

Wiltshire Council

Cabinet

12th September 2017

Subject: Performance Management and Risk Outturn Report: Q1 2017/18

Cabinet member: Councillor Philip Whitehead Cabinet Member for Finance

Key Decision: No

Executive Summary

This report provides an update on performance against the stated aims in the council's Business Plan 2013-17. The information provided includes measures and activities reported on the [Citizens' Dashboard](#) and other key measures, as well as 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 current performance framework compiles and monitors outturns in relation to the outcomes laid out in Wiltshire Council's Business Plan 2013-17. 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, Alistair Cunningham, Terence Herbert
Corporate Directors**

Wiltshire Council

Cabinet

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Subject: Performance Management and Risk Outturn Report: Q1 2017/18

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Purpose of Report

1. This report provides an update on the progress against the stated aims in the council's Business Plan. It includes measures and activities reported on the [Citizens' Dashboard](#) and other key measures, as well as the latest version of the council's strategic risk register. This report covers the period April to June 2017.

Relevance to the Council's Business Plan

2. This report updates Cabinet on the performance against each of the stated outcomes contained in the Business Plan 2013 to 2017 at the end of quarter one 2017/18.

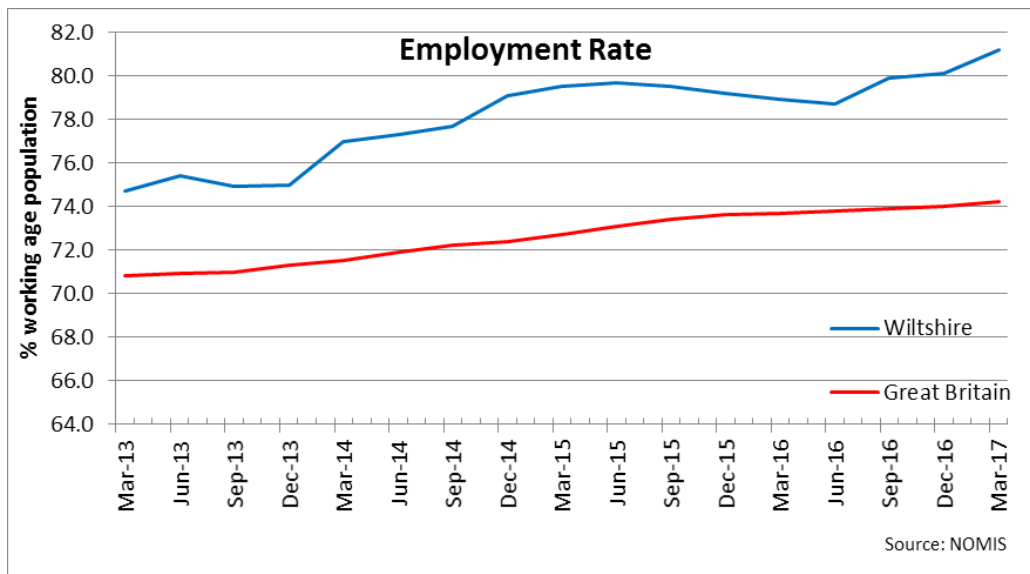
Overview of outturns

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. The performance framework is based on the measures used in services to monitor and manage their planned work and its impacts.
5. In July 2017, a new 10 year business plan was approved by the full council. In the following months, the activity to deliver the first stage of this business plan will be described by services and a new performance framework will be created to support the new business plan. In the meantime, this report will focus on the 2013-17 business plan and the progress made in those four years.
6. Below, under the six stated outcomes, are the areas the business plan addressed and an example of a supporting measure of success from the performance framework.

Outcome 1: thriving and growing local economy

7. Creating Jobs

The Business Plan stated that it was essential for Wiltshire's economy to remain competitive, sustainable and resilient. This was to be achieved with high levels of inward investment with a broad employment base. There has been significant growth in employment rate over the period of the business plan. Wiltshire's employment rate is up 8.7% points to over 80% while the growth in Britain as a whole was less than 5% points and the national employment rate remains below 75%



Council teams have worked with businesses to support the creation of over 10,200 jobs in the last three years.

8. Attracting Business

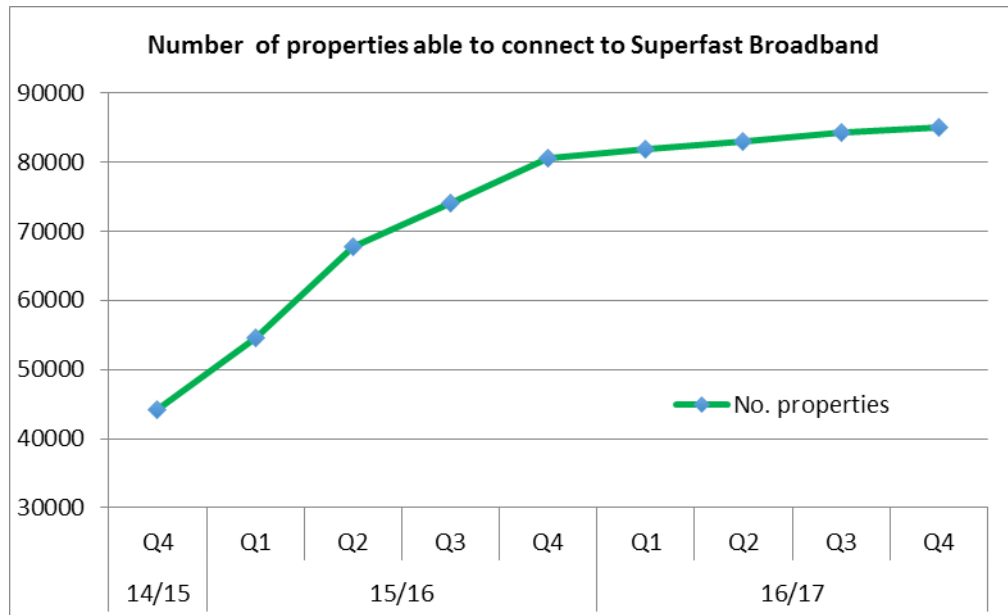
Alongside creating new jobs Wiltshire Council wants the county to remain an attractive place for established business to move to and for new business to start up.

At the start of the business plan period Wiltshire was the fifth most popular location in the UK to do business. In the 2016/17 Grant Thornton Vibrant Economy Index Wiltshire Council was ranked as the most economically vibrant local authority area in terms of resilience and sustainability.

Over the four years of the business plan Wiltshire Council supported more than 8,300 businesses with one in eight of those being start-ups. Businesses were supported through a variety of schemes including: Wiltshire Business Support Service, The Enterprise Network, Business Wiltshire and Wiltshire 100.

The infrastructure required to provide successful business support has also been important. Wiltshire Council has led the Wiltshire Online

project which has extended access to superfast broadband across the county. Between March 2015 and March 2017 there was an increase of 92% in the number of premises able to connect to superfast broadband in Wiltshire with the total number reaching nearly 85,000.



9. Higher and further education and training

The Council's business plan identified the need for more people, and more young people in particular, to have access to higher and further education. The result would be of benefit to them and help build the workforce of the future.

Apprenticeships have been a particular focus of Wiltshire Council and the numbers applying for and taking up apprenticeship opportunities has grown over the years since 2013. In the year to September 2016 more than 6,400 people signed up to apprenticeship schemes in Wiltshire which was a 20% increase on the previous year.

Additionally, Wiltshire Council ran schemes that supported people with training and skills development. The numbers varied by year, depending on which schemes were running, but nearly 15,000 people were supported over the four years of the business plan. There were increasing numbers each year with around 3,000 in 2014/15, over 4,000 in 2015/16 and over 5,000 in 2016/17.

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

10. Communities willingness to be involved and accept new ways of working

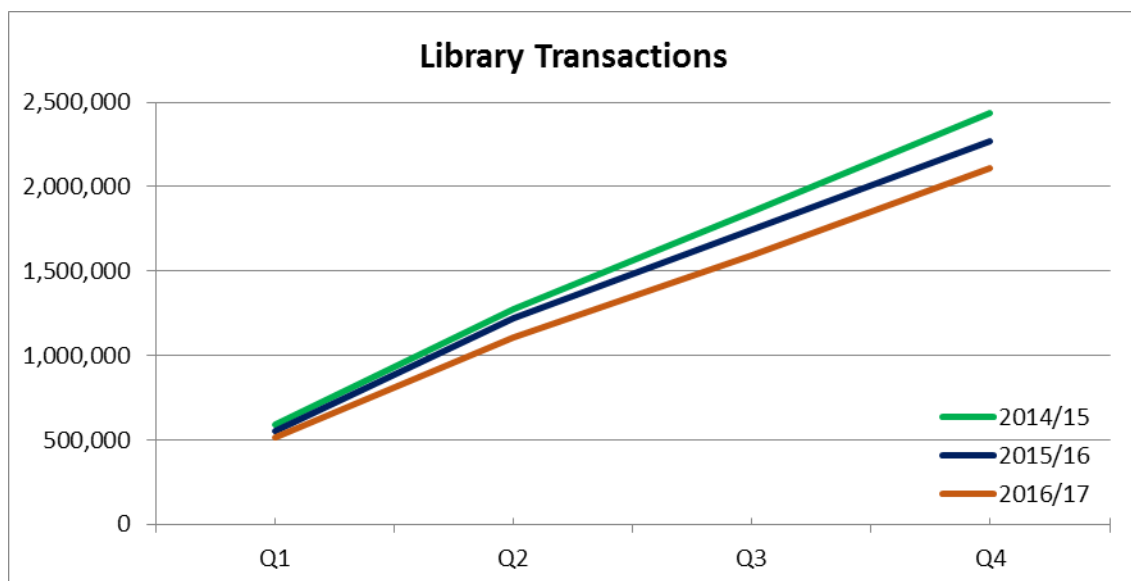
There was a clear need for many of Wiltshire's communities to become more self-reliant, understanding that they need to play a part in providing solutions to issues they encountered. Wiltshire Council and its

councillors were to play an important role in delivering community decision making through area boards.

To date grants distributed into communities via area boards totals £4.3 million. All the projects supported through Wiltshire's Area Boards are listed on [the council's website](#).

Area Boards use the Our Community Matters 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. Digital interactions with Area Boards (including the Our Community Matters website, and Twitter followers) in this quarter were around 10,000. Interactions totalled over 1.2 million in the four years of the business plan. Subscribers to the area boards community network websites have tripled from around 7,000 to over 21,000.

Libraries are an important resource for Wiltshire's communities. In the last three years of the business plan Wiltshire libraries have seen a fall in the number of transactions (loans and renewals) as technology changes the way that people use books and information



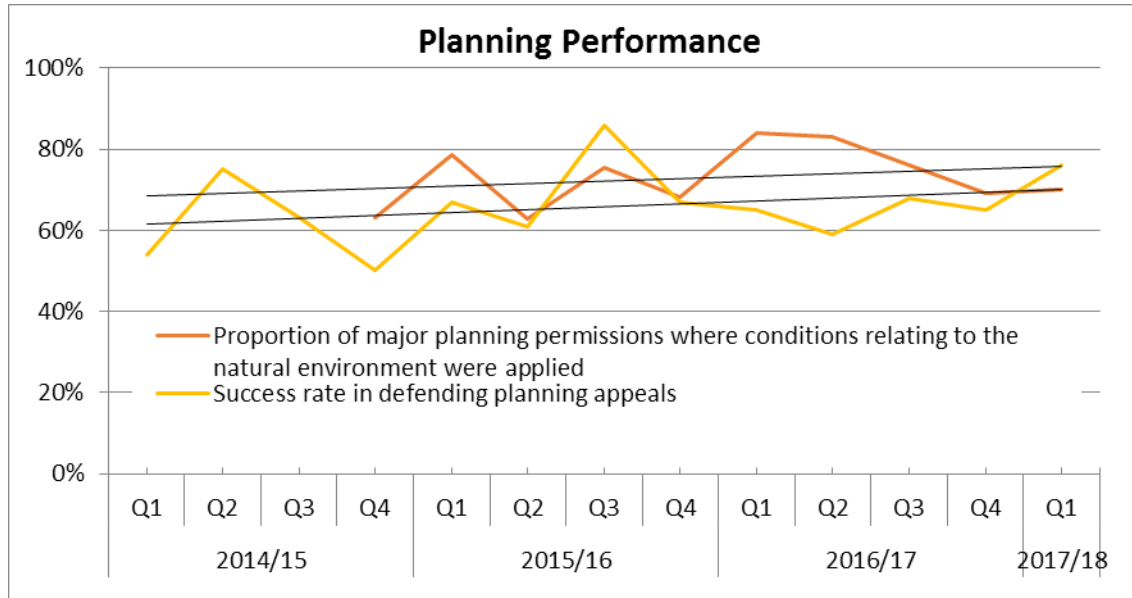
However, Wiltshire's libraries have adapted to become places where other community activities happen and visitor numbers remain high even if those visitors are not borrowing books.

Outcome 3: living in a high quality environment

11. Protecting Wiltshire's natural and historical heritage

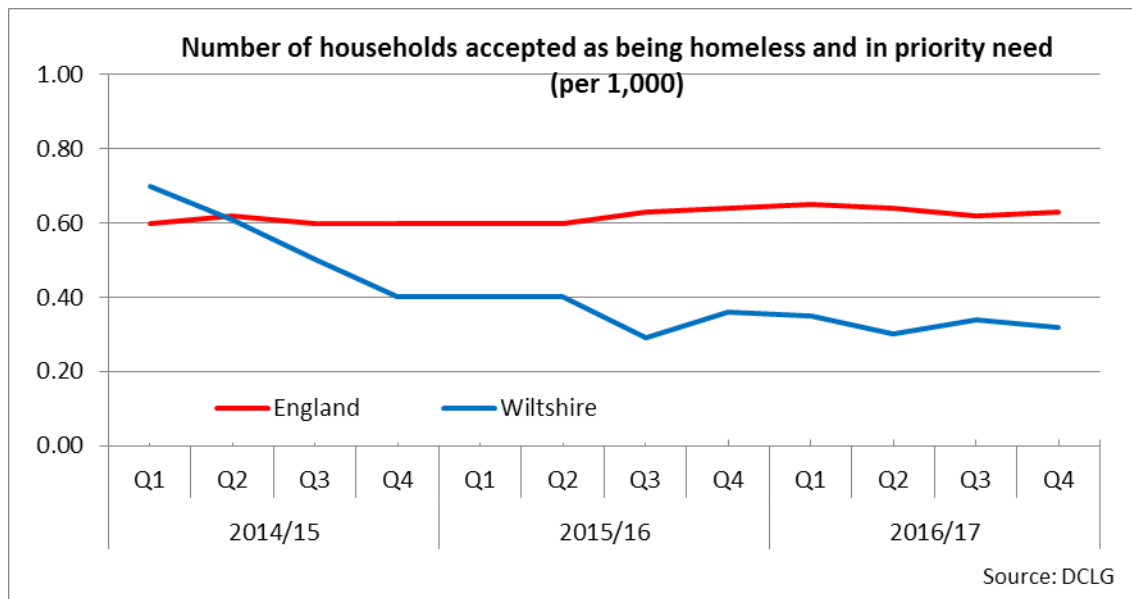
The planning system is used to encourage appropriate development and protect communities and the environment from unsuitable development. The graph below shows that, for the period where data is available, the trend in the proportion of major planning applications

where conditions relating to the natural environment are applied is up. Likewise, the proportion of planning appeals where the council successfully defended its decision are up. The combination of these two indicators suggest that Wiltshire Council is successfully using its powers as a local planning authority to protect the natural and historic environment and ensure that development takes place in the right locations.



12. Good quality housing for all

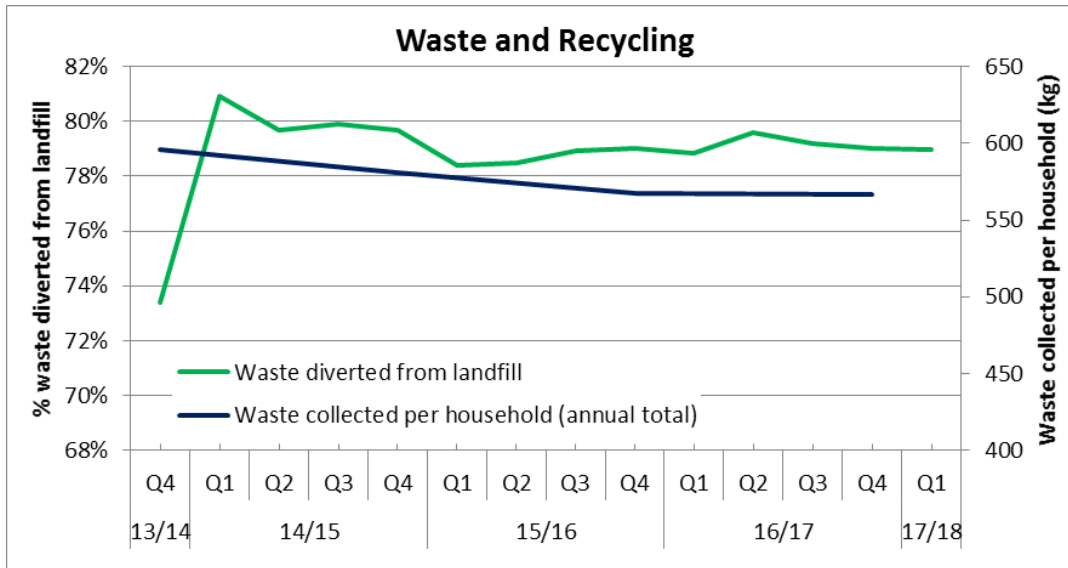
The stated aims in the business plan include reducing the numbers living in fuel poverty as well as reducing the number of people at risk of becoming homeless. The data below shows that Wiltshire has seen a fall of over half in the number of households accepted as homeless and in priority need (per 1,000) while the national number has risen slightly.



13. Environmental Footprint

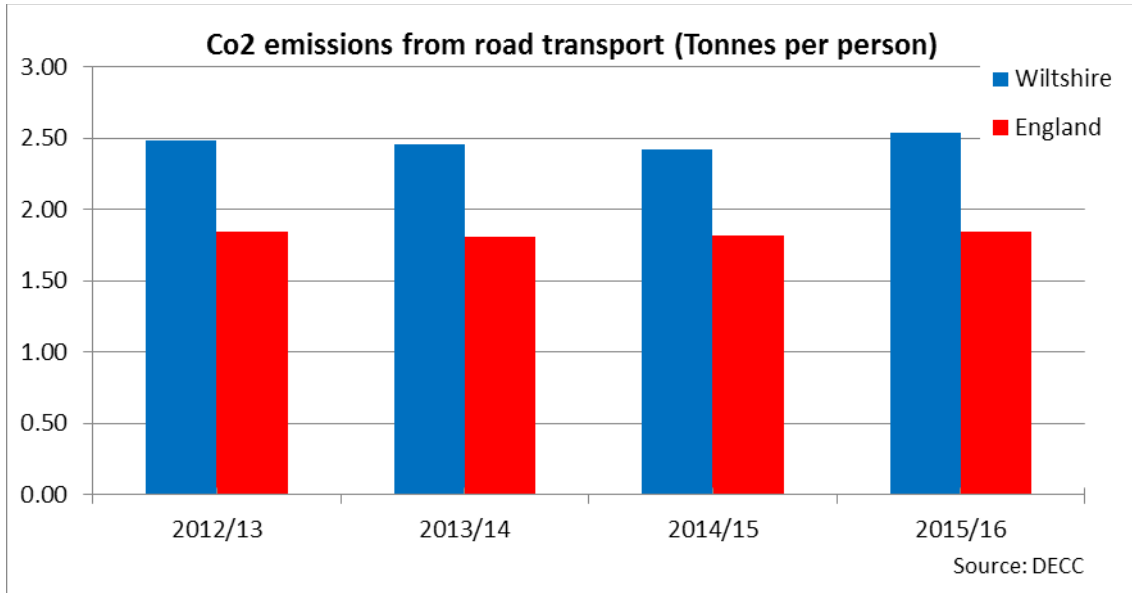
Between 2013 and 2017 Wiltshire Council aimed to help the county reduce its impact on the environment by having a smaller carbon footprint, use more renewable technology in private and public buildings and by ensuring more waste was recycled.

The graph below shows that, at the same time as the amount of waste collected from each household has fallen, the percentage of that waste diverted from landfill (reused, recycled or repurposed) has improved and stabilised. Each household is creating less waste and a smaller proportion of that waste is going to landfill.



14. Sustainable Transport

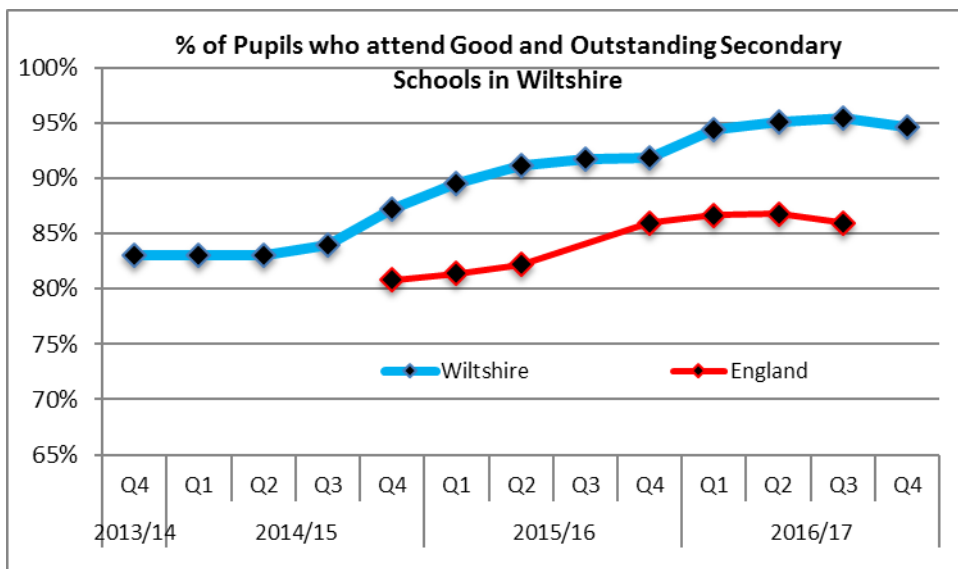
Wiltshire Council aimed for a transport system that supports both local people and business. The transport infrastructure was to have had an appropriate environmental impact. The Business Plan also suggests that people in Wiltshire should live in an environment where the air quality is good. Over the period shown in the graph below carbon dioxide emissions from roads in Wiltshire have increased by just under 2%. The national level has also seen a rise but it started lower than Wiltshire and the increase, less than 0.2%, is smaller than the increase in Wiltshire.



Outcome 4: inclusive communities where everyone can achieve their potential

15. High quality education and training

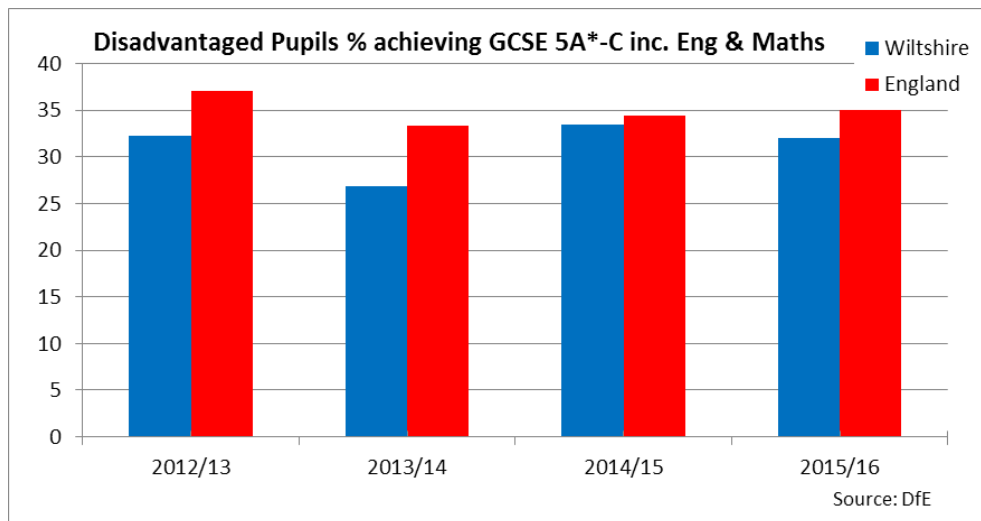
Everyone should have access to education which gives them the skills, knowledge and attitudes to succeed. Since 2013 Wiltshire has seen a steady improvement in the proportion of its secondary school pupils who attend good or outstanding schools (as judged by OFSTED). Wiltshire's performance in this area has remained above the national average.



16. Overcoming inequality

The Business plan stated that public services would work together to focus on prevention, helping vulnerable families manage their needs and improve outcomes for vulnerable individuals.

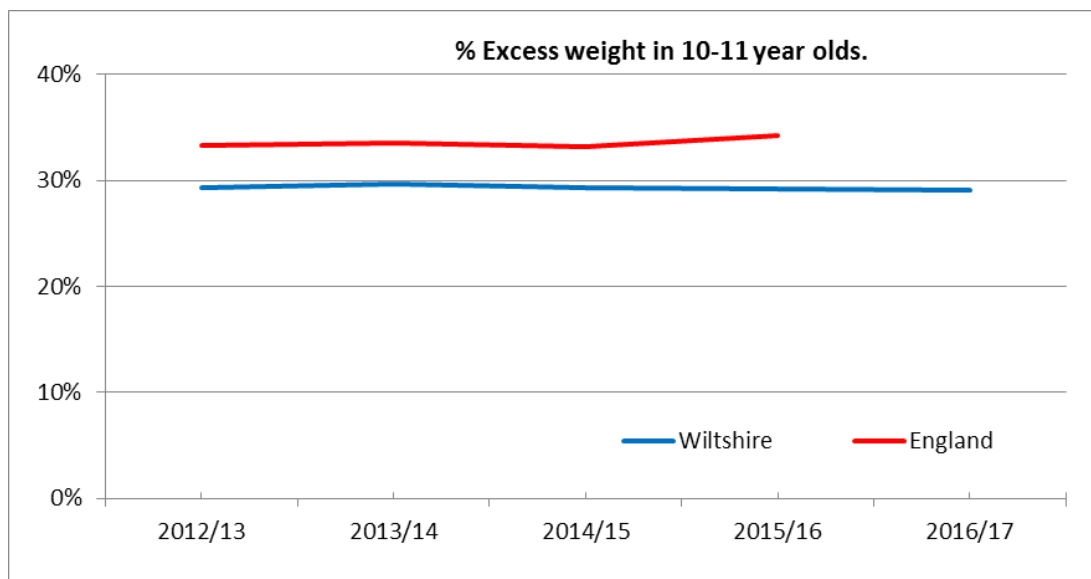
The proportion of disadvantaged young people who receive five or more A*-C GCSE grades (including English and Maths) is used as an indicator of the impact services are having on some of the more vulnerable young people. Wiltshire Council has a vulnerable learner's strategy and action plan in place. The work is predominately centred around young people eligible for the pupil premium (those who receive free school meals or who are looked after children) and aims to improve outcomes for these young people. Wiltshire's performance in this area has been below the national average and remains a key improvement priority.



Wiltshire Council is committed to supporting vulnerable families. Wiltshire Council has been running a programme to help improve the lives of those in the most troubled families. The first phase of the programme was completed in 2015. In the current phase (lasting to 2020) Wiltshire Council expects to engage with nearly 2,000 families.

17. Reducing Health Inequalities

Alongside reducing educational inequalities and getting better results for disadvantaged people the council's business plan stated that the



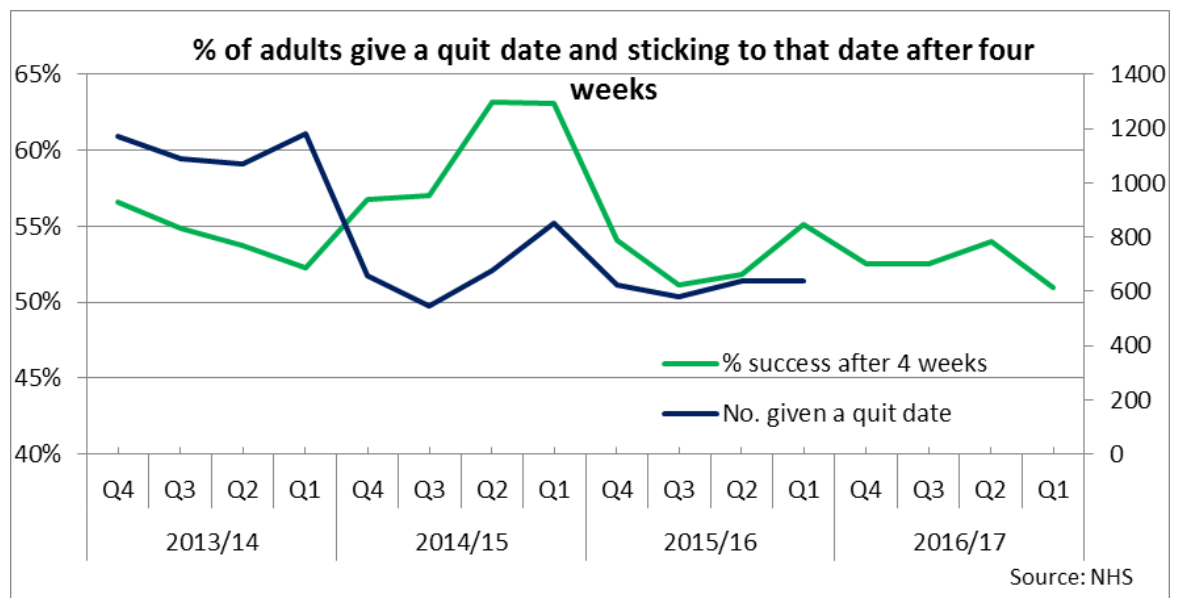
council would work jointly with health services to reduce health inequalities that acted as barriers to achievement, employment and happiness. Areas of focus in this outcome include smoking and obesity. Wiltshire's rate of excess weight in children aged 10 and 11 has improved, marginally, over the lifetime of the business plan and remains below the national average which has not improved. In 2014/15 Wiltshire Council teams prioritised tackling childhood obesity and began work with Wiltshire Clinical Commissioning Group (CCG) to develop an Obesity Strategy to halt the rise of excess weight in children and adults.

Outcome 5: healthy, active and high quality lives

18. People have all the information they need to make informed lifestyle choices

Wiltshire Council wants all public services to support people of all ages to take responsibility for their own physical and mental wellbeing. Wiltshire Council's business plan described an aim to make as much information available as possible to help people make better choices about their wellbeing. This covered many areas including: healthy eating, drug and alcohol use, teenage pregnancy and smoking.

Over the course of the business plan Wiltshire public health services have helped encourage people to give up smoking including by running smoking cessation courses. The graph below shows the proportion of people set a quit date who have successfully quit after four weeks. Although the graph suggests that the portion of people successfully quitting has fallen it's important to note that the number using quitting services has also fallen as the overall smoking population has decreased.



19. Volunteering

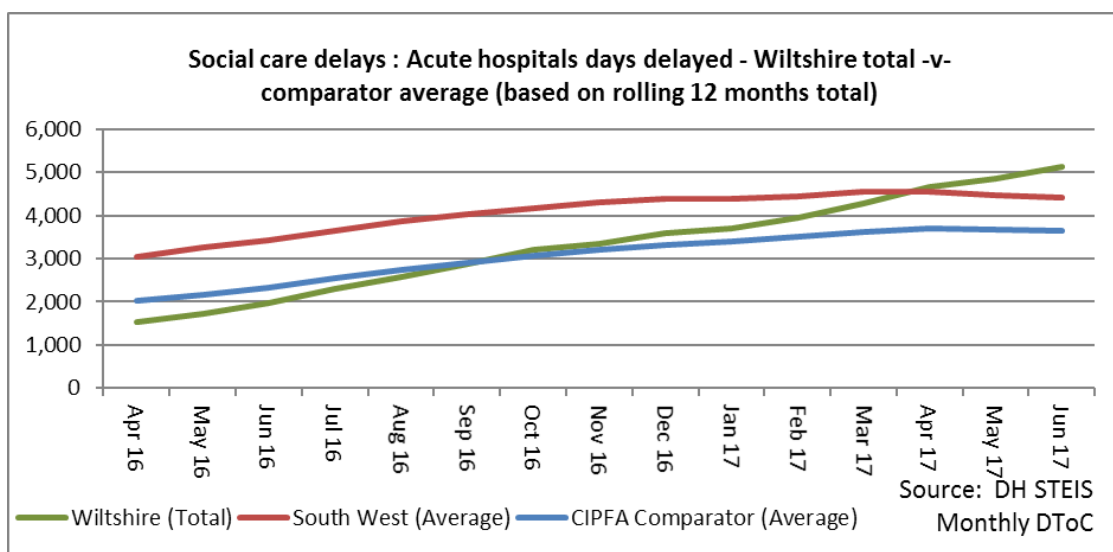
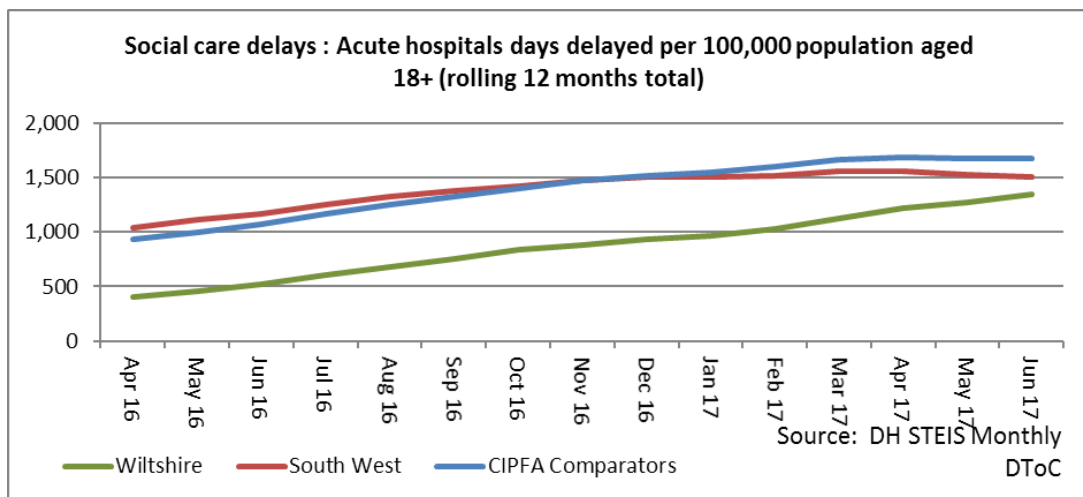
A key to building stronger communities is enabling constructive and productive volunteering. Wiltshire Council provides several volunteering

opportunities and encourages others to make use of volunteers. Wiltshire Council makes use of volunteers in its libraries, leisure services, children and young people’s services, refugee resettlement programme, and community transport among many others.

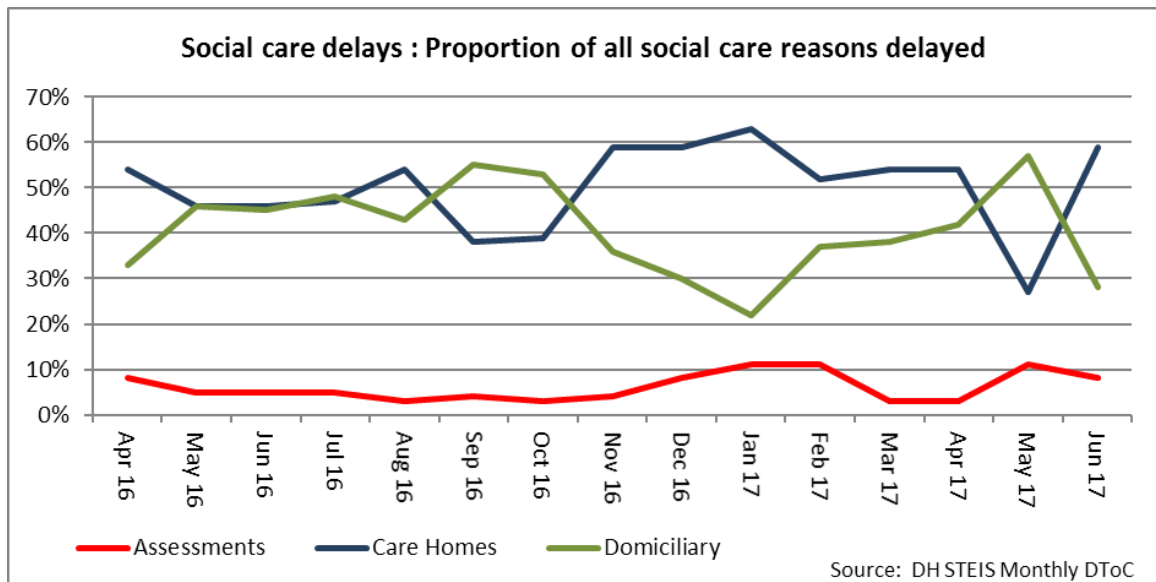
Volunteering for the council has been consistently strong over the period of the business plan. An example of this would-be in Wiltshire’s libraries, where 28,281 volunteer hours were donated in 2016-17. This is an increase of over 1,100 volunteer hours compared to 2013-14, where 27,158 volunteer hours donated.

20. Integration of Health and Social Care

The business plan stated that public services should work together to provide integrated care which works well for individuals, families and carers. One measure of how well services are integrated is reducing the number of delayed transfers of care. This measure is useful to understand the flow of patients across the health and social care system and capacity within the social care market. The graphs below show the challenges related to delayed transfers of care'

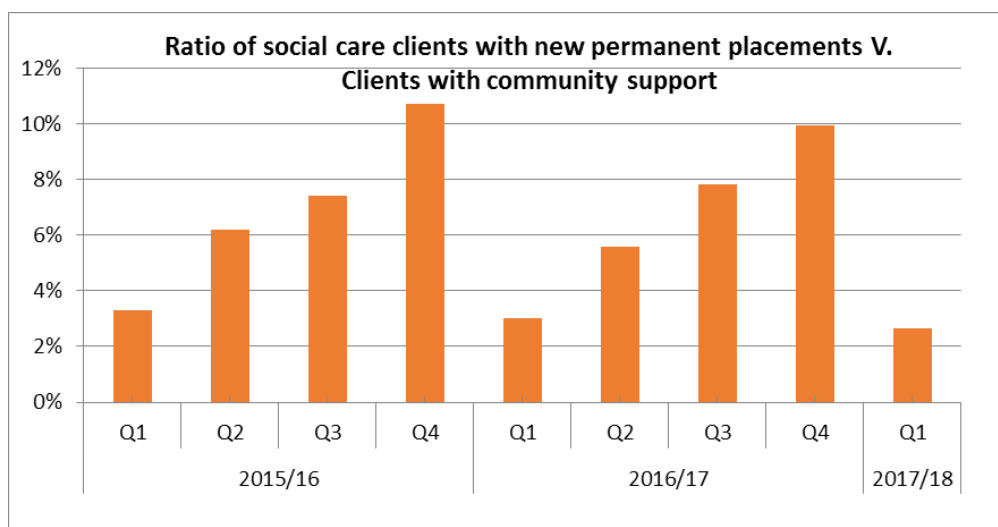


The following graph shows the reasons for social care delayed days. Most of the delays are caused by lack of timely capacity in domiciliary care and care homes. The Adult Social Care Transformation programme is focused on increasing the capacity within re-ablement and domiciliary care.



21. Maintaining Independence

An aim of the business plan was to enable more disabled and older people with long-term health conditions to choose to remain independent and to keep living in their own homes. Despite there being a clear seasonal trend in the ratio displayed in the graph below the overall trend is down meaning that a smaller proportion of adult social



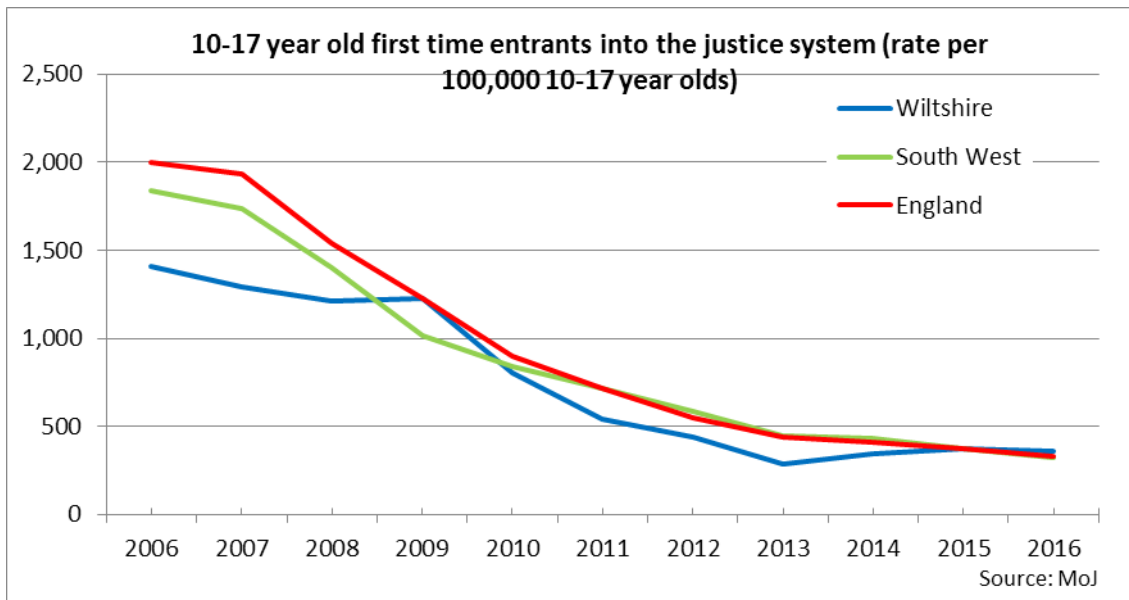
care clients have a permanent placement and more are looked after in the community and in their own homes.

Outcome 6: protected from harm and feel safe

22. Low crime and anti-social behaviour

Wiltshire is a low crime area and it was Wiltshire Council's ambition to ensure that it continues to be so. In order to support this ambition various services within the council help to address the causes of criminal behaviour including alcohol, drug use, poverty, unemployment and poor mental health.

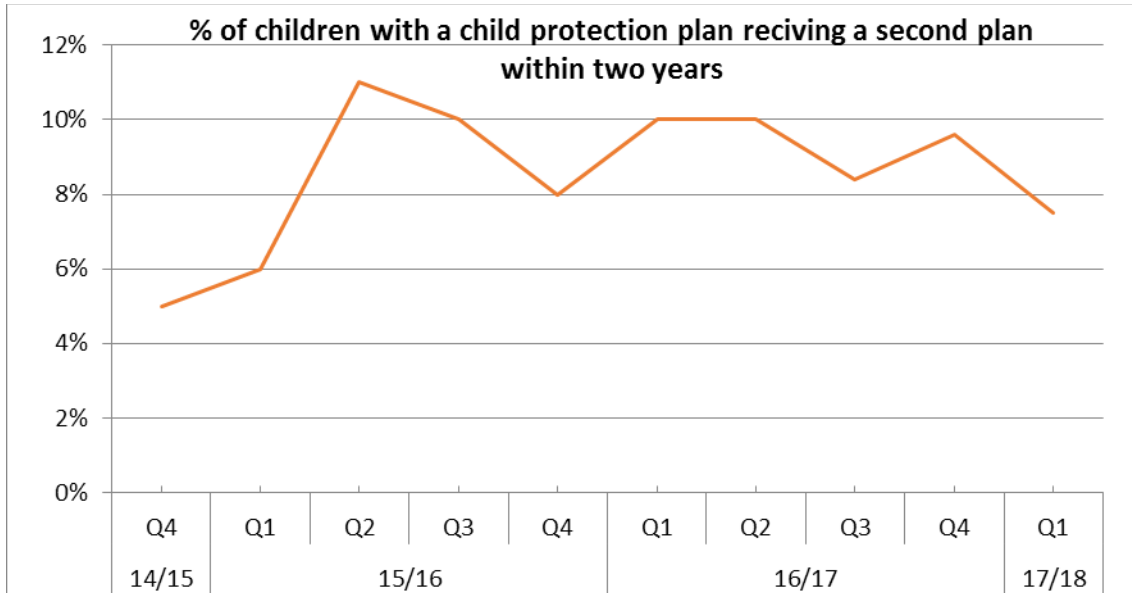
The county's Youth Justice Team, based within the council, works to reduce the number of young people who pick up a criminal record. Over the period of the business plan there was a 25.7% rise in the rate of first time entrants but this was from an exceptionally low base in 2013. Previous years are included in the graph below to show the work done over the last decade.



23. Early intervention where there is risk of harm

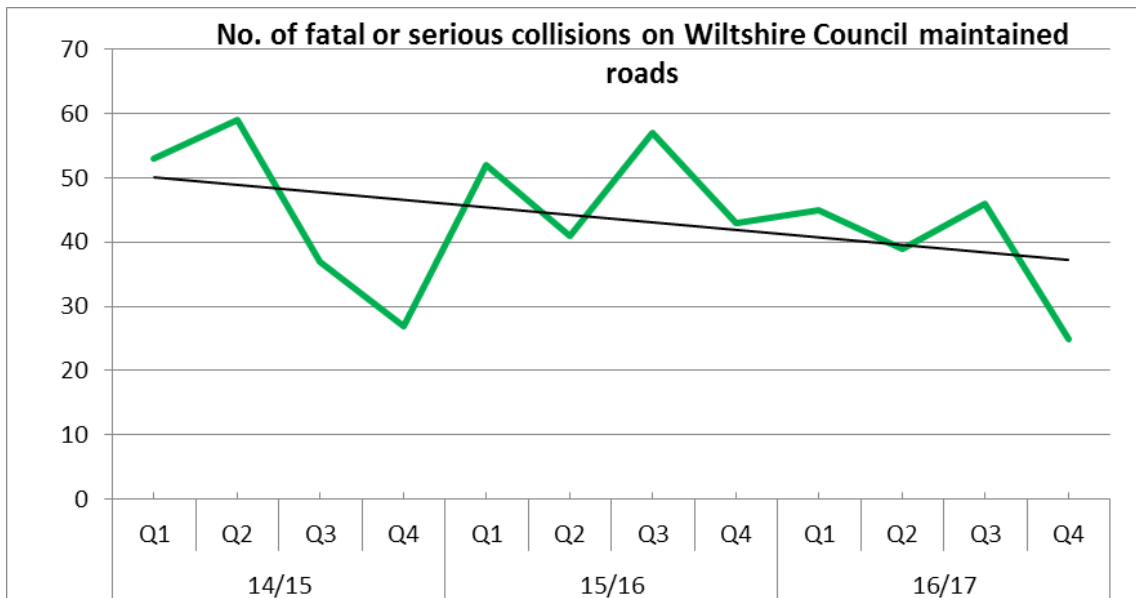
Wiltshire Council stated that it would actively identify adults and children who were at risk of harm to themselves or to others and provide support to prevent that risk becoming an issue.

Some of the most vulnerable young people are subject to a child protection plans which are designed to put in place the support required to keep them safe. If a child protection plan is successful a subsequent plan is less likely to be required. The graph below shows that in Wiltshire, over the last two-and-a-half years, the proportion of young people who required a second plan within two years of the first remains low.



24. Safer Streets

The business plan stated that Wiltshire Council wanted people to be, and feel, safer on the streets and to reduce the number of serious traffic accidents. Wiltshire Council has prioritised fixing dangerous defects on roads, monitors attendances at safer driving courses and provides various road safety training schemes for children. The graph below shows that the trend over the last two-and-a-half years for number of road traffic accidents in which people are killed or seriously injured on Wiltshire's roads is down.



Strategic Risk Register (as at June 2017)

25. Delivering the Council's Business Plan has been 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.
26. 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.
27. 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](#).
28. The simplified version of the current strategic risk register is provided in appendix 1.
29. 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.
30. A whole range of service risks are kept under observation each quarter. A small number of new risks were added to service registers this quarter with just one represented on the corporate risk register through one of the composite corporate risks.
31. There are no new risks on the strategic register and none have been removed since the last quarter.
32. Of the 13 risks listed on the strategic risk register just two have an inherent score that puts them in the 'high' bracket.
33. A pandemic flu outbreak or widespread flooding remain high 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 occurs and the lack of control the organisation has on avoiding these national high level risks. The scoring of these risks also mirrors the national level risk assessment

34. Other national level risks have medium or low inherent and residual scores and suggest good progress against planned actions.
35. The risk around safeguarding of children and young people has been reduced in the last six months and maintained at a lower level. The change from a high to a medium inherent risk is due to the implementation of the relevant improvement plan. There is now much less reliance on agency staff and this has ensured greater stability and a positive impact for children and families. However, given the nature of the risk, and the vulnerability of the children and young people involved, further reduction in this risk is unlikely.
36. 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.
37. At the start of this current financial year the council has put new processes in place to help support budget managers from all services to maintain greater oversight of budgets and spending. As a result, the overall likelihood of an issue has reduced slightly as there should be more flexibility in the system. 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.

Overview & Scrutiny Engagement

38. The Financial Planning Task Group is due to consider this report at its meeting on 7 September 2017. Any findings or recommendations will be referred to the Cabinet for consideration.

Safeguarding Implications

39. 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

40. Not applicable as no decision is required.

Procurement Implications

41. Not applicable as no decision is required.

Environmental and Climate Change Considerations

42. Not applicable as no decision is required.

Equalities Impact of the Proposal

43. Not applicable as no decision is required.

Risk Assessment

44. Not applicable as no decision is required.

Financial Implications

45. Not applicable as no decision is required.

Legal Implications

46. Not applicable as no decision is required.

Options Considered

47. Not applicable as no decision is required.

Conclusions

48. 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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August 2017

Appendices

- Appendix 1: Strategic Risk Register (Q1 June 2017)
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