

Wiltshire Council

Cabinet

14 March 2017

Subject: Performance Management and Risk Outturn Report: Q3 2016/17

Cabinet member: Councillor Dick Tonge – Cabinet Member for Finance

Key Decision: No

Executive Summary

This report provides an update on third quarter outturns against the measures and activities compiled and reported through the council's website via the [Citizens' Dashboard](#) and other key measures, as well as latest outturns on the council's strategic risk register.

Proposals

Cabinet to note updates and outturns

1. Against the measures and activities ascribed against the council's key outcomes.
2. To the strategic risk register.

Reason for Proposal

The performance framework compiles and monitors outturns in relation to the outcomes laid out in Wiltshire Council's Business Plan. The framework is distilled from individual services' delivery plans. In doing so, it captures the main focus of activities of the council against each outcome.

The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.

Carlton Brand & Carolyn Godfrey
Corporate Directors

Wiltshire Council

Cabinet

14 March 2017

Subject: Performance Management and Risk Outturn Report: Q3 2016/17

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Key Decision: No

Purpose of Report

1. This report provides a quarter three update on outturns against the measures and activities compiled and reported through the council's website via the [Citizens' Dashboard](#) and other key measures, as well as latest outturns on the council's strategic risk register.

Relevance to the Council's Business Plan

2. This report updates Cabinet on outturns and significant activities against each of the outcomes contained in the Business Plan.

Overview of outturns

3. Measures presented on the [Citizens' Dashboard](#) were revised, using information drawn from individual services. These measures form the basis of the performance framework used to monitor progress through 2016/17, against the objectives set out in the Business Plan.
4. At the start of the current financial year the performance framework was reviewed for relevance against both the Business Plan and the work of council services.
5. In addition to headline measures in the Citizens' Dashboard the performance framework includes measures drawn from service areas that add to the overall understanding of progress against the business plan outcomes.
6. A summary of key published measures – as well as some more general supporting information about each theme – is provided below.

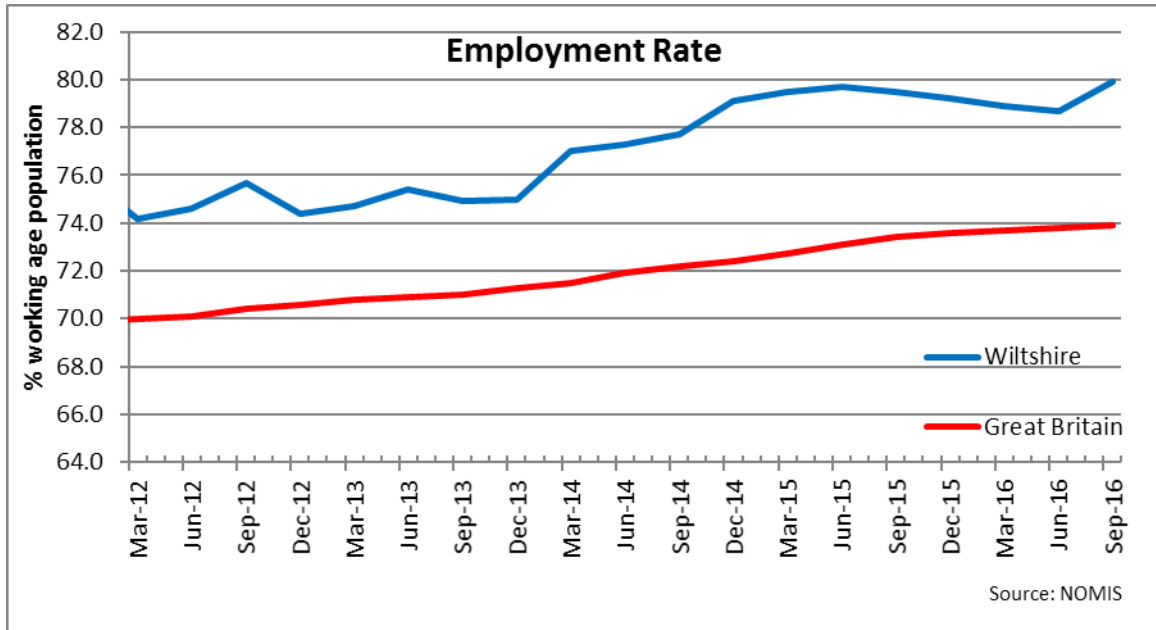
Outcome 1: thriving and growing local economy

7. Wiltshire has been adjudged the most economically vibrant area in England in terms of resilience and sustainability by Grant Thornton. The measure is one of six baskets of indicators measured by the [Vibrant Economy Index](#). Overall, Wiltshire was ranked 20th out of all 320 local authority areas in England for how well it enables business, communities and individuals to thrive. Wiltshire performs well across all six baskets

with its lowest comparative score (in Inclusion and Equality) still putting the county in the top 36% of local authority areas.

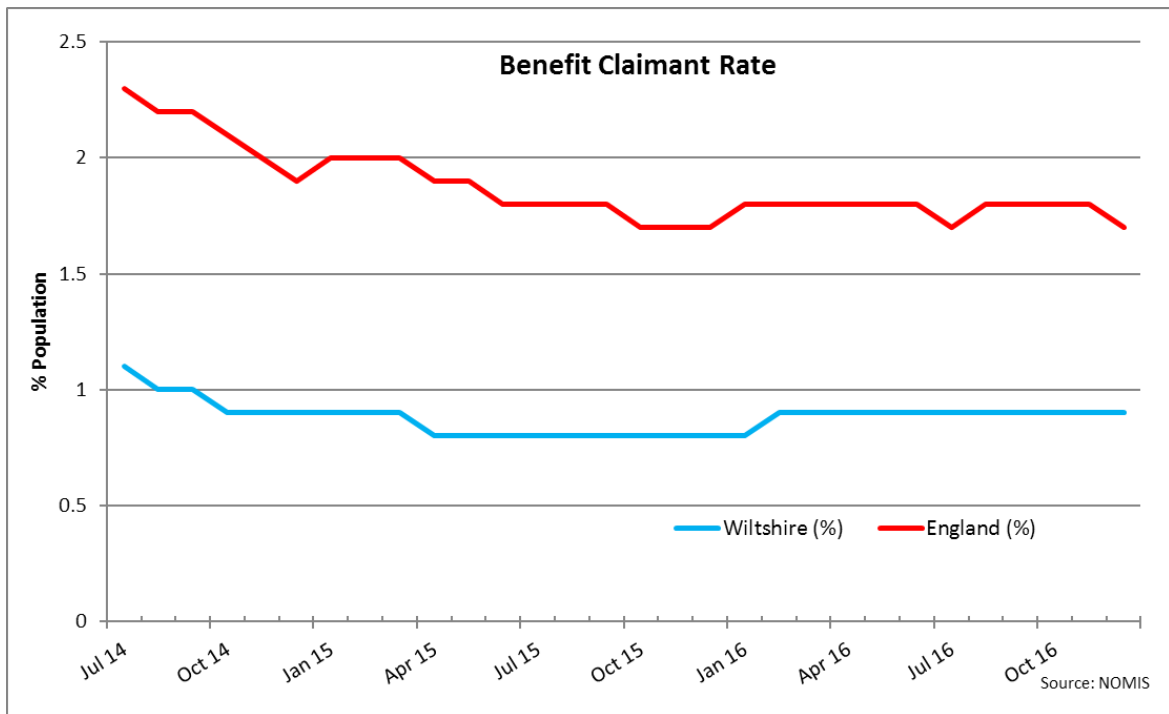
Basket of measures	Types of measures	Wiltshire rank (of 320)
Prosperity	Values added in an area, Types of employment, Proportion of business with a large turnover, Proportion of foreign owned business	103
Dynamism and opportunity	Business created and patents granted, Skills and knowledge in workforce, Academic qualifications	56
Inclusion and Equality	Employment levels, Poverty and deprivation, Benefit claimant rates, Housing affordability	114
Health, wellbeing and happiness	Health statistics, Participation in sports, Satisfaction and happiness measures	74
Resilience and sustainability	Air quality and pollution rates, Recycling rates, Energy consumption, Use of previously developed land, Housing statistics	1
Community, trust and belonging	Community assets identified, Crime rates, Voter turnout, Diversity	69

8. Latest figures, which run up to the end of quarter two, show Wiltshire's employment rate is largely stable having risen 1% point in the last quarter to September 2016. The working age population has also increased but at a slower rate. Wiltshire's Employment rate remains above that of the country as a whole.



Employment rate is not simply the reverse of unemployment. Instead employment rate shows the extent to which the potentially available workforce is being used. There are a number of groups, such as those in further and higher education or those who are caring for dependents, who don't count as employed in this measure in addition to those who do not need to work and choose not to do so.

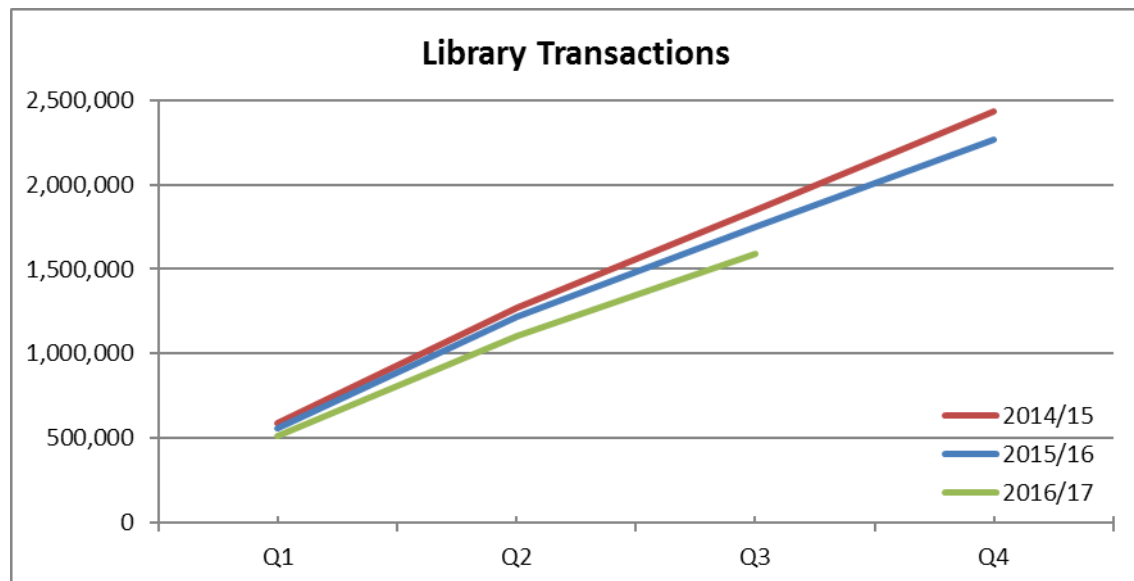
9. During quarter three the new European Structural and Investment Fund (ESIF) funded project in support of Small and Medium Enterprises began. This project will report at the end of the financial year. Quarter four will also see a number of business engagement events including [Women in Business](#), the [Growth Hub](#) and the Army Jobs Fair at Tidworth
10. Almost 100 additional affordable homes were completed in Wiltshire during quarter three. This brings the total for the last nine months to just under 300 which is similar to the same period last year.
11. The introduction of Universal Credit has resulted in a change in the way that benefit claimant statistics are measured nationally. The Claimant Count now includes Universal Credit claimants who are not in work, replacing the previous measure based on Jobseeker's Allowance claimants only. This is the second quarter in which the claimant count has been reported.
12. At the end of quarter three the claimant count in Wiltshire remained at 0.9%. At this level the Wiltshire figure remains well below the national average.



Outcome 2: people working together to solve problems and participate in decisions

13. In the nine months to December 2016 over £571,000 of grants were distributed by Wiltshire’s Area Boards. This money supported over 620 separate projects varying in focus and scale. All of the projects supported through Wiltshire’s Area Boards are listed [on the council’s website](#).
14. Area Boards use the [Our Community Matters \(OCM\)](#) platform to engage and communicate with local residents. This consists of 18 individual community blogsites featuring events, news, jobs and comments and each week a local mailing is generated from the content posted and sent to the community area network - subscribers who have signed up to receive the news service. Each blogsite is supported by a specific Twitter account. Subscribers to the OCM platform remain fairly static but a popup subscription window will be added in the near future which should increase subscriptions.
15. Wiltshire Council’s Twitter account ([@WiltsCouncil](#)) continues to grow by about 1,000 followers per quarter. The total at the end of quarter three was nearly 15,000.
16. A key to building stronger communities is enabling constructive and productive volunteering. Wiltshire Council provides a number of volunteering opportunities and encourages others to make use of volunteers. In quarter three nearly 500 volunteer hours were used in maintaining Wiltshire’s rights of way – this is lower than in the previous quarter but the work is seasonal. Additionally, just over 2,000 hours were given by volunteers to help maintain countryside sites by clearing, tree planting and care, litter picking, maintenance of furniture and fences. As expected this is also lower than the previous quarter due to the seasonal nature of the work.

17. During quarter three Wiltshire Parish Steward scheme was officially launched. Part of Wiltshire Council's highways contract 20 Parish Stewards have been recruited and trained to carry out repairs on roads, pathways, drainage and verges in response to the demands of the communities they serve.
18. Libraries usage rates have fallen in recent years but overall remain high with nearly 1.3 million visits during the first nine months of this financial year. Library transactions (loans, renewals and computer sessions) are down 7% between quarter three this year and quarter three last year. However, the total number of visitors increased by nearly 5,000 in the same period suggesting that there is a range of other activities attracting visitors to Wiltshire's libraries.

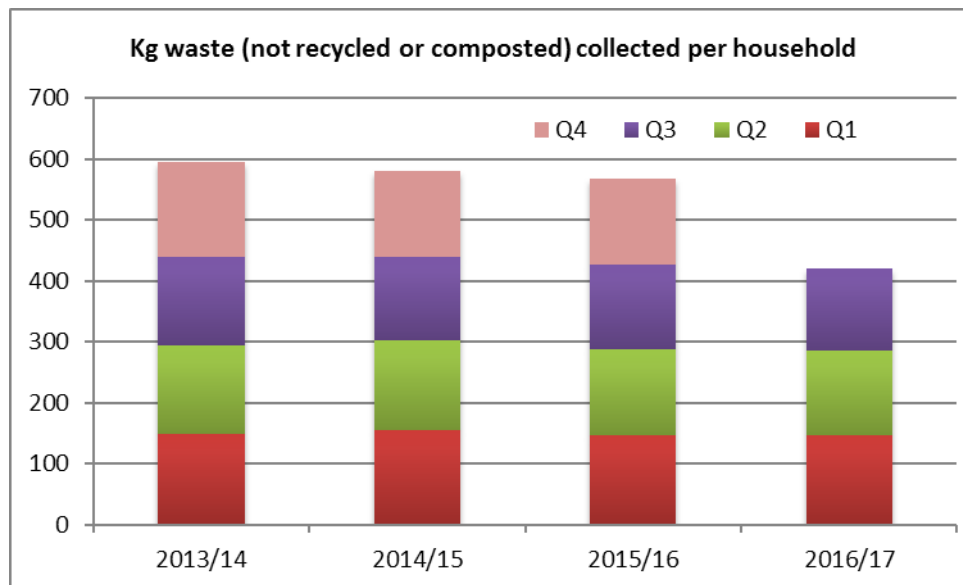


19. Neighbourhood planning enables communities to have much greater control over how their area is developed. The total number of Wiltshire parish areas now covered by a Neighbourhood Plan designation (the right to develop a Neighbourhood Plan for a set area) is 63. This is a quarter of parishes in Wiltshire.
20. The Wiltshire Assembly of Youth's (WAY) involvement in the national Make Your Mark campaign saw nearly 9,000 votes cast locally in the UK youth parliament elections. Members of the WAY also spent a day at the House of Commons during quarter three at which issues raised in the campaign were discussed.

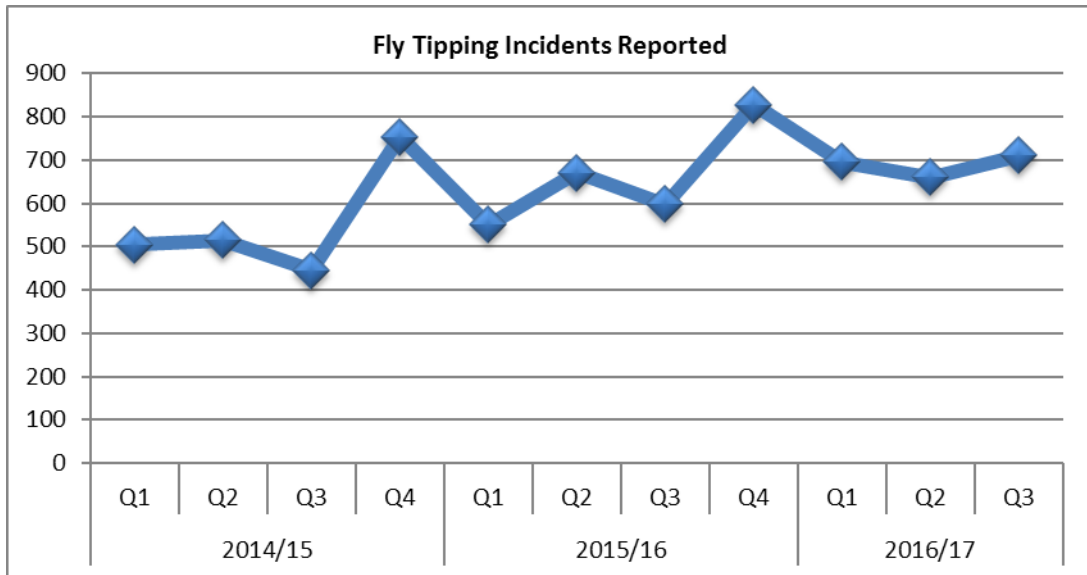
Outcome 3: living in a high quality environment

21. Applying Planning policy and determining planning applications is a significant task for Wiltshire Council. The council's decisions were upheld in 68% of planning appeal decisions made by the planning inspector during quarter three. This is an improvement on the previous quarter of 9% points. Just 13 appeals were upheld which is the same number as in the previous quarter.

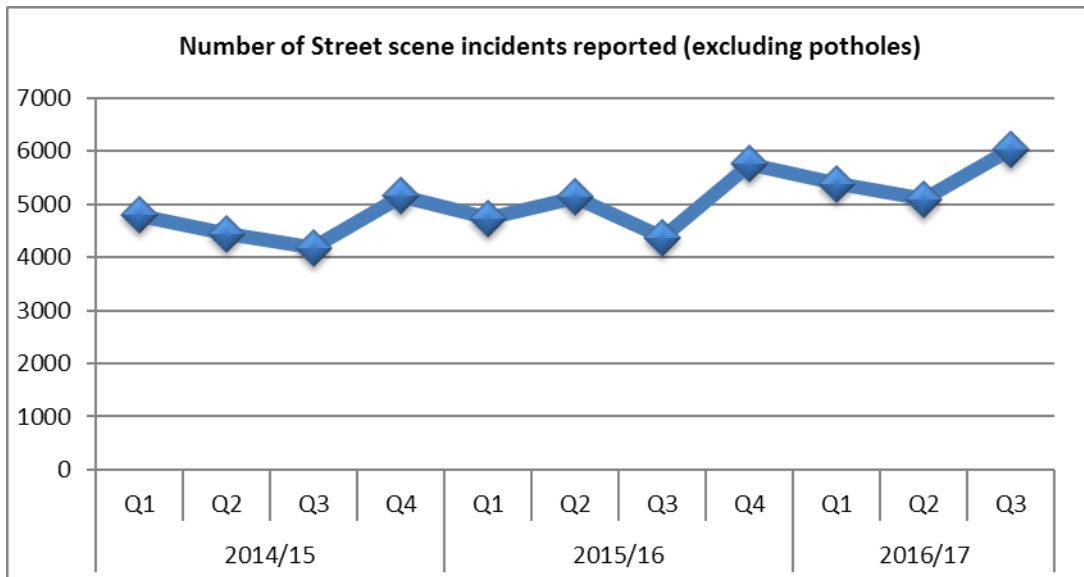
22. In 2015 a programme of council house building across Wiltshire was approved by the council. The plan will deliver new affordable council homes including homes specifically for older people and adapted homes for people with additional needs. Work has already begun on three sites which will deliver over 50 homes
23. There has been a further decrease in the amount of residual waste (waste collected and not recycled) per household in Wiltshire over the last quarter. The level for quarter three 2016/17 is a 1.1 % reduction on the same period in the previous year and a similar reduction was seen in the previous quarter. There has been an overall reduction in the waste collected on behalf of Wiltshire Council of 2% in the last 12 months.



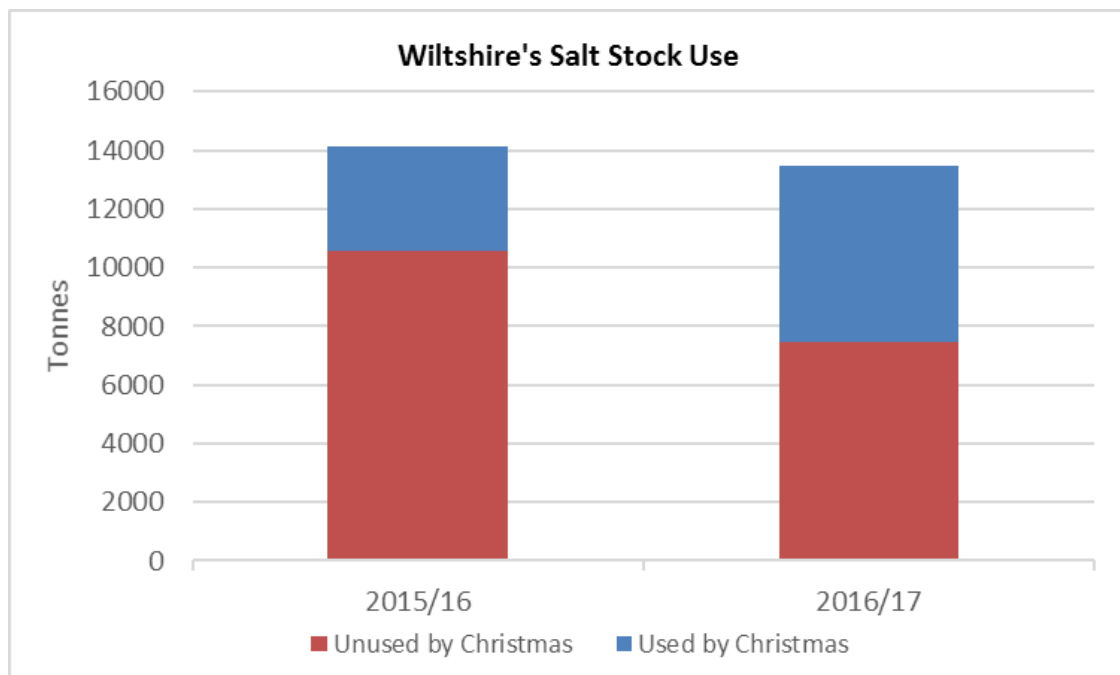
24. At just over 79% the proportion of waste diverted from landfill (i.e. local authority collected household and commercial waste, and waste from household recycling centres) remains above the target of 75% and has seen a small 0.3% point improvement on the same period last year.
25. In September 2016, the council introduced a permit scheme for Wiltshire residents wishing to use their van or large trailer to access the household recycling centres (HRCs). Quarter 3 shows an 11.35% decrease in the amount of certain key materials typically disposed of at the HRCs (residual waste, garden waste, wood waste, and soil/rubble) over the same quarter in 2015/16. This has contributed to savings in waste handling charges.
26. The number of fly-tipping incidents reported during quarter three was just over 700 which represents an increase on both the previous quarter and the same period in the previous year. The increase in reports is contributed to by the increased ease of reporting from the public via the online My Wiltshire App, enabling early investigation.



27. In January 2017 the Enforcement Team within Waste and Environment successfully prosecuted a serial fly-tipper in the south of the county. The offender pleaded guilty to eight counts of fly-tipping and he was sentenced to three months imprisonment. In addition, the team issued eight fly-tipping fixed penalty notices (£400 each) during January 2017.
28. The rate of dry recycling and composting has fallen in quarter three. The 1.6% point fall to just over 45% reflects the expected seasonal trend due to lower volumes of garden waste collected for composting in this quarter. It is also the case that there is a continuing reduction in the tonnage of newsprint recycled due to changing consumer habits. Wiltshire Council aims to meet the national waste strategy target of 50% recycling and composting rate by 2020.
29. Quarter three saw a record number of street scene and highways issues (excluding potholes) reported. At just over 6,000 the number is 19% above last quarter and 38% above the same period last year and includes more than 5,800 unique issues. Greater reporting is to be welcomed and does not necessarily mean that Wiltshire roads are in a worse state just that the council is being made aware of the issues. The majority of issues are reported through the [MyWiltshire](#) service either online or via the mobile app.

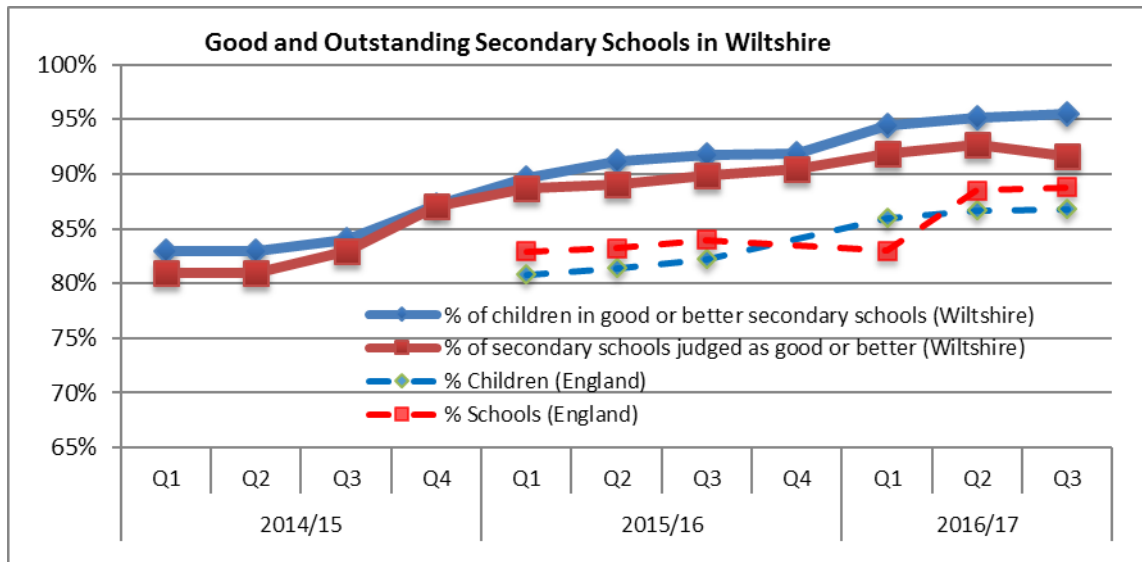


30. At the start of the winter season Wiltshire Council had prepared for the possibility of adverse weather affecting the road network. All 24 gritting vehicles had been serviced and the council had 13,500 tonnes of salt in stock and stored strategically across the county. Just over 6,000 tonnes of that was used before Christmas which was an increase on the previous year.

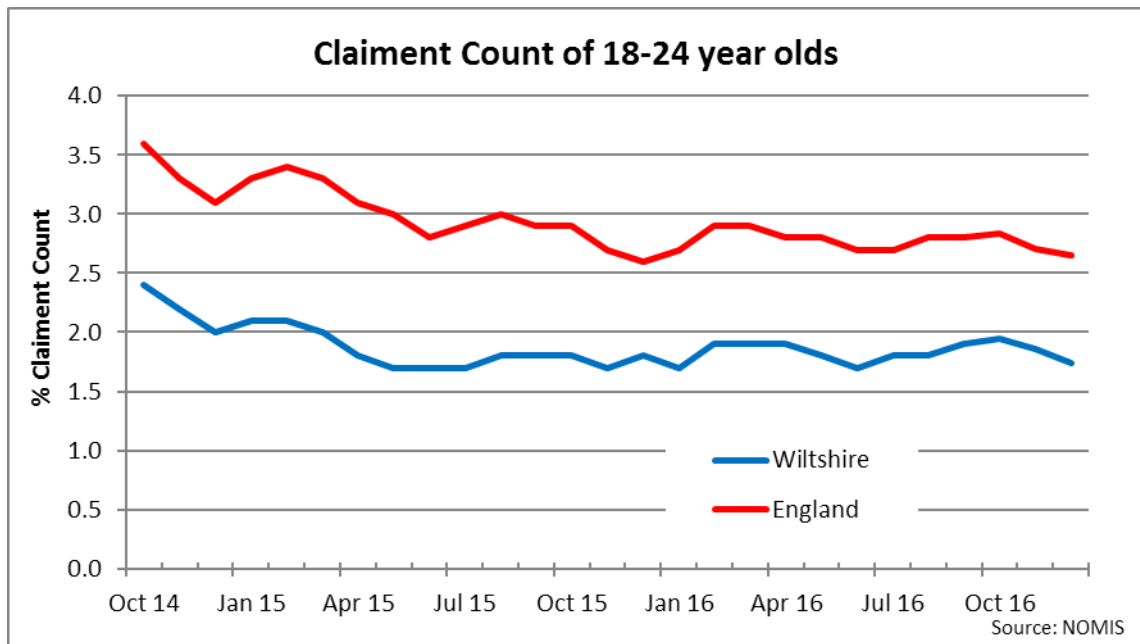


Outcome 4: inclusive communities where everyone can achieve their potential

31. The proportion of pupils in Wiltshire who attended secondary schools rated as good or outstanding by OfStEd has increased again this quarter to 95.5%.



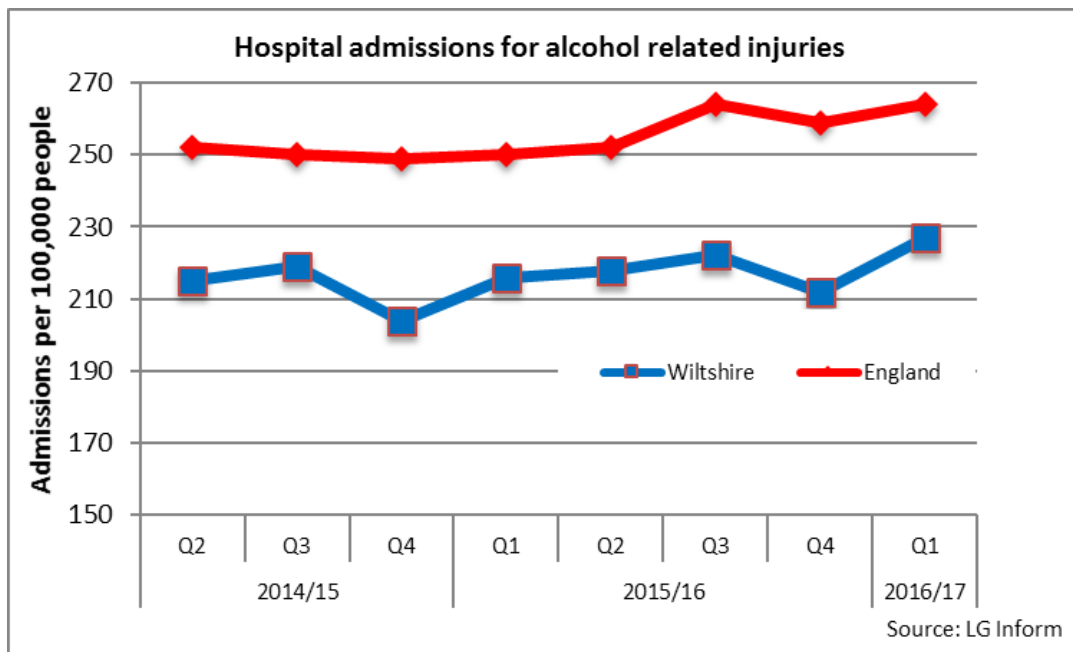
32. New tests were undertaken by primary school pupils during 2016 and the results released last quarter. These new reading, writing and maths tests don't prescribe levels to children's performance but show whether they have reached the expected standard. More than half of Wiltshire's primary school children reached the expected standard in all three subjects. This puts Wiltshire on a par with the national average but above the regional average.
33. The second phase of Wiltshire Council's Troubled Families Programme is underway. Phase one ended in March 2015. The programme requires cooperation across public agencies to 'turn around' the lives of the most troubled families. In phase two families were eligible if they met a number of the following criteria: involved in crime or anti-social behaviour, had children not attending school, were at risk of financial exclusion, affected by domestic violence or with a range of health problems. At the end of quarter three more than 200 families had been 'turned around' since the start of phase two 12 months earlier. Wiltshire is currently working with nearly 500 families and expect to engage another 500 later this year. In the five years of the programme Wiltshire is expected to engage with nearly 2,000 troubled families
34. As with the corresponding adult measure the proportion of young people in receipt of Job Seekers Allowance has changed to a Claimant Count for 18 to 24 year olds. Wiltshire performs better than the national average with a stable figure below 2% (1% point below the national average). There was a small decrease in the numbers between quarter two and quarter three which represented fewer than 50 individuals.



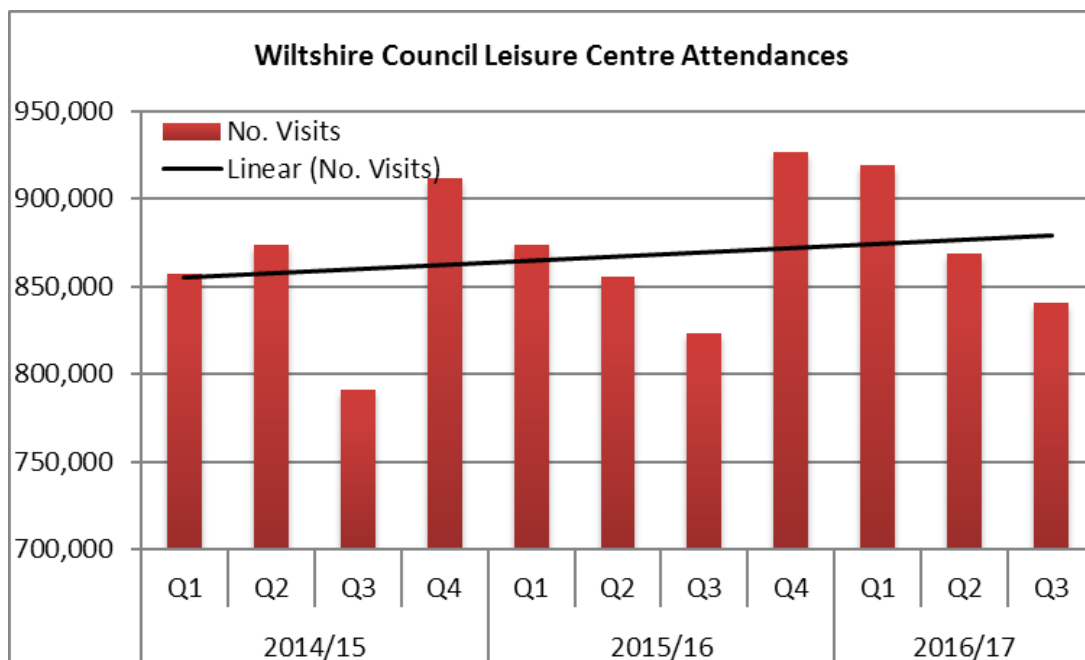
35. Provisional figures from the Skills Funding Agency show that Wiltshire has had a 20% increase in the in the number of apprenticeships. Over 6,400 people signed up for apprenticeship schemes in the year to September 2016 which was above the target of 5,600. These figures make Wiltshire the local authority area with the second fastest growth in apprenticeship numbers the country.
36. At the end of quarter three just over 250 16 and 17 year olds in Wiltshire were known not to be in education, employment or training (NEET). This is just 2.5% of all Wiltshire 16 and 17 year olds which is below both the regional figure of 2.8% and the England figure of 2.7%

Outcome 5: healthy, active and high quality lives

37. During quarter three just over 3,000 people in Wiltshire were invited for, and took the opportunity of, an NHS Health Check. The take up rate was 52% which is an improvement on the position in the same period last year. NHS health checks are offered to everyone over the age of 40 and help prevent the devastating effects of heart disease, diabetes, kidney disease and strokes.
38. During quarter three Wiltshire Council supported Alcohol Awareness Week which is run by Alcohol Concern. The council operates an Alcohol Strategy with its partners that aims to raise awareness, reduce alcohol related harm, support treatment and keep Wiltshire communities safe.
39. In 2015 Wiltshire Substance Misuse Service, had more than 650 alcohol related clients and helped two thirds of them to complete treatment successfully. The graph below shows how hospital admissions for alcohol related injuries are lower in Wiltshire than in England.



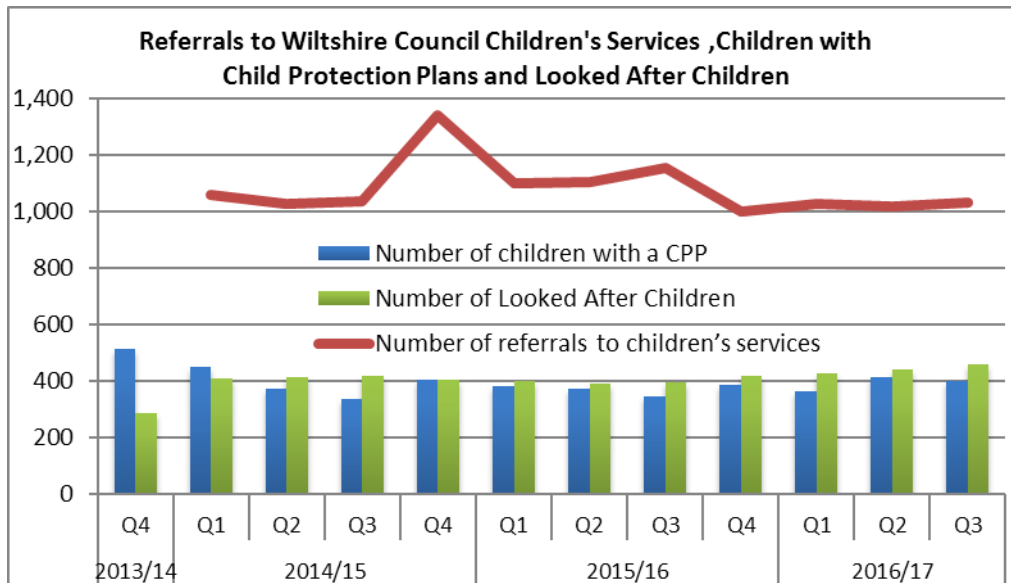
40. Wiltshire Council's Adult Care Services provide a range of social care services to older people and people with a learning disability or physical impairment. Services are delivered to people who need a rapid response to a crisis, need help to maintain their independence where they have complex needs and to promote preventative services which help people remain well and independent. In the first nine months of the current financial year over 13,200 individuals received support of some kind from Wiltshire Council's Adult Care Services. This is on a par with the previous year.
41. Help to live at Home is designed to help people who are frail, sick or disabled live at home for as long as it is safe and it helps people to continue to look after themselves in their own home. Help to live at Home supports self-funders as well as those eligible for council-funded support. The care providers supporting Help to live at Home are motivated to deliver on people's individual support plans and outcomes, not just providing the care. The number of people with a help to live at home care package remained fairly static in quarter three at over 700.
42. In the course of supporting vulnerable adults Wiltshire Council's Adult Care Services supported nearly 1,300 carers during the last six months.
43. It is widely recognised that staying active is an essential part of being healthy and Wiltshire Council's leisure services have an essential role to play in improving local health and wellbeing. Visits to leisure centres are seasonal and a lower number is usually expected in the third quarter of the year. Despite this there were 2.2% more visits in quarter three this year than in the same period last year. In total, there were nearly 77,000 more attendances in the nine months to December in 2016 than in the same period in 2015.



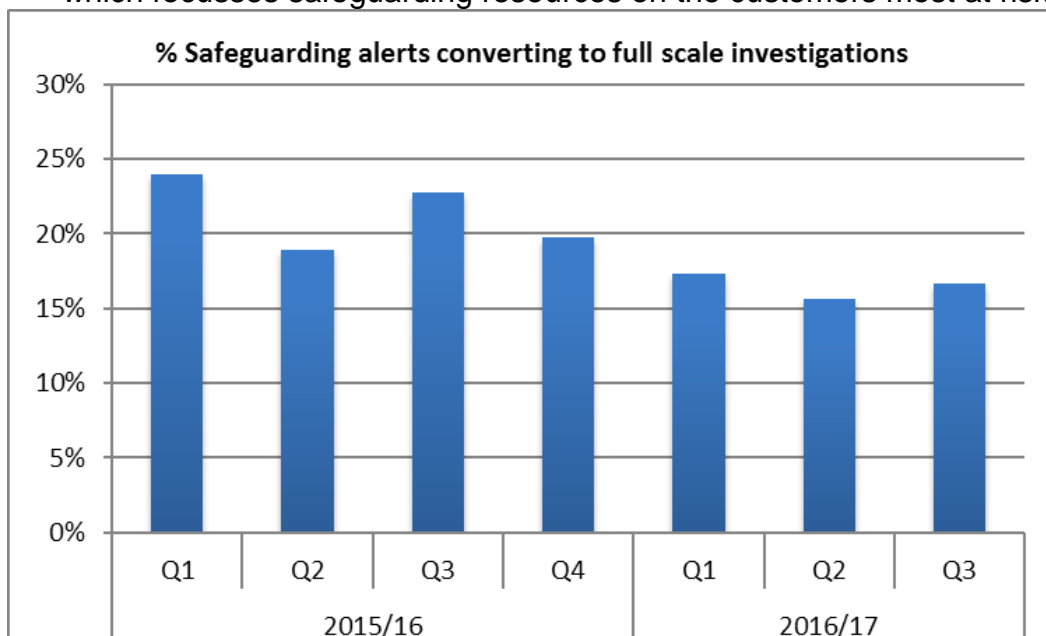
44. During quarter three there was a celebration for the 16 Wiltshire Schools that had completed the Wiltshire Healthy Schools programme. The programme recognises schools that have provide education and prevention to improve health of their children. 47 Wiltshire Schools currently have a bronze, silver of gold award and 105 are working towards an award. More are expected to join during 2017.

Outcome 6: protected from harm and feel safe

45. There were fewer referrals to Children’s social care in quarter three of 2016/17 than in the same period in the previous year. At just over 1,000 the number was 10.8% down on quarter three 2015/16.
46. The number of children with a Child Protection Plan has seen an increase. At just over 400 there has been a 15.9% increase on the same period in the last year.
47. The overall number of looked after children, however, has seen an increase of 16.0% on the same period last year and of 4.1% on the previous quarter.

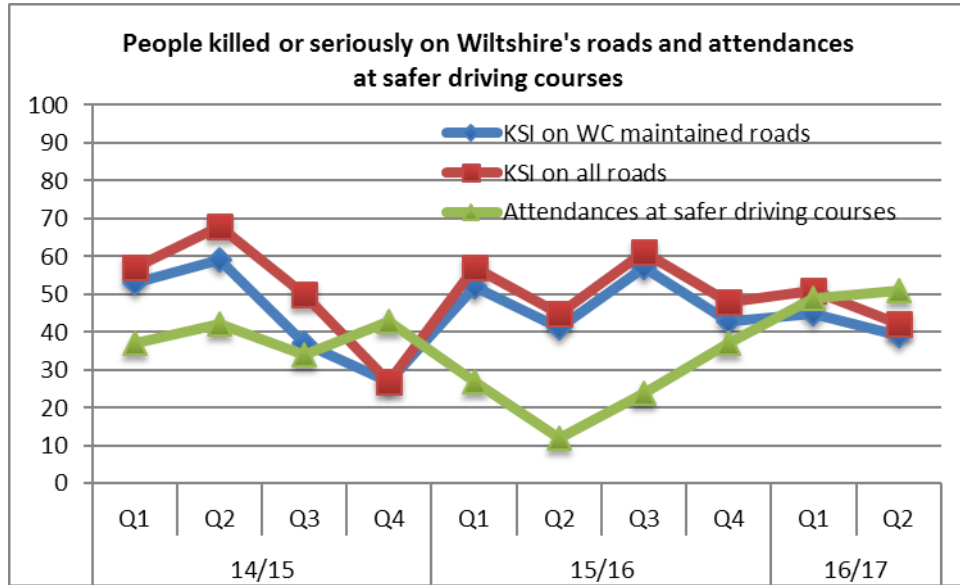


48. The rate of adult safeguarding alerts that develop into full scale investigations continues its decline and at the end of this this quarter it was just under 17%. Council staff are able to screen out alerts that do not meet the criteria for a safeguarding investigation in line with the changes brought in by the Care Act which requires all safeguarding enquiries to be outcome focused and a proportionate response to the likelihood of harm. Alerts that do not meet these criteria are signposted to the most appropriate teams or partner agencies who then work to reduce any future risks. Only the appropriate alerts follow the safeguarding process which focusses safeguarding resources on the customers most at risk.

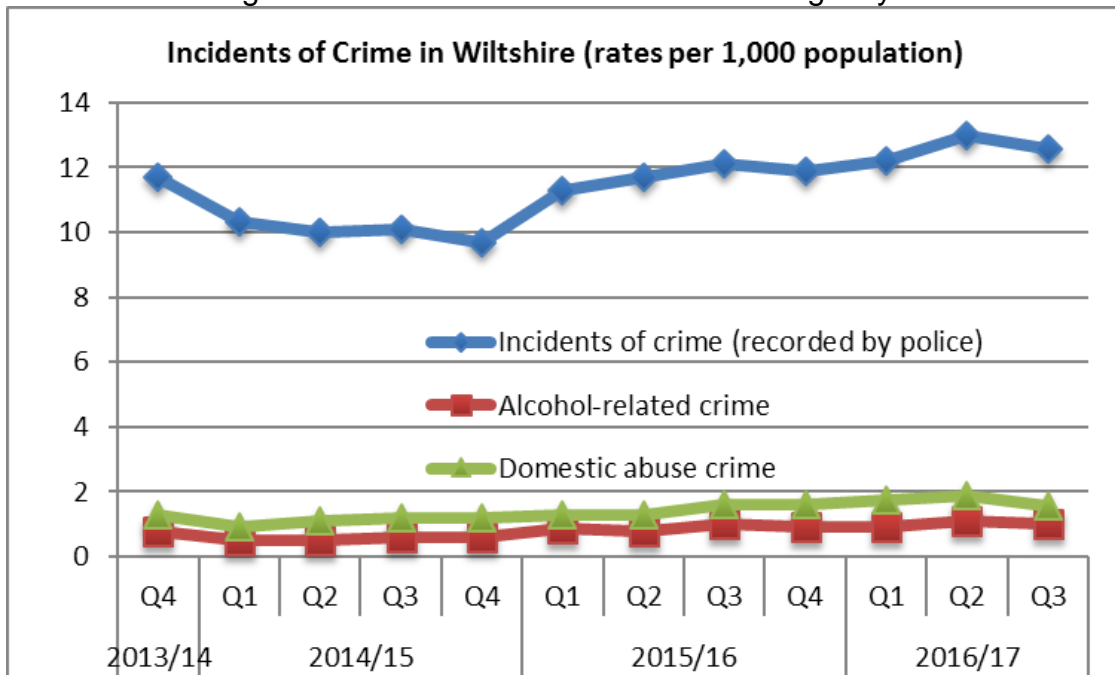


49. The latest figures for road safety relate to quarter two of this year (July – September 2016) and show that there is a positive reduction in both key measures on the position for the same period in the previous year. The number of fatal or serious collision on Wiltshire maintained roads reduced

by 4.9%. The number of people killed or seriously injured on the roads in Wiltshire fell by 6.7%



50. Recorded crime rates have increased slightly in Wiltshire over the last year but show a slight reduction in each of the three measures used in the last quarter. It is expected that this represents natural fluctuations. The police report that, at least in part, this increase is due to improvements in recording practices. They have also said that there has been no significant increase in the volume of emergency calls received.



Our Principles – the way we work

51. Wiltshire Council is currently rated as the best council to work for in the UK by Glassdoor. Glassdoor is the fastest growing jobs and recruiting site and holds a growing database of more than 8 million company reviews. Unlike other jobs sites, all of this information is entirely shared by those who

know best — the employees. Glassdoor allows anyone to see what it's really like to work somewhere according to employees.

52. The council was the first local authority to partner with Glassdoor and this has enabled us to articulate our employer brand through our Glassdoor profile and engage with current and ex- employees who provide feedback about what it's like to work for the council. As the first local authority to take this step in platforming the feedback of our workforce this was a risk, but this risk has paid off and is now an effective part of our employer brand, and has created transparency and open dialogue current and ex-employees as well as those who may be considering a role with the council, which in turn promotes effective staff engagement.
53. Our Glassdoor profile includes a range of positive feedback, with a current average rating of 4.3 stars out of 5. This rating is based on a number of different factors evaluated through employee reviews, with flexible working scoring most highly. The ratings change regularly based on new feedback but with the current rating of 4.3 this not only places us as the best council it also compares favourably when it comes to comparisons with other public sector organisations, including local hospitals, universities and colleges, and also national public sector bodies including Public Health England with a rating of 2.9 and the Ministry of Defence with a rating of 3.4. In addition we have performed better than some big private sector organisations in the region, including Dyson, with a rating of 3.2 and Honda, Swindon, who have a score of 3.5.

Strategic Risk Register

54. Delivering the Council's Business Plan remains a significant challenge given an increasing demand for key services, such as care for vulnerable children and adults, waste management and highways maintenance, as well as rising inflation costs, and smaller central government grants. The Strategic Risk Register reflects these challenges.
55. The Strategic Risk Register draws together information reordered on risk registers at service delivery level. Each Directorate area holds at least one Service Risk Register.
56. Information that has significance across the council as a whole is displayed in three categories on the Strategic Risk Register.
 - *Critical service risks*: significant single service risks, which, should they be realised will have a significant impact on the organisation as a whole.
 - *Composite strategic risks*: risks which are significant within a number of service areas although individually would not significantly impact on the organisation as a whole. These risks are compiled into a single strategic composite risk (owned by the most appropriate service) and included within the strategic risk register. The ongoing monitoring of these risks therefore is drawn from the updates to the individual service level risks.
 - *National risks*: These risks mirror the most significant risks on the Cabinet Office's [national risk register](#) and is Wiltshire's response

should these be realised. These are typically captured within the [Wiltshire Community Risk Register](#) managed by the [Local Resilience Forum](#).

57. The simplified version of the current strategic risk register is provided in appendix 1.
58. Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk) and scored for impact and likelihood to give an overall score. A risk is scored twice; firstly, as inherent (the current level of risk) and then as residual (the risk as it would be once all mitigating actions are in place). The actions described are RAG'd based on progress towards completion. This RAG guides the reader of the register to understand the true current risk.
59. A whole range of service risks are kept under observation each quarter. There were three newly defined risks in quarter three that were considered when corporate composite risks were scored.
60. There are no new risks on the strategic register and none have been removed since the last quarter.
61. Of the 13 risks listed on the strategic risk register just four have an inherent score that puts them in the 'high' bracket.
62. A pandemic flu outbreak or widespread flooding remain a risk to both local life and to service provision. However, the Council has effective business continuity plans and resilient staff structures in place to respond to any incidents. The way these risks are scored on the register reflects the scale of the impact should either an outbreak of extreme flooding occur and the lack of control the organisation has on avoiding these national high level risks.
63. The composite Budget Management risk remains at the same high inherent level as in the previous quarter. There are, however, tighter controls in place including controlling recruitment, cutting the number of authorised signatories for spending decisions and limiting the number of credit cards available which reduces the likelihood of the risk becoming an issue. There remains continued pressure on budgets across Wiltshire Council. This is a common risk across local authorities as the demands on essential services continue to increase and the funding from central government decreases.
64. Other national level risks have medium inherent and residual scores and suggest good progress against planned actions.
65. The controls in place to manage Cyber Security mean that the risk is rated as low.
66. Alongside Wiltshire's Integrated Emergency Plan, which allows the council and its partners to protect people more effectively should a major incident occur other ongoing controls for national level risks include:
 - A 'Deliberate Threats' Plan being produced in conjunction with the Wiltshire Police Counter Terrorism Adviser
 - Continuous monitoring of air quality.
 - Winter preparedness plan in place
 - Close liaison with power supply companies.

67. The risk around safeguarding of children and young people remains a high inherent risk. There is progress against planned mitigation actions including the start of an innovation bid to keep young people out of the care system and senior management resource available to support the care Market Development Plan. However, the Council is not able to predict the volume of looked after children which include unaccompanied asylum seekers, and therefore further control is not possible and the risk remains high.
68. Safeguarding of vulnerable adults remains a high priority for the Council. This focus means that actions continue to be sought and undertaken, to mitigate the likelihood of safeguarding incidents. However, the unpredictability of the sources of such events means that safeguarding will always be a risk to the organisation.

Overview & Scrutiny Engagement

69. Financial Planning Task Group normally receives each quarterly performance report. However, due to the budget setting cycle the task group met prior to this report being produced and has therefore not scrutinised it

Safeguarding Implications

70. 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

71. Not applicable as no decision is required.

Procurement Implications

72. Not applicable as no decision is required.

Environmental and Climate Change Considerations

73. Not applicable as no decision is required.

Equalities Impact of the Proposal

74. Not applicable as no decision is required.

Risk Assessment

75. Not applicable as no decision is required.

Financial Implications

76. Not applicable as no decision is required.

Legal Implications

77. Not applicable as no decision is required.

Options Considered

78. Not applicable as no decision is required.

Conclusions

79. This report brings together updates on outturns published through the Citizen's Dashboard, as well supplementary commentary to provide further context around the council's activities in these areas and the risks faced by the council.

Robin Townsend

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February 2017

Appendices

- Appendix 1: Strategic Risk Register (Q3 December 2016)
-