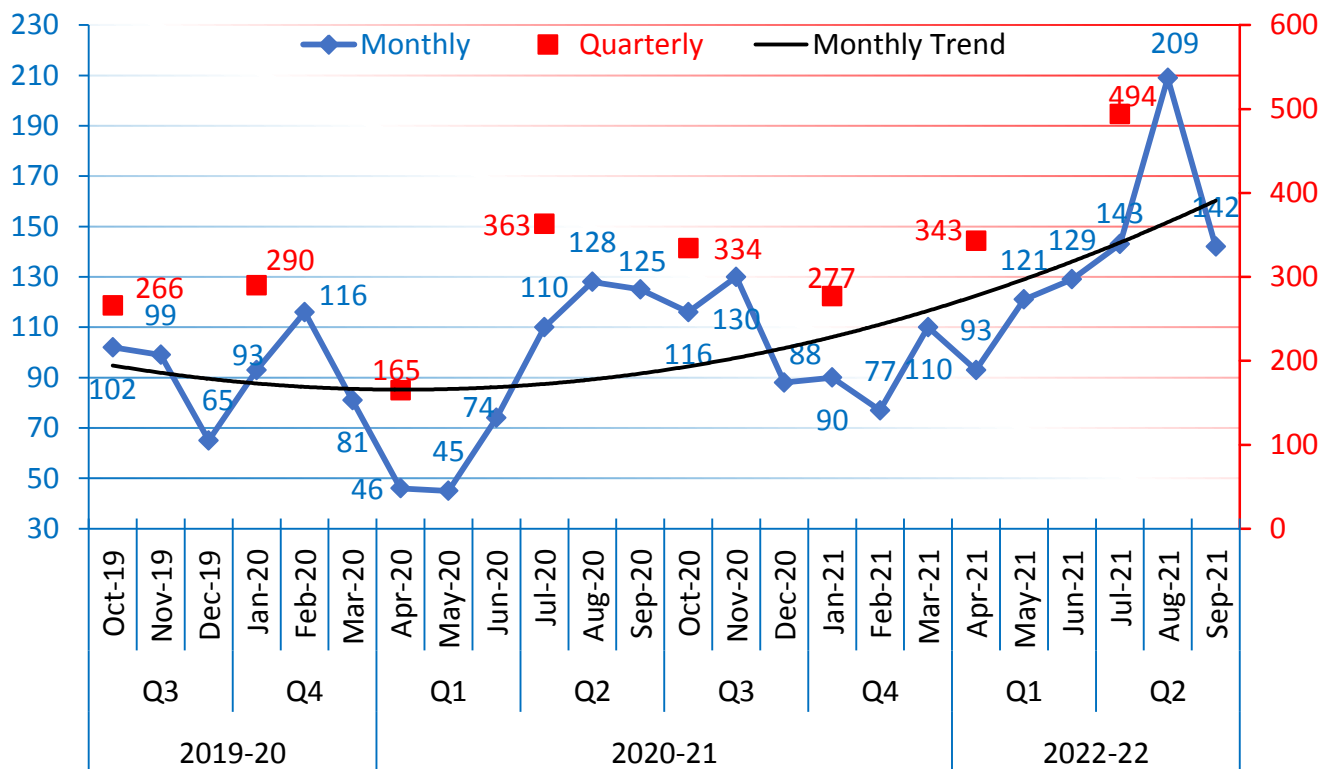
FINANCE	<p>The forecast outturn position for 2021/22 is that the General Fund revenue budget will overspend by £252,000. This represents an overspend of 0.4% of the Council's approved gross budget for the General Fund. The Council has set aside £1.5m in funding to support the 2021/22 budget manage the uncertainty of the ongoing impacts of the Covid pandemic.</p> <p>Key risks in relation to financial management are currently:</p> <ul style="list-style-type: none">• The risks and volatility associated with the ongoing Covid crisis and its impact on the Council's budgets.• The future impacts of council tax and business rates collection performance on 2021/22 budget setting.• The uncertainty regarding future spending reviews in light of the enormous financial strain created by the Government support provided to the economy during the Covid crisis• The future financial settlements beyond the current one year deal.• The anticipated Government funding review.	<p>The following indicators had poor performance in Quarter 2 2021/22:</p> <ul style="list-style-type: none">• BF006 Average Days to process Change Events• BV008 Invoices Paid within 30 days (%)• BV009 Council Tax Collected (%)• BV010 NNDR Collected (%)• CS25Q Percentage of Customer Complaints responded to within target time• CS50 Average waiting time of calls received by Contact Harlow	PERFORMANCE
RISK	<p>At the end of Quarter 2 2021/22, there were no exceptional strategic risks (rated 20 or higher – high likelihood, high impact) recorded on the Council's Risk Register.</p>	<p>The position of the Corporate Milestones as at the 30 September 2021 is broken down as follows:</p> <ul style="list-style-type: none">• 24% (14 out of 59) of the milestones were successfully completed.• 68% (40 out of 59) of the milestones have started and are on track.• 7% (4 out of 59) of the milestones have been suspended.• 1% (1 out of 59) of the milestones was significantly off track.	CORPORATE PLAN

Section Two: What our Customers are Telling Us (Complaints)

The council provides and commissions a large number of services, to a population of around 87,100 residents (2019 estimate). Every year the council undertakes over 600,000 housing transactions and deals with hundreds of thousands of enquiries at Contact Harlow. Contact Harlow also provides an administrative service for housing benefit and local council tax support.

The council aims to respond and resolve all stage one and stage two complaints within 10 working days, and stage three complaints within 15 working days.

The chart below shows two years of complaints (October 2019 to September 2021) by the monthly and quarterly figures, monthly is in blue and quarterly is in red.



When quarter two of 2021/22 is compared to the same quarter in 2020/21, there is an increase of 36.1% in the number of complaints received. In the last twelve months (October 2020 to September 2021) there was an average of 121 complaints per month, whereas in the previous 12 months (October 2019 to September 2021), the monthly average was 90. The increase in this period, equates to 34.4%.

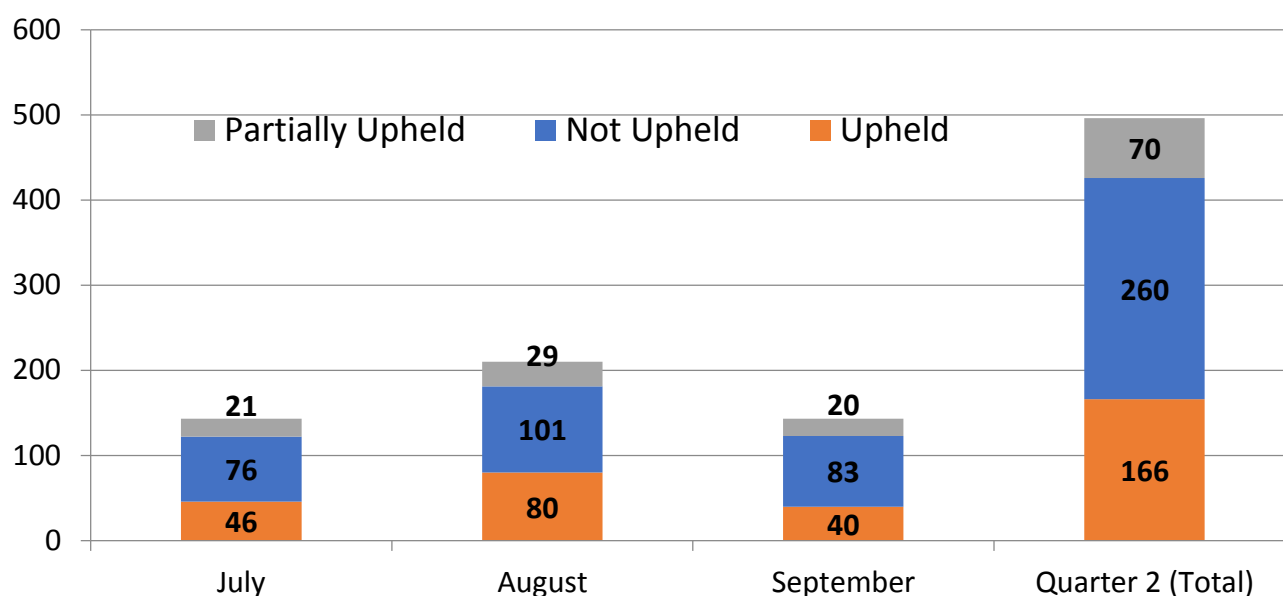
The level of complaints has increased in quarter two and there was a significant spike in August 2021 which related to the waste collection service.

HTS (Property & Environment) Ltd - There were a number of key themes identified in the analysis of HTS complaints including customer contact, communication, and access issues. These themes continue to be monitored as part of the response to the Covid-19 implications and organisational priority requirements.

Housing - Housing complaint totals for quarter two increased slightly since last quarter. There has been a continuation in the key themes predominately relating to accessing accommodation.

Environment and Planning – The complaints raised continue to mainly be in relation to refuse collections.

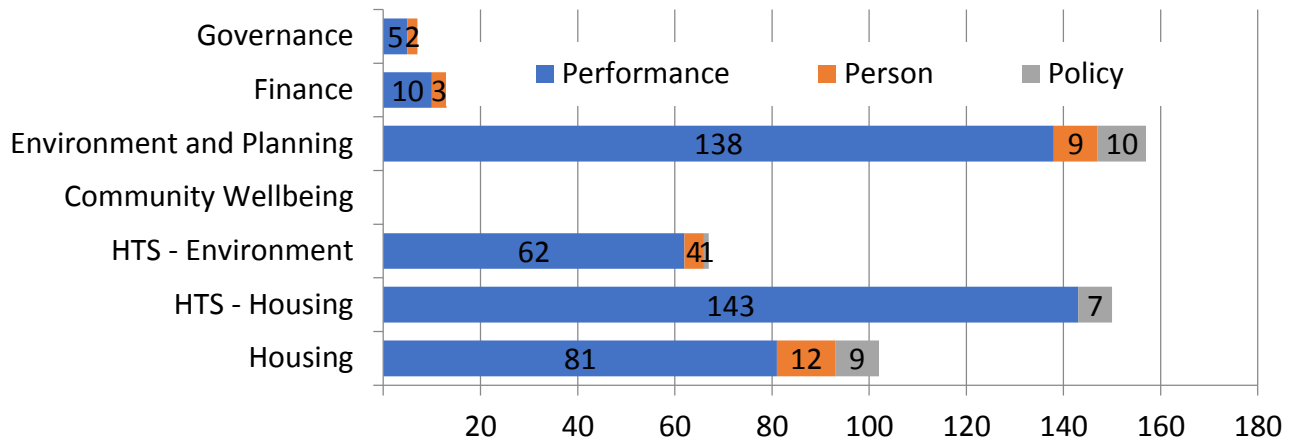
In quarter two of 2021/22, the council received a total of 496 complaints. These complaints break down as 166 (33%) upheld, 260 (52%) not upheld and 70 (14%) partially upheld. The chart below shows the breakdown by classification for each month and the quarter total.



The table below shows the breakdown of complaints by the stage, for each month in Quarter one. There were 81% of complaints resolved by stage one, 15% of complaints were resolved by stage two and 4% of the complaints reached stage three.

Month	Stage One	Stage Two	Stage Three
July	113	23	7
August	173	29	8
September	114	23	6
Quarter Two Total	400	75	21

The chart below shows a breakdown of the three complaint types and the number of complaints against the relevant service area. In quarter four there were 439 performance; 30 person and 27 policy related complaints.



Additional information is collected on all closed complaint that were either upheld or partially upheld, to ensure lessons are learnt to improve service delivery and minimise the risk of reoccurrence.

This information is logged by the service areas responding to the complaint and includes:

- What will be done as a result of the complaint?
- Who by?
- By when?

The Customer Services Officer receives monthly reports, to ensure that action(s) are being completed. Any failures/blockages are reported to the Customer and Media Services Manager, to progress to the relevant Head of Service.

Reports on trends and resolutions are provided to the Senior Management Board, to ensure continuous improvement.

Section Three: The Latest Financial Performance

The second quarter of the financial year continues to highlight the ongoing impacts being experienced from the Covid crisis especially in relation to income streams.

The report presented for Q2 highlights that the forecast pressure on the General Fund has increased from £103,000 at Q1 to £252,000. The pressures are directly related to the economic impacts of the Covid pandemic and are especially evident in relation to the Councils developments at the Harlow Innovation Park, the wider commercial property portfolio and car parking.

As previously reported, in approving the 2021/22 budget it was recognised that there was likely to be further financial volatility during the year and possibly further into the future as the Council, its residents and businesses move into the recovery phases of the crisis and begin to see the national support provided come to an end.

The Council agreed to set aside funding of £1.5m as a Budget Resilience Reserve in order to further protect the Council and its services from any aftershocks of the crisis and this is available as one off support should it be required during the this and indeed future years.

The Council continues to provide information to Government in respect of the impacts of the Crisis on its own financial position and whilst some support has been made available it is currently known if any further support will be provided during the remainder of the year.

Further reports will be presented to Cabinet and the financial position of will continue to be monitored closely to ensure that any potential significant impacts on the budget are identified and reported as early as possible.

Simon Freeman, Deputy to the Chief Executive and Director of Finance

[Movement in General Fund \(Q2 2021_21\); The Major Variances \(Q2 2021_22\).](#)

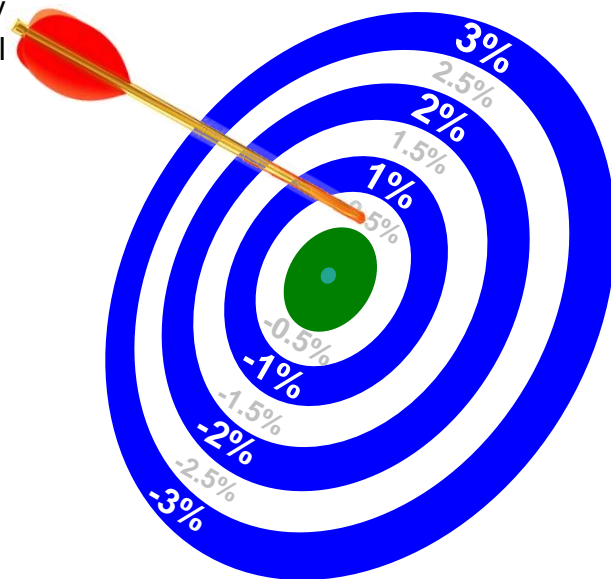
Movements in General Fund Balance in Quarter Two 2021/22

	<i>Emillions*</i>
General Fund closing balance as of 30 March 2021	3.031
Variation resulting from previous Cabinet / Council decisions:	
• Carry forwards from 2020/21 to 2021/22	(0.242)
Forecast Budget variations	(0.252)
Effective General Fund closing balance as at 31 March 2022	2.537

* Note: Figures in brackets () reduce the projected General Fund Balance.

2021/22 Forecast Outturn

The Council projects to Overspend by a margin of 0.4% on its gross General Fund revenue budget.



Major Variances - Quarter Two 2021/22

Service	Adverse £000s	Favourable £000s	Net £000s	Main Contributing Factors to Variations
Finance and Property Services				
Accountancy	463	(290)	173	Agency cover (adverse) offset by staff vacancies (favourable)
Finance Miscellaneous		(58)	(58)	VAT repayment and income yet to identified
Revenues & Benefits	87	(153)	(66)	Legal costs (adverse) and staffing costs (favourable)
ICT		(96)	(96)	Staff vacancies
Latton Bush Centre	99		99	Reduced Income
Modus	51		51	One off set up costs and ongoing infrastructure related costs
Nexus	602		602	Site costs and reduced rent income
Water Gardens Car Park	256		256	Reduced income
Former Potter Street Neighbourhood Office	37		37	Cost of utilities and reduced income
Car Parks	100		100	Reduced pay & display income
Minor Service variances	38	(77)	(39)	
Total Finance and Property Services			1,059	
Chief Executive				
Chief Executive	10		10	External advisors
Housing GF				
Leah Manning Centre	132		132	Reduced income partly offset by vacancies
Housing Options & Advice Team	(31)		(31)	Increased HRA recharges
Other Minor Variations		(3)	(3)	
Total Housing General Fund			98	
Governance				
Playhouse	29		29	Energy costs offset by reduced production costs net of income
Contact Harlow		(38)	(38)	Staffing vacancies
Legal Services Procurement		(49)	(49)	Staffing vacancies
Relationship & Commissioning		(66)	(66)	Staffing vacancies
HR		(41)	(41)	Staffing vacancies
Land Charges	36		36	Search fees
Legal		(170)	(170)	Staffing vacancies
Local Elections		(28)	(28)	District Council elections
Other Minor Variations	3	(86)	(83)	
Total Governance Service			(410)	
Community Wellbeing				
Pets Corner	27		27	Reduced income
Harlow Carnival		(26)	(26)	Carnival not held
Harlow Innovation Park	69		69	One off set up costs and ongoing infrastructure related costs
Other Minor Variations	7	(82)	(75)	
Total Community Wellbeing			(5)	
Environment and Planning				
Refuse & Recycling		(72)	(72)	Net increased income
Hackney Carriages & Private Hire	26		26	Employee costs
Environmental Health	26		26	Employee costs
Planning		(71)	(71)	Increased income
Client Team	33		33	Staff costs
Other Minor Variations	30	(13)	17	
Total Environment and Planning			(41)	
Service Specific Variations			711	Sub-total
Other				
Covid-19 income recovery grant		(459)	(459)	Actual grant received from Central Government to offset lost income as a result of the Covid-19 pandemic
Total Other Variations			(459)	Sub-total
Total General Fund Budget Variations			252	

Section Four: Performance

For Q2 2021/22, the Council performed on or above target for 40 out of 46 (87%) of its monthly and quarterly Key Performance Indicators (KPIs). Six (13%) KPIs performed below target and resulted in Improvement Action Plans (IAPs).




Percentage of indicators within or better than target	Qtr. ended 30/09/20	Qtr. ended 31/12/20	Qtr. ended 31/03/21	Qtr. ended 30/06/21	Qtr. ended 30/09/21
	84%	87%	94%	87%	87%

Good Performance: Twenty-nine (63%) of the KPIs performed significantly better than their targets in Q2 2021/22. Some of the KPIs that contributed to the good performance are in the table below.







































Key Performance Indicator	30/09/21 Actual	30/09/21 Target	30/09/20 Actual	30/09/20 Target
BV012 Average number of working days/shifts lost due to short term sickness absence	1.41	4.38	0.94	4.38
BV082aii Household Waste Recycled (Tonnes)	4,105.14	3,600.00	4,321.26	3,600.00
BV082bii Household Waste Composted (Tonnes)	2,046.26	1,750.00	2,133.32	1,750.00
NI157a Processing of major applications within 13 weeks or agreed timescale (%)	75.00	60.00	100.00	60.00
NI157b Processing of minor applications within 8 weeks or agreed timescale (%)	100.00	65.00	95.80	65.00
NI157b Processing of other applications within 8 weeks or agreed timescale (%)	90.70	80.00	91.60	80.00
HTS2.4 Average time (in hours) to remove fly tips	1.36	3.50	1.60	3.50
HTS2.62 Customer Satisfaction with Street Scene (%)	88.89	88.00	90.48	88.00
HTS2.10c Percentage of public land and highways with unacceptable levels of fly posting	0.22	1.00	0.67	1.00
HTS3.16 Playgrounds reactive maintenance (%)	100.00	100.00	100.00	100.00
HTS3.39 Customer Satisfaction with Grounds Maintenance Service (%)	90.00	88.00	94.00	88.00
HTS4.13 Standard Housing requests completed within 20 working days (%)	97.56	96.00	90.99	96.00
HTS4.21 Routine Void Works: Percentage of properties completed within 14 calendar days	100.00	100.00	100.00	100.00
HTS4.24 Gas compliance (Contractor Activity only) (%)	100.00	100.00	100.00	100.00
HTS5.3 Standard Reactive Repairs (Non Housing) (%)	100.00	97.00	100.00	97.00

Section Five: Improvement Actions Plans

All Key Performance Indicators (KPIs) which have been subject to an Improvement Action Plan (IAP) during the past 12 months are monitored; and reported using the following symbols in line with the Corporate Performance Monitoring framework.

Below Target: e.g. more than 5% worse than target	On Target: e.g. within 5% of target	Above Target: e.g. more than 5% above target
		

The table below shows how Key Performance Indicators (KPIs) subject to an Improvement Action Plan (IAP) have performed over time.

Quarterly Performance Indicator	QTR ended 30/09/2020	QTR ended 31/12/2020	QTR ended 31/03/2021	QTR ended 30/06/2021	QTR ended 30/09/2021
BF006 Average days to process change events				N/A	
BV008 Invoices paid within 30 days (%)			N/A		
BV009 Council Tax collected (%)					
BV010 NNDR collected (%)					
CS50 Average waiting time of calls received by Contact Harlow					
CS25Q Percentage of Customer Complaints responded to within target time					
HTS2.1b Routine Cleaning of Streets Detritus, to grade A standard (Wave)					
HTS3.11d Tree works carried out within 80 working days					

Number of Red Quarterly Indicators	4	5	3	5	6
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Details of the Improvement Action Plans (IAPs) for the quarter ending 30 September 2021 are set out below.

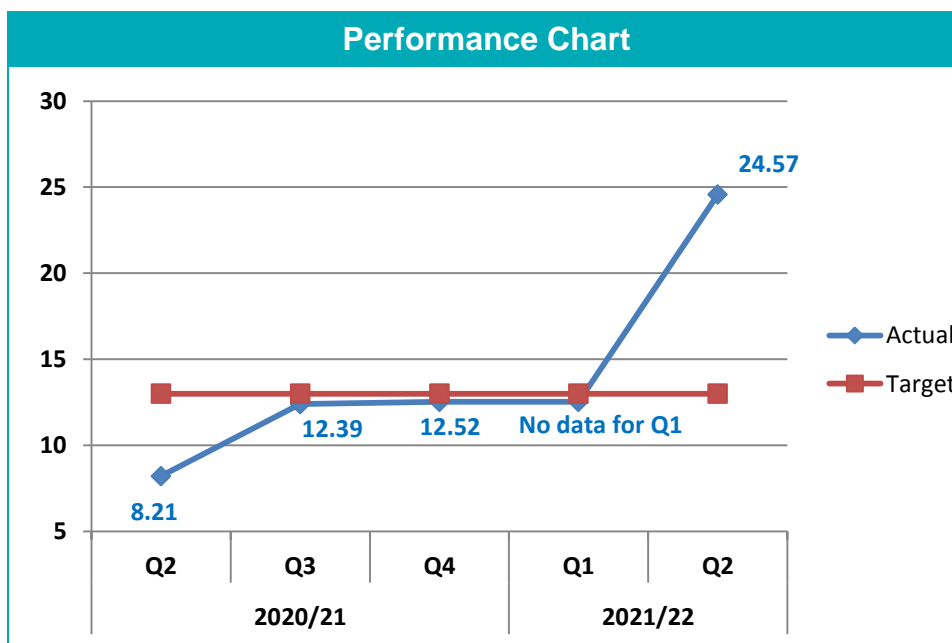
Improvement Action Plan

Reporting Period Ended: 30/09/2021

KPI
BF006 Average days to process change events

Performance					
Harlow	to 30/09/20	to 31/12/20	to 31/03/21	to 30/06/21	to 30/09/21
Actual	8.21	12.39	12.52	N/A	24.57
Target	13.00	13.00	13.00	13.00	13.00

Description
The average time taken in calendar days to process change events for Housing Benefit and/or Council Tax Benefit



Direction of Travel

What is the performance situation?

This performance measure combines the speed of processing changes in circumstances for Housing Benefit and Council Tax Support. Various factors have affected the speed of processing in this period, namely:

- Loss of staff resource;
- Increased caseload and workload due to Covid 19 and Universal Credit increase;
- Increase in staff sickness in 2020;
- A software problem in July & August prevented the update of specific Council Tax Support changes which adversely affected processing and this impact is largely responsible for the increase shown above.

What practical steps are being taken to improve?

The outturn figures for October 2021 shows performance is now improving as the backlog of work is reducing. The service is also undertaking a review of how Council Tax Support interacts with Universal Credit and implementing new procedures which should result in improved performance in the longer term.

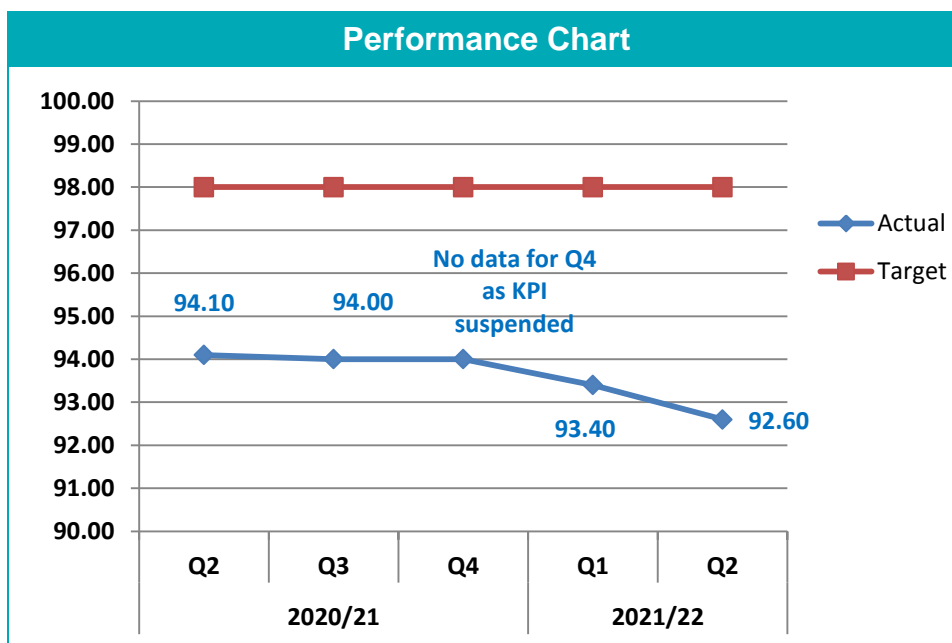
Improvement Action Plan

Reporting Period Ended: 30/09/2021

KPI
BV008 Invoices paid within 30 days (%)

Performance					
Harlow	to 30/09/20	to 31/12/20	to 31/03/21	to 30/06/21	to 30/09/21
Actual	94.10	94.00	N/A	93.40	92.60
Target	98.00	98.00	98.00	98.00	98.00

Description
The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.



Direction of Travel

What is the performance situation?

As previously reported additional information is being collected and reported back to all staff involved in the purchase and payment process. The figure for October has improved slightly, up to 93.8%.

What practical steps are being taken to improve?

All relevant staff have now been asked to provide evidence of the actions they have taken or plan to take to improve their performance.

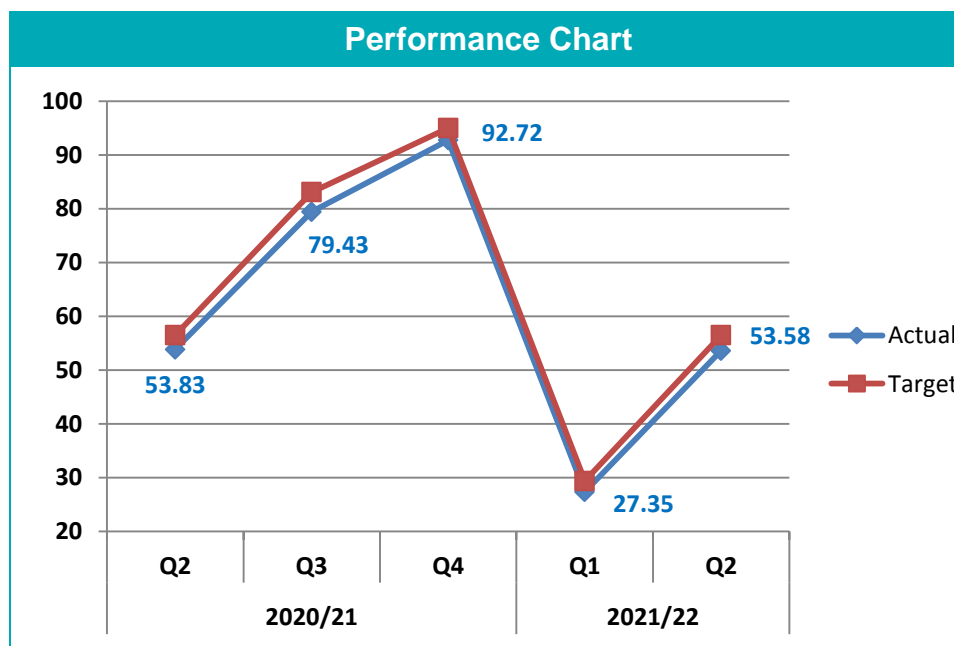
Improvement Action Plan

Reporting Period Ended: 30/09/2021

KPI
BV009 Council Tax Collected (%)

Performance					
Harlow	to 30/09/20	to 31/12/20	to 31/03/21	to 30/06/21	to 30/09/21
Actual	53.83	79.43	92.72	27.35	53.58
Target	56.48	83.09	95.00	29.36	56.48

Description
The percentage of Council Tax collected.



Direction of Travel

What is the performance situation?

The ongoing impact of Covid 19 is hampering in year collection. During 2020-21 Covid restrictions resulted in the halting of formal recovery action. Whilst “soft reminder” action was taken through the year, formal recovery action had to be taken in the current financial year in respect of 20-21 arrears to ensure recovery. This was required before formal action could commence in respect of 21-22 arrears.

What practical steps are being taken to improve?

Formal recovery action has now recommenced in respect of 20-21 arrears and the current financial year. The annual recovery timetable must be planned around the Magistrate Court dates and these were only recently received for the current calendar year. The first batch of formal reminder notices for 21-22 were issued during July – under normal circumstances this action would have commenced in April. Recovery work continues and summonses have been issued for 20-21 arrears and the current financial year also.

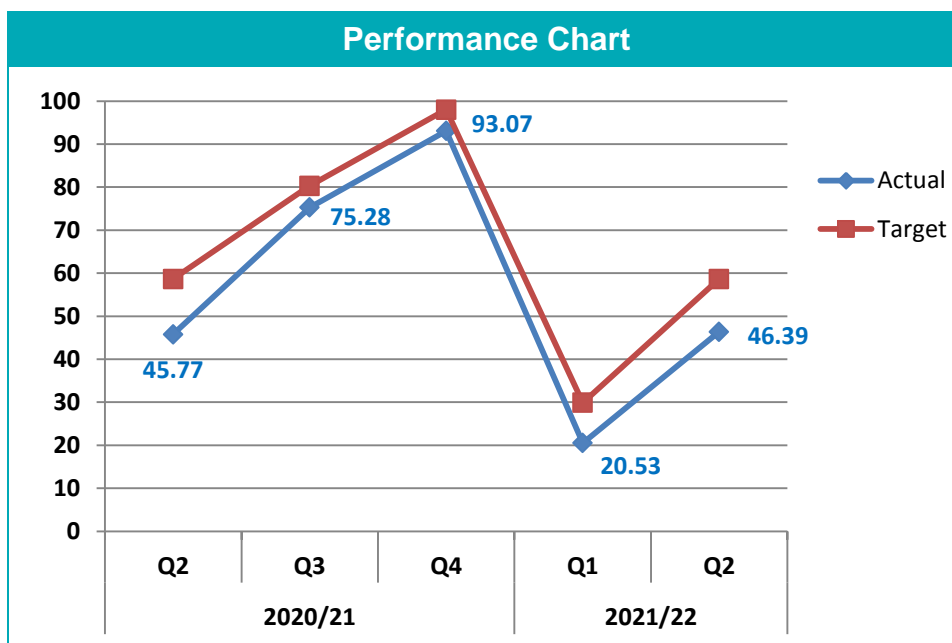
Improvement Action Plan

Reporting Period Ended: 30/09/2021

KPI
BV010 NNDR collected (%)

Performance					
Harlow	to 30/09/20	to 31/12/20	to 31/03/21	to 30/06/21	to 30/09/21
Actual	45.77	75.28	93.07	20.53	46.39
Target	58.66	80.32	98.00	29.90	58.66

Description
The percentage of non-domestic rates due for the financial year which were received by the authority



Direction of Travel

What is the performance situation?

The majority of businesses were granted 100% Retail Relief in Q1, but the ongoing impact of Covid 19 is hampering in year collection. During 2020-21 Covid restrictions resulted in the halting of formal recovery action, and as a result this action had to be taken in the current financial year in respect of 20-21 arrears to ensure recovery. This is required before formal action could commence in respect of 21-22 arrears.

The collection rate at the end of Q2 (2021/22) is higher than the same quarter in 2020-21.

What practical steps are being taken to improve?

Formal recovery action has now recommenced in respect of 20-21 arrears and the current financial year. The annual recovery timetable must be planned around the Magistrate Court dates and these were only recently received for the current calendar year. The first batch of formal reminder notices for 21-22 were issued during July – under normal circumstances this action would have commenced in April. Recovery work continues and summonses have been issued for 20-21 arrears and the current financial year also.

Improvement Action Plan

Reporting Period Ended: 30/09/2021

KPI

CS25Q % of customer complaints responded to within target time

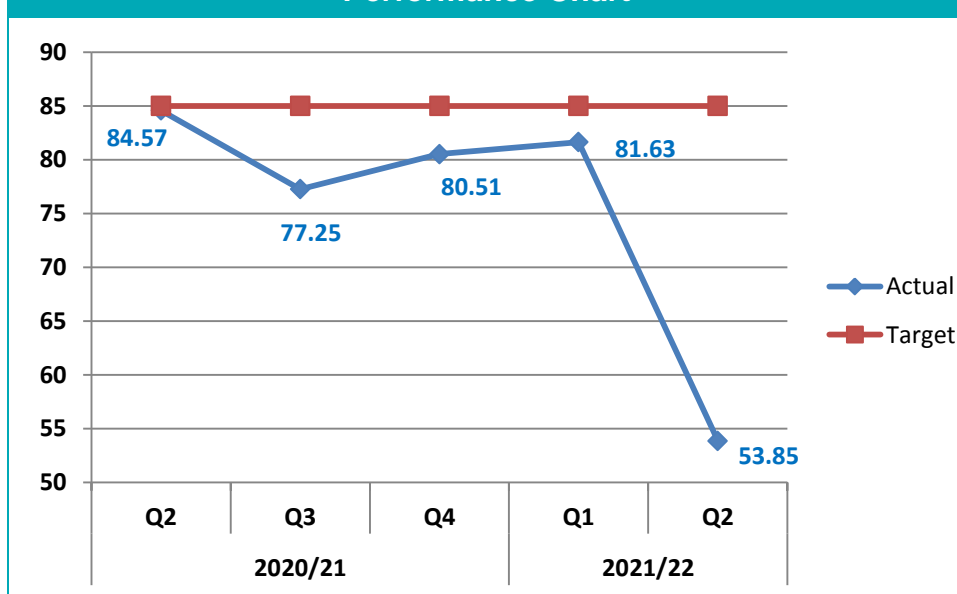
Performance

Harlow	to 30/09/20	to 31/12/20	to 31/03/21	to 30/06/21	to 30/09/21
Actual	84.57	77.25	80.51	81.63	53.85
Target	85.00	85.00	85.00	85.00	85.00

Description

The quarterly percentage of total customer complaints (posted, emailed or telephoned) that were responded to within the Council's target time.

Performance Chart



Direction of Travel



What is the performance situation?

The amount of complaints has significantly increased which predominately relate to problems with waste collections.

What practical steps are being taken to improve?

Veolia has put in additional resource, and it is anticipated that as the bins are now being collected on time, complaints will reduce.

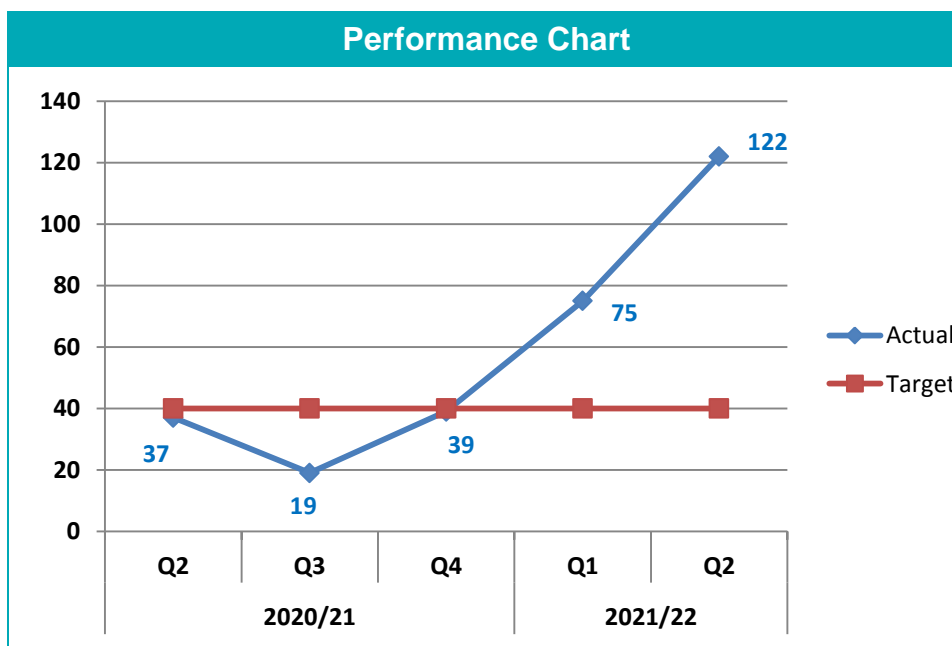
Improvement Action Plan

Reporting Period Ended: 30/09/2021

KPI
CS50 Average waiting time of calls received by Contact Harlow

Performance					
Harlow	to 30/09/20	to 31/12/20	to 31/03/21	to 30/06/21	to 30/09/21
Actual	37	19	39	75	122
Target	40	40	40	40	40

Description
Average waiting time of calls received by Contact Harlow before they speak to a Customer Advisor (seconds)



Direction of Travel


What is the performance situation?

Five vacancies in Contact Harlow occurred in a very short timescale which coincided with a higher number of calls. This has meant that customers had to wait longer than normal.

What practical steps are being taken to improve?

Five new members of staff have now started, and this will ensure service goes back to a normal level.

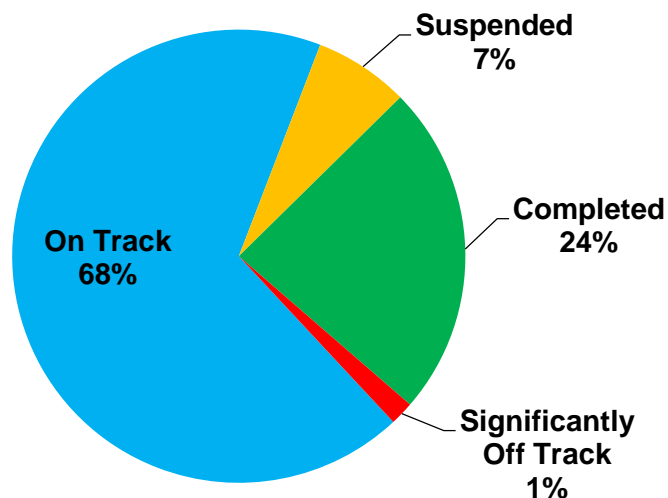
Section Six: Key Corporate and Financial Risk

Risk Name	Risk Owner	Inherent Likelihood	Inherent Impact	Controls Already in Place	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Risk Indicator	DoT	Foreseeable Likelihood	Foreseeable Impact	Foreseeable Risk Score	Additional actions to mitigate risk	Last Reviewed
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There were no exceptional strategic risks (rated 20 or higher – high likelihood, high impact) recorded on the Council’s Risk Register.

Section Seven Progress in delivering the Corporate Plan

The Corporate Plan sets out the goals the Council will complete to deliver its corporate priorities and principles. Below is an update of how well the Council performed in Q2 (2021/22) in delivering its Corporate Plan.



The position of the Corporate Milestones as at 30 September 2021 is broken down as follows:

- 24% (14 out of 59) of the milestones were successfully completed.
- 68% (40 out of 59) of the milestones have started and are on track.
- 7% (4 out of 59) of the milestones have been suspended.
- 1% (1 out of 59) of the milestones was significantly off track.

Service Actions	Service Milestones requiring Further Action	Due Date	Status	What is the performance situation?
FA05.5 Ensure the Council's Accounts are closed/audited/reported as per current guidance and regulations	FM05.5.2 Sign off and completion of the 2019/2020 and 2020/2021 audit process	30/11/2021	▲	Sign off will be delayed until 2021/22 due to delays relating to a technical matter with HTS pensions in the 2018/19 accounts 2019/20 and 2020/21.

Service Actions	Service Milestones requiring Further Action	Due Date	Status	What is the performance situation?
<p>GA04.1 As recovery from Covid progresses, review front line customer service delivery including cash office facilities to ensure meets both customers and council's needs.</p>	<p>GM04.1.1 Review current arrangements and establish baseline data</p>	<p>31/10/2021</p>	<p>█</p>	<p>Report went to Senior Management Board on 10 August 2021 recommending the ongoing closure of the Cash Office with a further period of monitoring to be undertaken.</p> <p>A subsequent decision was made by the Chief Executive and Leader to re-open it on 16 August 2021. Further work is now required to understand the long term options and therefore the matter will be monitored. The Accommodation Review will also need to feed in this work.</p>
	<p>GM04.1.2 Ascertain corporate requirements</p>	<p>30/11/2021</p>		
	<p>GM04.1.3 Full report with options and recommendations to SMB</p>	<p>31/12/2021</p>		
	<p>GM04.1.4 Implement review</p>	<p>31/03/2022</p>		