

# North Somerset Council

## Report to the Place Policy and Scrutiny Panel

**Date of Meeting: 8 March 2023**

**Subject of Report: Q3 performance and risk update for 2022/23**

**Town or Parish: ALL**

**Officer/Member Presenting: Emma Diakou, Head of Business Insight, Policy and Partnerships**

**Key Decision: NO**

### **Reason:**

This is an information item.

### **Recommendations**

That the panel note the Q3 updates to the 2022/23 performance management framework and strategic risk register included in this report.

### **1. Summary of Report**

Our Business Planning and Performance Management Framework is designed to monitor progress against our Corporate Plan priorities and against our vision for an *open, fairer, greener* North Somerset.

We do this on an annual basis by developing and implementing Annual Directorate Statements. These are the business plans for the five council directorates (Adults, Children's Services, Corporate Services, Place, and Public Health and Regulatory Services) and give the key strategic commitments for the year ahead. These commitments are directorate specific or organisational wide. Progress against these commitments is monitored by key projects and their milestones. We also monitor a number of Key Corporate Performance Indicators (KCPIs) which give an overview of activity, pace and outcomes.

Alongside these commitments, directorate risk registers are developed, these include any risks which might challenge achievement of our priorities. These risk registers are reviewed to develop an over-arching Strategic Risk Register, where high level risks are escalated and held.

This paper gives an update on progress against the organisational-wide commitments, the KCPIs that are reported to our Scrutiny Panels, and the Strategic Risk Register as of end Q3. This paper also provides links to published data sets which give additional context and/or oversight against our performance including directorate commitments.

The panel is asked to note this Q3 performance update using the following frameworks:

Annual Directorate Statement commitments:

**Fig 1.1: commitment RAG rating framework**

GREEN	Successful delivery of this commitment is highly likely. There are no major outstanding issues that at this stage appear to threaten delivery
GREEN/AMBER	Successful delivery of this commitment is likely but there are some minor outstanding issues that need to be resolved to ensure delivery.
AMBER	Successful delivery of this commitment appears feasible, but issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly should not present further problems.
AMBER/RED	Successful delivery of this commitment may be unachievable. Issues already exist requiring immediate management attention to ensure delivery.
RED	Successful delivery of this commitment appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable.

Key Corporate Performance Indicators:

- GREEN: On track.
- AMBER: Not on track but likely to be brought back on track by end year.
- RED: Not on track and unlikely to be so by end year.

Strategic Risk Register:

The panel is asked to note the Q3 risk register status using the following risk scoring matrix. This matrix is applied to all risks before (inherent) and after (residual) mitigating actions are applied. Risks scores reported in this report are residual scores.

**Fig 1.2: risk scoring matrix**

		← Likelihood →				
		Rare	Unlikely	Possible	Likely	Almost certain
Impact	Critical	LOW/MED	MEDIUM	HIGH	HIGH	HIGH
	High	LOW	MEDIUM	MED/HIGH	HIGH	HIGH
	Medium	LOW	LOW/MED	MEDIUM	MED/HIGH	HIGH
	Low	LOW	LOW/MED	LOW/MED	MEDIUM	MEDIUM
	Negligible	LOW	LOW	LOW	LOW/MED	LOW/MED

**2. Policy**

The Corporate Plan is the council’s overarching strategic document. It is the only plan which covers the full range of the council’s responsibilities and is an important tool to help focus our effort and resources on the right things. By prioritising a clear set of commitments, the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve.

The risk registers detail the risks faced by North Somerset Council in relation to achieving our aims and priorities as defined in the Corporate Plan. The risk registers also note mitigating actions being taken where possible to control those risks.

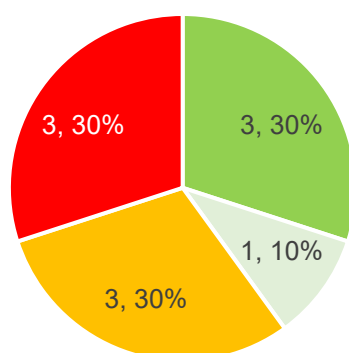
### 3. Details

#### Annual Directorate Statement commitments:

There are 10 organisational wide commitments which all council directorates help to contribute towards. As of end Q3, 3 commitments were GREEN, 1 was GREEN/AMBER, 3 were AMBER, and 3 were RED (fig 1.3).

**Fig 1.3 ADS organisational wide commitments as of end Q3**

■ GREEN ■ GREENAMBER ■ AMBER ■ AMBERRED ■ RED



RED commitments requiring immediate management attention were:

- We will develop the directorate transformation programmes for 2022/23 linked in to Medium-term Financial Planning.
- We will deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.
- We will deliver the Digital Strategy action plan for 2022/23.

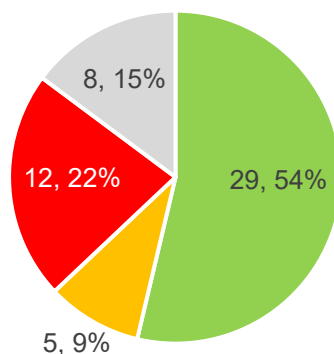
For the full list of organisational wide commitments per the framework in fig 1.1, please see appendix 1. For the full list of all directorate transformation commitments (updated quarterly) please see the published interactive [Corporate Plan performance dashboard](#).

#### Key Corporate Performance Indicators:

There were 54 reportable KCPIs as of end Q3, 8 were contextual (not targeted), 29 were GREEN, 5 were AMBER, 12 were RED (fig 1.4).

**Fig 1.4 Key Corporate Performance Indicators: RAG rating as end Q3**

■ GREEN ■ AMBER ■ RED ■ Not targeted



RED KCPIs requiring immediate management attention were:

- Self-reported wellbeing - people with a high anxiety score.
- Self-reported wellbeing - people with a low happiness score.

- The number of level 2 complaints (excluding social care complaints).
- The percentage of adults in contact with secondary mental health services living independently or without support (ASCOF).
- Average length of stay in temporary accommodation (weeks).
- The number of anti-social behaviour incidents overall in North Somerset.
- The percentage of assessment complete within 45 working days (children social care).
- The percentage of child protection plans started that were a second or subsequent plan.
- The percentage of children in care with three or more placement moves - rolling 12 month period.
- The percentage of care leavers (19-21 year olds) in suitable accommodation.
- The percentage of schools and settings rated 'Good' or better by Ofsted (all phases).
- The percentage of employees who are accredited as carbon literate.

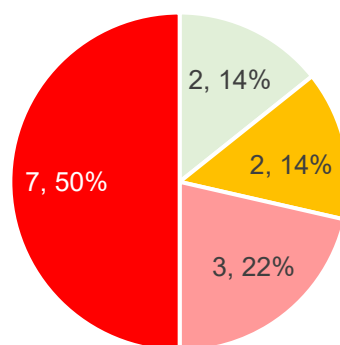
For the full list of KCPIs including targets and benchmarking please see appendix 2.

#### Strategic Risk Register:

There are 14 risks in the strategic risk register. After mitigating actions were applied in Q3, 7 risks remained HIGH (fig 1.5):

**Fig 1.5 strategic risk register: residual risk score as end Q3**

■ LOW ■ LOWMED ■ MED ■ MEDHIGH ■ HIGH



High scoring risks were:

- Risk that we are unable to deliver the priorities of the council by not planning to meet the Medium Term Financial challenge and delivering a balanced budget.
- Risk that we do not deliver sustainable change in children's services at the right pace of the improvement journey.
- Risk that we do not manage the demand for children's social care and SEND placements within available resources.
- Risk that despite protecting the council's systems and essential data from cyber-attacks, malicious attempts to damage critical services within the council could be disruptive.
- Risks aligned to the deteriorating condition of some of our assets.
- Risks aligned to any delay to the Local Plan process exposing council to risk of speculative development and unplanned growth through appeal.
- Risks to achieving a net zero position by 2030 given current resources and sphere of influence.

For the full list of strategic risks including their inherent and residual risk rating as per the matrix in fig 1.2, please see appendix 3.

#### 4. Consultation

As part of the Business Planning and Performance Management Framework all tier three managers and above contribute to their Annual Directorate Statement. These are then agreed by Directorate Leadership teams and Corporate Leadership Team.

The views of residents, staff and other stakeholders all helped to shape the development of the Corporate Plan on which the Annual Directorate Statements are based.

#### 5. Financial Implications

The Annual Directorate Statements are developed alongside the Medium-term Financial Plan to ensure that the commitments made are within the resource envelope for the year ahead. Monitoring the effectiveness of our financial management is then embedded within the Annual Directorate Statements. All statements include a commitment as follows: *Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings*. Risks are then aligned to that commitment as needed and reported quarterly.

There are no specific financial implications to this report.

#### Costs

N/A

#### Funding

N/A

#### 6. Legal Powers and Implications

Business planning and performance reporting are part of the good governance of the council.

#### 7. Climate Change and Environmental Implications

The Business Planning and Performance Management Framework contributes to the council’s vision to be open, fair and green. As part of this, all Annual Directorate Statements for 2022/23 include the following commitment for all directorates: *Deliver the directorate climate emergency action plan and deliver to timescales*. A commitment is also included to refresh the over-arching Climate Emergency Strategy and action plan. Progress against this is monitored quarterly.

#### 8. Risk Management

This report considers performance and risk management across the organisation aligned to the Corporate Plan and Annual Directorate Statements. There would be a negative impact on corporate governance if this information was not provided on a regular basis. The inherent score for this is HIGH. Once mitigating actions are applied (provision of this report) the risk drops to LOW.

Fig 1.6: risk management score

	Inherent risk score (likelihood)	Inherent risk score (impact)	Inherent risk score	Mitigations	Residual risk score (likelihood)	Residual risk score (impact)	Residual risk score
Negative impact on corporate governance if performance and risk information is not provided.	5 (almost certain)	4 (high impact on legal duty to provide robust corporate governance)	HIGH	Information provided on a quarterly basis.	1 (rare)	1 (negligible impact on legal duty to provide robust corporate governance)	LOW

## **9. Equality Implications**

The Business Planning and Performance Management Framework identifies which commitments are 'equality commitments' and these are updated and reported quarterly. All statements also include a commitment as follows: *Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.*

## **10. Corporate Implications**

It is a requirement as part of the Business Planning and Performance Management Framework for all directorates to set their business plan annually and to develop an aligned risk register. These must then be considered at least quarterly by their Directorate Leadership Team, by Corporate Leadership Team, by Executive members, by Scrutiny Panels and by Audit Committee.

## **11. Options Considered**

Business planning and performance reporting are part of the good governance of the council.

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### **Appendices:**

- Appendix one: Annual Directorate Statement commitments (organisational wide only)
- Appendix two: Key Corporate Performance Indicators
- Appendix two: Strategic Risk Register

### **Background Papers:**

- North Somerset Corporate Plan: [North Somerset Corporate Plan 2020-2024 \(n-somerset.gov.uk\)](https://www.n-somerset.gov.uk)
- Corporate Plan action plan and strategic risk register: [Microsoft Power BI](#)
- North Somerset Insight: data and statistics: [North Somerset Insight: data and statistics | North Somerset Council \(n-somerset.gov.uk\)](https://www.n-somerset.gov.uk)
- Adults Annual Directorate Statement 2022/23
- Corporate Services Annual Directorate Statement 2022/23
- Children's Annual Directorate Statement 2022/23
- Place Annual Directorate Statement 2022/23
- Public Health and Regulatory Services Annual Directorate Statement 2022/23

## Appendix one: organisational wide Annual Directorate Statement commitments (as of end Q3 2022/23)

ADS commitment	Commitment type	Q1 progress	Q2 progress	Q3 progress	Q2 to Q3 direction of travel
Deliver the Empowering Communities and Reducing Inequalities action plan for 2022/23.	Organisational wide commitment	GREEN	GREEN	GREEN	STABLE
Improve the customer journey across all channels by ensuring we have the right tools in place and that residents are well informed and engaged.	Organisational wide commitment	GREEN	GREEN	GREEN	STABLE
Deliver the Climate Emergency Strategy and contribute via directorate action plans.	Organisational wide commitment	AMBER	GREEN/AMBER	GREEN	POSITIVE
Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.	Organisational wide commitment	AMBER/RED	AMBER	GREEN/AMBER	POSITIVE
Deliver the Joint Health and Wellbeing Strategy action plan for 2022/23.	Organisational wide commitment	GREEN/AMBER	AMBER	AMBER	STABLE
Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.	Organisational wide commitment	GREEN/AMBER	AMBER	AMBER	STABLE
Deliver the People Strategy action plan for 2022/23.	Organisational wide commitment	GREEN/AMBER	AMBER	AMBER	STABLE
Deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.	Organisational wide commitment	GREEN/AMBER	RED	RED	STABLE
Develop the directorate transformation programmes for 2022/23 linked in to MTFP planning.	Organisational wide commitment	AMBER	RED	RED	STABLE
Deliver the Digital Strategy delivery plan for 2022/23.	Organisational wide commitment	AMBER/RED	RED	RED	STABLE

## Appendix two: Key Corporate Performance Indicators (as of end Q3 2022/23)

National benchmarking data is intended to provide a comparison of local data against the latest national data wherever possible. Where the data has not yet been published the latest available data has been given. Local measures cannot be benchmarked. Contextual measures do not have a target. Year-end status is predicted based on data available for Q1, Q2 and Q3 and could change in Q4.

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
A thriving and sustainable place														
✓					The number of homes where a significant hazard was removed / repaired through local authority intervention	107	14	33	58		100 homes <i>Higher is better</i>	AMBER	n/a	Local measure
✓			✓		The number of affordable houses through working in partnership	189	146	253	301		200 houses <i>Higher is better</i>	GREEN	n/a	Local measure
			✓		The percentage of vacant retail premises in WsM town centre (inc. Sovereign Centre)	20.7%	19.87%	-	20.2%		Contextual (not targeted)	n/a	127 / 629	Local measure
			✓		The percentage of vacant retail premises in Clevedon town centre	10.6%	7.95%	-	7.20%			n/a	11 / 152	Local measure
			✓		The percentage of vacant retail premises in Nailsea town centre	13.3%	13.33%	-	15.20%			n/a	25 / 165	Local measure
			✓		The percentage of vacant retail premises in Portishead town centre	6.7%	6.67%	-	5.20%			n/a	7 / 134	Local measure
			✓		The percentage of municipal waste sent to landfill	11.49%	11.09%	9.57%	8.42%		<10% <i>Lower is better</i>	GREEN	6,087kg / 72,342kg	Eng 8.11% SW 5.97% (2021/22)



Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
			✓		Residual household waste sent to landfill (per household) (kgs)	405.1 kg	98.92 kgs	197.64 kgs	283.8 kgs		<400kg <i>Lower is better</i>	GREEN	27,898kg / 98,280 households	Eng 545.9kgs SW 489.1kgs (2021/22)
			✓		The percentage of household waste sent for reuse, recycling, or composting	59.50%	61.77%	60.4%	60.0%		60% <i>Higher is better</i>	GREEN	41,865kg / 69,765kg	Eng 42.48% SW 48.92% (2021/22)
		✓	✓		The number of crimes overall in North Somerset	13,600 crimes	3,592 crimes	7,166 crimes	10,568 crimes		<13,642 <i>Lower is better</i>	AMBER	n/a	Local measure
		✓	✓		The number of anti-social behaviour incidents overall in North Somerset	2,663 incidents	688 incidents	1,674 incidents	2,412 incidents		<2691 <i>Lower is better</i>	RED	n/a	Local measure
			✓		Percentage of pot holes repaired within 28 days	95.0%	-	99.0%	99.0%		95% <i>Higher is better</i>	GREEN	252 / 255	Local measure
			✓		The percentage of major planning applications determined within 13 weeks or agreed time limit	65.9%	-	78.0%	88.8%		>70% <i>Higher is better</i>	GREEN	8 / 9	Eng 89% SW 83% (2020/21)
			✓		The percentage of minor planning applications determined within 8 weeks or agreed time limit	87.3%	-	89.0%	83.9%		>75% <i>Higher is better</i>	GREEN	68 / 81	Eng 85% SW 83% (2020/21)
			✓		Principal roads where maintenance should be considered	1%	-	-	2%	-	Better than England average <i>Lower is better</i>	GREEN		Eng 4% SW 2% (2021/22)
			✓		Non principal roads where maintenance should be considered	6%	-	-	5%	-		GREEN		Eng 6% SW 7% (2021/22)

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
A council which empowers and cares about people														
✓					Social care-related quality of life score (Adult Social Care Survey)	19.6	19.5	-	-	-	Better than England average <i>Higher is better</i>	GREEN	Sampled survey	Eng 19.1 SW 19.3 (2021/22)
✓					Overall satisfaction of people who use services with their care and support (Adult Social Care Survey)	69.4%	67.1%	-	-	-		GREEN	Sampled survey	Eng 64.2% SW 66.9% (2021/22)
✓					The % of adults with a learning disability who live at home or with family	66.4%	63.0%	-	-	-	68% <i>Higher is better</i>	AMBER	318 / 501	Eng 78.3% SW 77.7% (2020/21)
✓					The % of adults in contact with secondary mental health services living independently or without support	50.0%	47.3%	46.6%	45.6%	-	65% <i>Higher is better</i>	RED	210 / 461	Eng 58.0% SW 53.0% (2020/21)
✓					The % of adults with a learning disability who are in paid employment	8.2%	-	7.7%	-	-	Better than SW average <i>Higher is better</i>	GREEN	36 / 463	Eng 4.8% SW 5.1% (2021/22)
✓					The % of adults in contact with secondary mental health services who are in paid employment	13.0%	-	11.2%	-	-		GREEN	55 / 489	Eng 6.0% SW 6.0% (2021/22)
✓					The number of households living in temporary accommodation	88 house holds	83 house holds	94 house holds	84 house holds		<85 <i>Lower is better</i>	GREEN	n/a	Per (000s) households NSC 0.89 Eng 2.66 SW 1.16 (Q3 2021/22)

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
✓					Average length of stay in temporary accommodation	16.9 weeks	16.4 weeks	16 weeks	15.9 weeks		<14 weeks <i>Lower is better</i>	RED	n/a	Local measure
✓					More homeless, (or threatened with homeless) households prevented from being homeless	51.8%	54.9%	57.0%	57.9%		60.0% <i>Higher is better</i>	AMBER	256 / 442	Local measure
✓					The number of people in permanent care home placements age 65+	738	750	740	769		Decreasing trend against 5yr avg. <i>Lower is better</i>	GREEN	n/a	Local measure
✓					The number of people in permanent care home placements age 18 - 64	181	186	178	185			GREEN	n/a	Local measure
				✓	The percentage of physically active adults (aged 19+)	61.9%	-	-	71.2%		Increasing trend <i>Higher is better</i>	GREEN	Sampled survey	Eng 65.9% SW 70.5% (2020/21)
				✓	Self-reported wellbeing - people with a high anxiety score	23.5%	-	-	22.9%		Better than SW average <i>Lower is better</i>	RED	n/a	Eng 22.6% SW 22.0% (2020/21)
				✓	Self-reported wellbeing - people with a low happiness score	11.1%	-	-	8.6%			RED	n/a	Eng 8.4% SW 8.1% (2020/21)
			✓		Claimant count for those on out of work benefits in North Somerset (aged 16-64 yrs)	2.8%	2.4%	2.4%	2.3%		<3% <i>Lower is better</i>	GREEN	2,915	Eng 3.6% SW 2.5% (Q3 2022/23)
			✓		Claimant count for those on out of work benefits in North Somerset (aged 18-24 yrs)	4.7%	3.9%	4.0%	3.8%		<5% <i>Lower is better</i>	GREEN	515	Eng 4.7% SW 3.1% (Q3 2022/23)

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
	✓				The percentage of 16-17 year olds who are not in education, employment and/or training	2.7%	2.9%	1.6%	2.6%		Decreasing trend <i>Lower is better</i>	GREEN	TBC	Eng 2.9% SW 2.6% (2021)
	✓			✓	Percentage of children living in poverty (after housing costs, estimate)	21.7%	-	-	20.9%		Decreasing trend <i>Lower is better</i>	GREEN	7,997	Eng 29% SW 25% (2020/21)
	✓				The percentage of assessment of completing within 45 working days (children social care only)	93.0%	84.9%	84.0%	64.6%		Increasing trend <i>Higher is better</i>	RED	n/a	Eng 87.6% SW, 86.8% (2020/21)
	✓				The percentage of re-referrals to children social care within 12 months of the previous referral	17.7%	13.2%	19.0%	15.5%		Decreasing trend <i>Lower is better</i>	GREEN	n/a	Eng 22.7% SW 22.7% (2020/21)
	✓				Rate of children on a child protection plan (rate per 10k)	21.2 per 10,000	23.05 per 10,000	22.36 per 10,000	24.3 per 10,000		Contextual (not targeted)	n/a	n/a	Eng 40.7 per 10k SW 41.4 per 10k
	✓				Rate of children in care (rate per 10k)	45 per 10,000	51.9 per 10,000	46.33 per 10,000	49.7 per 10,000			n/a	n/a	Eng 59.2 per 10k SW 67 per 10k
	✓				The percentage of child protection plans started that were a second or subsequent plan	35.3%	30.4%	21.74%	45.0%		Decreasing trend <i>Lower is better</i>	RED	n/a	Eng 25.2% SW 22.1%
	✓				The percentage of children in care with three or more placement moves - rolling 12 month period	13.0%	13.6%	16.0%	19.2%		Decreasing trend <i>Lower is better</i>	RED	n/a	Eng 9.0% SW 10.7%

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Year-End Status	Number	National benchmarking <i>England (Eng)</i> <i>South West (SW)</i>
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
	✓				The percentage of children in care in long-term placement stability	71.0%	70.1%	72.0%	70.0%		Increasing trend <i>Higher is better</i>	AMBER	n/a	Eng 70.0% SW 70.0%
	✓				The percentage of care leavers (19-21 year olds) in suitable accommodation	94.8%	88.2%	94.0%	90.2%		Increasing trend <i>Higher is better</i>	RED	n/a	Eng 88.0% SW 89.0%
	✓				The percentage of care leavers (19-21 year olds) in education, employment and/or training	58.2%	45.1%	44.0%	50.4%			GREEN	n/a	Eng 52.0% SW 52.0%
	✓				Number of children with Education Health & Care Plans at quarter end	1,629 plans	1,646 plans	1759 plans	1,819 plans		Contextual (not targeted)	n/a	n/a	Local measure
	✓				Number of children in Elective Home Education at month end	397	367	353	401			n/a	n/a	Local measure
	✓				The percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	83.5%	87.0%	86.0%	82.5%		Increasing trend <i>Higher is better</i>	RED	n/a	Data not yet available
<b>An open and enabling organisation</b>														
		✓			The percentage of customer satisfaction via telephone	99.0%	99.0%	99.0%	99.4%		90.0% <i>Higher is better</i>	GREEN	TBC	Local measure
		✓			The number of level 2 complaints (excluding social care complaints)	99	24	46	81		<67	RED	n/a	Local measure
		✓			The percentage of upheld Ombudsman complaints (including social care)	55.0%	50%	60.0%	44.0%		<63%	GREEN	4 / 9	Local measure

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
		✓			The percentage of staff satisfied working for the council remains high (staff survey)	80.0%	79.0%	-	-	-	Above 5 year average <i>Higher is better</i>	GREEN	n/a	Local measure
		✓			The percentage of staff satisfied with the way the council is run remains high (staff survey)	76.0%	71.0%	-	-	-		GREEN	n/a	Local measure
		✓			The net business rates physically received within North Somerset	£52,7m	£22,9m	£37,6m	£51,8m		£54,303m <i>Higher is better</i>	GREEN	n/a	Local measure
		✓			The net council tax physically received within North Somerset	£148,3m	£48,6m	£92,6m	£136,9m		£148,076m <i>Higher is better</i>	GREEN	n/a	Local measure
			✓		The percentage of employees who are accredited as carbon literate	16.0%	16.0%	17.0%	17.0%		25.0% <i>Higher is better</i>	RED	TBC	Local measure

### Appendix three: Strategic Risk Register (as of end Q3 2022/23)

Risk	Risk ref	Q1 residual score	Q2 residual score	Q3 inherent score	Q3 mitigating actions	Q3 residual score	Q2 to Q3 direction of travel	Risk treatment
Risk that we are unable to deliver the priorities of the council by not planning to meet the medium-term financial challenge and delivering a balanced budget.	S-RISK1	HIGH	HIGH	HIGH	Collaborative working with Corporate Leadership Team and the Executive mean that the council has a draft balanced budget for 2023/24.  There remain budget gaps in future years of the medium-term financial plan however the council recognises the uncertainties surrounding funding levels across this period which means that it is not possible to forecast with confidence at this point.	HIGH	STABLE	ACCEPT
Risk that we are unable to reduce or mitigate inflationary pressures (such as energy prices), resulting in impacts on our services.	S-RISK2	HIGH	HIGH	HIGH		MEDHIGH	POSITIVE	ACCEPT
Risk that we are unable to deliver capital projects within the approved resource envelope either due to lack of governance or unmanageable cost increases.	S-RISK3	MEDHIGH	MEDHIGH	HIGH	There is monthly oversight of detailed financial analysis and forecasting by Corporate Leadership Team, along with strategic planning measures and decision making.	MEDHIGH	STABLE	ACCEPT
Risks to our overall organisational operational effectiveness due to the impacts of COVID-19.	S-RISK4	MED	MED	MED	There is continued monitoring of data and close work with UKHSA to share new guidance and manage risks appropriately. We will look to scale back the Public Health resource due to the reduced risk and end of identified budget.	LOWMED	POSITIVE	ACCEPT
Risk that we have rolling blackouts over the winter period affecting the council, partners, businesses, and residents.	S-RISK14	N/A	MEDHIGH	MED	All directorates have been asked to assess the risk against their services and provide an overview of the impacts and any mitigation required/in place. This work is ongoing.	MED	POSITIVE	ACCEPT
Risks of ineffective recruitment across the organisation leading to capacity issues in key areas.	S-RISK5	HIGH	MEDHIGH	HIGH	This risk has reduced slightly as a new centralised system is being implemented. But this will take time to embed.	MEDHIGH	STABLE	ACCEPT

Risk	Risk ref	Q1 residual score	Q2 residual score	Q3 inherent score	Q3 mitigating actions	Q3 residual score	Q2 to Q3 direction of travel	Risk treatment
Risk that we do not manage the increased demands on social care or market demands within available financial or staffing resources for adult social care.	S-RISK6	MEDHIGH	HIGH	LOWMED	Market Sustainability Plan and Fair Price for Care exercises completed. Lack of guidance from central government.	LOWMED	POSITIVE	ACCEPT
Risk that we don't have the financial resources and capacity to deliver care reforms	S-RISK13	N/A	MED	LOWMED	The cap on care costs has been delayed by government.	LOWMED	POSITIVE	ACCEPT
Risk that we do not deliver sustainable change in Children's Services at the right pace of the improvement journey.	S-RISK7	HIGH	HIGH	HIGH	Plan of action in place and pace is beginning to increase. Plan in place for the leadership team to support them to lead change effectively and with the confidence and trust of the service.	HIGH	STABLE	ACCEPT
Risk that we do not manage the demand for children's social care and SEND placements within available resources.	S-RISK8	HIGH	MED	HIGH	Ongoing fostering recruitment campaign to recruit local inhouse carers and work to secure sufficient placements for Unaccompanied Asylum Seeking Children. Ongoing work with our capital projects team and with schools to ensure sufficient placements for pupils with special educational needs and disabilities.	HIGH	NEGATIVE	ACCEPT
Risks aligned to the deteriorating condition of some of our assets	S-RISK9	MED	MED	HIGH	New systems and process are being implemented and a revised structure for Projects and Property now agreed and being recruited to. Feasibility funding has been identified to develop investment plans for key priority assets.	HIGH	NEGATIVE	ACCEPT
Risks aligned to any delay to the Local Plan process exposing council to risk of speculative development and unplanned growth through appeal.	S-RISK10	HIGH	HIGH	HIGH	Unfortunately, a number of appeal decisions have determined that the council does not have a 5 year housing land supply and that the council does not have an up to date Local Plan. A slowdown is expected in the housing market which may translate into fewer appeals, but this requires monitoring.	HIGH	STABLE	ACCEPT



Risk	Risk ref	Q1 residual score	Q2 residual score	Q3 inherent score	Q3 mitigating actions	Q3 residual score	Q2 to Q3 direction of travel	Risk treatment
Risk that despite protecting the council's systems and essential data from cyber-attacks, malicious attempts to damage critical services within the council could be disruptive.	S-RISK11	HIGH	HIGH	HIGH	Ongoing area of risk which has increased given the Ukraine situation.	HIGH	STABLE	ACCEPT
Risks to achieving a net zero position by 2030 given current resources and sphere of influence.	S-RISK12	HIGH	HIGH	HIGH	There is a broad programme of activity across workstreams of our property, retrofitting, communications, transport decarbonisation and renewable energy. These activities will help to reduce the Scope 1 and 2 emissions of the organisation, but Scope 3 emissions will continue to be challenging. Emissions for North Somerset as an area are reducing, but significant transport decarbonisation is required. Making the step change of progress required will require massive levels of investment (including public funding) and mass behavioural change even to meet the government's stated aim of zero carbon by 2050.	HIGH	STABLE	ACCEPT