

Wiltshire Council

Cabinet

27 September 2022

Subject: Council Performance and Risk 2022/23 – Quarter One Monitoring

Cabinet member: Councillor Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing.

Key Decision: Non Key

Executive Summary

This report provides an update on performance against the stated missions in the Council's Business Plan 2022-32, its strategic risks and proposed future developments.

Proposals

Cabinet to note the updates and outturns:

1. Against the measures and activities ascribed against the Council's priorities and that targets for the measures will be included in the quarter two performance report.
2. To the Strategic Risk Register, issues and emerging risks.

Reason for Proposal

To provide Cabinet with a quarterly update on the current performance framework, which is compiled of the measures used to monitor progress against the 10 missions laid out in Wiltshire Council's Business Plan 2022-32.

The Strategic Risk Summary captures and monitors significant risks facing the Council, in relation to significant in-service risks facing individual areas and in managing its business across the authority.

This is supported by, and in compliance with, the Council's Corporate Performance and Risk Policy.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

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Subject: Council Performance and Risk Monitoring Report: Q1 2022/23

Cabinet member: Councillor Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing.

Key Decision: Non Key

Purpose of Report

1. This report provides an update on the progress against the stated missions in the Council's Business Plan.
2. To note: it provides information on measures of performance at the end of Q1 (June 2022) and risks as they are in Q2.
3. The Q1 2022/23 Performance Scorecard is attached to the report as **Appendix 1**.
4. The Strategic Risk Summary is attached as **Appendix 2**.
5. A supporting commentary is available in **Appendix 3**.

Relevance to the Council's Business Plan

6. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032, at the end of quarter Q1 2022/23.

Background

7. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.
8. These measures fell into three categories:
 - i) Main indicators – the key metric for that particular mission.
 - ii) Supporting indicator(s) – a metric that helps add weight or explanation to the main indicator.
 - iii) Basket indicators – where it was impossible to identify one or two main indicators measures were grouped together to be able to report on elements of each mission.

9. The resulting scorecard includes each main measure (the latest reported figure) and the most relevant/recent supporting and basket indicators.
10. Measures on the scorecard are owned and reported by the service to which they relate. Intended to evolve. Cabinet and scrutiny
11. The Strategic Risk Summary is attached as **Appendix 2** and provides information on the challenges, and potential challenges, the Council faces in delivering its services and ambitions.
12. Included in the risk summary is the Strategic Risk Register which contains risks that, if they were to become issues, could hamper the Council's ambition to achieve its stated aims whether that be empowering the people of Wiltshire, building thriving economies or leading the response to climate change. Risks are identified, defined, reviewed and managed in service areas.
13. There are over 250 risks identified and scored in the Council's risk management process. The Strategic Risk Register is made up of those risks which have either a potential impact on the wider council or are the responsibility of the wider council to mitigate.
14. A full explanation of the makeup of the Strategic Risk Register can be found at the bottom of Appendix 2.
15. Two previous risks – inflation and staff recruitment and retention – have now been classified as issues meaning that the potential problems identified have materialised.
16. The council's teams are now working to mitigate the impact of these issues and will continue to do so until they are no longer having a direct impact on delivery.
17. This is in line with and outlined in more detail within the Council's Corporate Performance and Risk Policy.

Future Developments

18. Throughout the course of 2022 and beyond, the Council's Scorecard will be undergoing significant review and improvement, and changes will be brought to Cabinet.
19. Working with Directors and Cabinet Members, targets will be set for quarter two, and measures iteratively challenged and improved at Performance Outcome Boards and Groups to ensure they are most representative of performance against a mission and allow for advanced scrutiny.
20. This is in addition to presentational changes to ensure it provides an easy read dashboard with improved data visualisation, which provides greater context, longer time series and an enhanced narrative about progress against service delivery plans which highlights where there are risks of failure or slippage.

21. Alongside these changes, a programme is underway to align financial reporting so that reporting cycles are correctly timed, and reports can be presented and synchronised with wider Council performance.
22. Future risk summaries will feature the Council's revised response to national-level risks. This will be completed in partnership with the Local Resilience Forum who will produce a Wiltshire response to the National Risk Assessment when it is published.
23. An exercise is also being undertaken with the Extended Leadership Team to ensure that items that do not yet make risk classification or cannot be quantified as emerging risks are considered in more depth, and future summaries are reflective of the live and dynamic nature of council services.

Overview & Scrutiny Engagement

24. The Overview and Scrutiny Management Committee is considering this report on 21 September.

Safeguarding Implications

25. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults. Action is taken where improvements in performance are required.

Public Health Implications

26. Not applicable as no decision is required.

Procurement Implications

27. Not applicable as no decision is required.

Environmental and Climate Change Considerations

28. Not applicable as no decision is required.

Equalities Impact of the Proposal

29. Not applicable as no decision is required.

Risk Assessment

30. Not applicable as no decision is required.
31. Performance and risk indicators will continue to draw on the framework set out in the Business Plan and will continue to be refined through engagement with the relevant services.

Financial Implications

32. Not applicable as no decision is required.
33. Performance and risk as outlined above will inform the current service planning cycle and in turn the development of the budget for February 2023.

Legal Implications

34. Not applicable as no decision is required.

Options Considered

35. Not applicable as no decision is required.

Conclusions

36. This report brings together updates performance indicators that make up the performance framework as well supplementary commentary to provide further context around the Council's activities in these areas and the risks faced by the Council.

Perry Holmes

Director, Legal and Governance

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Background reading

Corporate Performance and Risk Policy

Appendices

- Appendix 1: Wiltshire Council Performance Scorecard - 2022/23 Quarter One
 - Appendix 2: Strategic Risk Summary Q1 2022/23
 - Appendix 3: Performance and Risk Commentary Q1 2022/23
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