

Wiltshire Council

Cabinet

19 November 2024

Subject: Corporate Performance and Risk Monitoring Report 2024-25 Q2

Cabinet Member: Cllr Richard Clewer - Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing

Key Decision: Non-Key

Executive Summary

This report provides a quarter two update on performance against the stated missions in the Council's Business Plan 2022-32.

Proposals

Cabinet is asked to note and agree:

- 1) Performance against the selected measures mapped to the Council's strategic priorities.
- 2) The Strategic Risk Summary.

Reason for Proposals

To provide Cabinet with a quarterly update on measures used to monitor progress against the 10 missions laid out in Wiltshire Council's Business Plan 2022-32.

To provide Cabinet with a quarterly update on the Council's strategic risks and the current position of threats, and potential threats, the Council faces in delivering its services, responsibilities and ambitions.

**Lucy Townsend
Chief Executive**

Wiltshire Council

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Key Decision: Non-Key

Purpose of Report

1. This report provides an update on performance against the stated missions in the Council's Business Plan and the current position of threats, and potential threats, the Council faces in delivering the Business Plan.
2. It provides measures of performance using data available at the end of Quarter 2 and risks as they are at the time of the report's production. Risks are not presented on a quarterly reporting cycle.
3. The Q2 2024/25 Corporate Scorecard is attached to the report as Appendix 1.
4. The Strategic Risk Summary is attached as Appendix 2.

Relevance to the Council's Business Plan

5. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032.

Background

6. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a corporate performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.
7. This framework was reviewed in January 2023, resulting in new measures being added and additional measures being reviewed, developed and improved.
8. Performance measures and targets on the Scorecard are owned and reported by the service to which they relate, and they continue to be reviewed and challenged at Performance Outcome Boards (POBs) and Groups (POGs) to inform recommendations and drive improvements. This ensures they are most representative of performance against a mission and allows for advanced scrutiny.
9. Risks are also owned by the service to which they relate, and are identified, scored, managed and reported on in accordance with the Council's recently updated Risk

Management Policy. Support to services in managing their risks is provided by the Executive Office.

Main Considerations for the Council

Performance

10. The new Central POB continues to operate, meeting monthly and chaired by the Chief Executive Officer. Membership consists of the Corporate Leadership Team, as well as the Council Leader and Deputy Leader. The Central POB focuses on challenges to performance and horizon scanning, with recent meetings focused on in-depth discussions around Planning and the Housing Revenue Account (HRA).

Corporate Performance Scorecard

11. Changes made in Q1 have been retained, with a light-yellow background to the Scorecard in Appendix 1 indicating that a measure has been updated, and a white background indicating that no new data was available this quarter. In addition, narratives on the Scorecard are no longer replicated on this report, except where additional contextual information is provided.
12. No new data is available on the educational gap at Year 1 or Key Stage 4, nor on educational outcomes at Key Stage 4, either overall or specific to SEND, as exams and marking were still underway at the time the report was compiled. The next update to these datasets is expected to be published in the autumn.
13. Following Ofsted's decision¹ to scrap single-word judgements of overall effectiveness during Q2 2024/25, the two measures reporting on the percentage of schools and the percentage of early years settings rated good or outstanding have been removed from the Performance Scorecard. Alternative indicators for school and early years effectiveness will be explored, once more is known about the proposed replacement report cards.
14. No new data is available for the number of EHCPs issued within 20 weeks on time with no exceptions. Data for Q2 will be included in the Q3 2024/25 report.
15. Annual data for the percentage of children and adults who are physically active was updated for the Q1 2024/25 report. This measure next be updated for the Q1 2025/26 report.
16. Road resurfacing activities are being funded from three sources during 2024/25: A & B roads are being resurfaced via machine surfacing from the DfT Structural Maintenance Block; The surface dressing programme is funded from the DfT Road Resurfacing Fund; C & unclassified activity is funded from the Wiltshire Council Increased Highway Investment Tranche 1. The Wiltshire Council Increased Highway Investment Tranche 2 is to be used in 2025/26. Targets for 2024/25 have been updated since first reported in Q1.
17. No new data is available for the percentage of cars found speeding by Community Speedwatch Teams. Data for Q2 will be included in the Q3 2024/25 report.

¹ Ofsted Consultation outcome: "Hearing feedback, accepting criticism and building a better Ofsted: the response to the Big Listen: [Hearing feedback, accepting criticism and building a better Ofsted: the response to the Big Listen - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/hearing-feedback-accepting-criticism-and-building-a-better-ofsted-the-response-to-the-big-listen) [Accessed 16/10/2024].

18. Since preparation of the data in Appendix 1, an issue has been identified in the way reported antisocial behaviour cases have been recorded in the new ARCUS system. This issue has already been addressed by making certain fields mandatory before a case can be closed. The public protection team are now reviewing all cases to ensure they have been closed correctly. Following this, all data on the percentage of reported antisocial behaviour cases resolved within 60 days will be updated for the Q3 2024/25 report.
19. Since April 2024 Public Health have embedded a new digital function for collecting data from the NHS healthcare programme delivered in Primary care. During this transition period and Primary Care getting used to a new data reporting system, the Q1 figures for the uptake of NHS health checks previously submitted have now been amended. The new data system ensures a consistent approach in collating this data from each GP Practice. The reason for the decrease in uptake in Q1 from previously submitted figures is due to the variation in the time period at which patients are invited. There is now consistency with inviting those patients every 5 years as in line with the best practice guidance for this programme. There has been an increase in the numbers offered an NHS Health Check in Q1 2024/25 compared to Q4 2023/24. This is typical in Primary Care where we see an uplift in Q1 compared to previous financial years quarters. The numbers of invitations sent is 14% lower in Q1 2024/25 than Q1 2023/24. Those taking up a health check has decreased in number in Q1 compared to the same quarter in 2023/24, however the uptake percentage has increased slightly to 31%. The Q2 figures are provisional, as these need to be quality assured. Q2 shows a similar trend with an increase in the number of health checks offered and broadly similar uptake of people receiving a health check. The average over Q1 and Q2 shows an increase in the numbers of people invited for an NHS Health Check and a slight decrease in the numbers of people taking up the offer. Public Health are confident that the data collected from Ardens Manager reflects activity within Primary Care.
20. No new data is available for the percentage of 16-17-year-olds who are NEET. Data for Q2 will be included in the Q3 2024/25 report.
21. No new data for Gross Weekly Pay, Regional GVA or RFQ Skills level have been published since the most recent annual update reported in Q1 2024/25. These are annual measures and are not expected to be updated again until Q1 2025/26.
22. No new data on the number of rail journeys has been published since the previous scorecard reported in 2023/24 Q4. The next update to this dataset is expected to be published in December 2024 and will be included in the Q3 2024/25 report.
23. New data on the percentage of 4G mobile phone coverage indoors from all providers is an interim update to 2023's dataset and shows continual improvement.
24. No new data for Wiltshire's greenhouse gas emissions or Wiltshire Council's carbon emissions have been published since the last scorecard reported in Q1 2024/25.
25. No new data for the number of hectares of new tree/woodland planting is available. The tree-planting season will take place over Q3 and Q4 and progress will be reported in the Q3 2024/25 Performance Scorecard.

26. No new data for Wiltshire's renewable energy capacity or the percentage of energy performance certificates at levels A-C have been published since the last scorecard reported in Q1 2024/25.

Risk

27. Risks are now being identified, managed and reported under the new Risk Management Policy, approved by Cabinet in May (item #66), which involves risks being scored against the new 5x5 scoring matrix.

28. Risks continue to be identified, defined, reviewed, and managed in service areas.

29. A review of the Council's strategic risks has now been completed. The 18 new strategic risks, agreed by CLT, cover a broader range activities conducted by the Council and better reflect the strategic threats to the Council's ambitions, responsibilities and strategic priorities.

30. These new risks are reported in the Strategic Risk Summary, attached as Appendix 2. The overall level of current risk is Medium.

31. The inability to meet increasing demand for EHCPs and support to children with SEND within available budgets remains as an issue, meaning that the risk is now present. The impact of SEND Transformation activity is not yet evident, as demand for EHCPs remains high and support to children with SEND within available budgets remains an issue, meaning that the risk is now present. Officers continue to work to mitigate the issue through actions to implement the Safety Valve management plan.

32. The strategic risk on failures in corporate health, safety and wellbeing (STR-24-09) is currently a high risk that exceeds its appetite. A full review has been undertaken following a transfer of the service to a different Directorate and an improvement plan developed, with key projects prioritised and supporting budget established. Early priorities include new governance, new software, roll out of personal protection devices, and targeted training. Increased reporting and action plan updates are also planned, and the first meeting of the Strategic Health and Safety Board is scheduled. In addition, a programme of internal audits is underway, instigated by the Director of Assets, to cover both this and the strategic risk relating to a failure to achieve full statutory landlord compliance (AF-24-01). An improvement plan will be discussed by November's Overview and Scrutiny Management Committee.

33. The previously reported issue around staff capacity, recruitment and retention is no longer considered an issue and has therefore been de-escalated to a strategic risk for ongoing monitoring and mitigation.

34. The previously reported emerging risk on the financial impact of global events is now better understood and has been incorporated into strategic risk FI24, an inability to withstand the impact of excessive inflation on suppliers.

35. The previously reported emerging risk on additional service pressures has also been removed, as it is no longer considered to be an area of strategic concern.

36. There are 208 risks currently identified and scored in the corporate risk management process at the time of print, not including the national risks that are managed by the Local Resilience Forum.

37. Officers continue to meet regularly with Internal Audit to review progress against the agreed action plan, which was reported to November's Audit and Governance Committee meeting. Work continues to progress well on outstanding actions, which are almost complete.

Future Developments

38. The Office for Local Government is reported to be pushing ahead with work to expand its data gathering, despite ministers pausing its early warning conversations, pending a review of Oflog's long-term role by the end of the year. It is understood that a new version of Oflog's Data Explorer is current being tested.

Safeguarding Implications

39. There are no direct safeguarding implications arising from the report. However, performance for a number of key metrics relating to the safeguarding of children and adults is reported, allowing for strategic oversight of safeguarding considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Public Health Implications

40. There are no direct public health implications arising from this report. However, performance for a number of key public health metrics is reported, allowing for strategic oversight of public health considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Procurement Implications

41. There are no procurement implications arising from this report as it is for information only and no decision is required.

Equalities Impact of the Proposal

42. There are no equalities implications arising from this report as it is for information only and no decision is required.

Environmental and Climate Change Considerations

43. There are no direct environmental implications arising from this report. However, performance for a number of key environment metrics is reported, as are two climate-related risks, allowing for strategic oversight of environmental and climate change considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Workforce Implications

There are no direct workforce implications arising from this report.

Risks that may arise if the proposed decision and related work is not taken

44. This is not applicable as the report is for information only and no decision is required.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

45. This is not applicable as the report is for information only and no decision is required.

Financial Implications

46. There are no direct financial implications arising from this report as it is for information only and no decision is required.

Legal Implications

47. There are no direct legal implications arising from this report as it is for information only and no decision is required.

Overview and Scrutiny Engagement

48. The Overview and Scrutiny Management Committee is due to consider this report and associated appendices in its meeting on 27th November 2024.

49. At their meeting on 12 September 2024, the Committee asked a number of questions relating to measures on the 2024/25 Q1 Corporate Performance Scorecard.

50. The discussion was captured fully in the minutes, and all actions and follow ups have been completed.

Options Considered

51. There are no options to consider as the report is for information only and no decision is required.

Conclusions

52. This report brings together the list of corporate performance indicators and supplementary commentary to provide further context around the Council's activities in these areas, as well as strategic risks that may prevent the Council from achieving its responsibilities and strategic ambitions.

Perry Holmes

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Appendices

Appendix 1 – Performance Scorecard 2024/25 Q2.

Appendix 2 – Strategic Risk Summary 2024/25 Q2.

Background Papers

Risk Management Policy 2024.