

Wiltshire Council

Cabinet

20 June 2017

Subject: Performance Management and Risk Outturn Report: Q4 2016/17

Cabinet member: Councillor Philip Whitehead - Finance and IT

Key Decision: No

Executive Summary

This report provides an update on performance against the stated aims in the council's Business Plan. 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 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

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Subject: Performance Management and Risk Outturn Report: Q4 2016/17

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Key Decision: No

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 January to March 2017.

Relevance to the Council's Business Plan

2. This report updates Cabinet on the performance and significant activities against each of the stated outcomes contained in the Business Plan at the end of quarter four 2016/17.

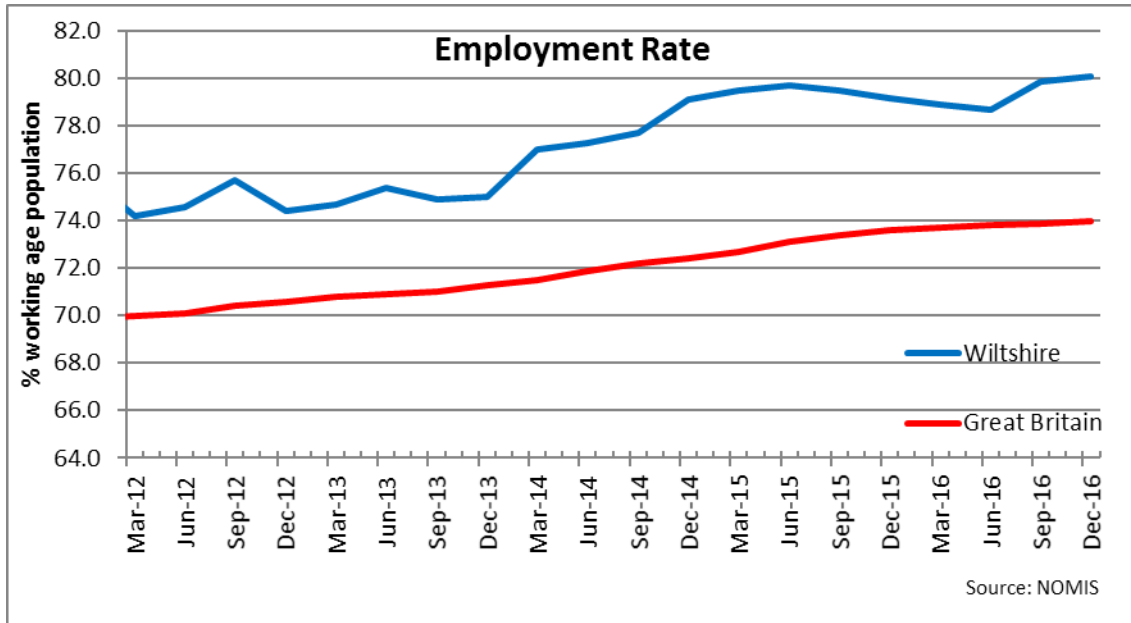
Overview of outturns

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

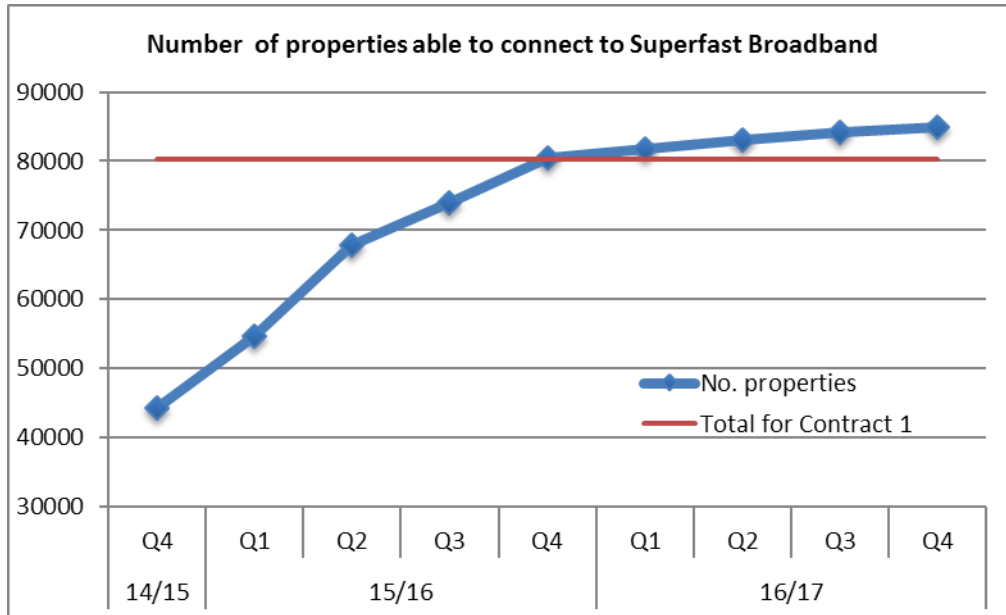
7. Latest figures, which run up to the end of 2016, show Wiltshire's employment rate is largely stable having risen 0.2% points in the last quarter to 80.1%. The working age population has also increased but at a

slower rate. Wiltshire's Employment rate remains above that of the country as a whole which is at 74.0%.

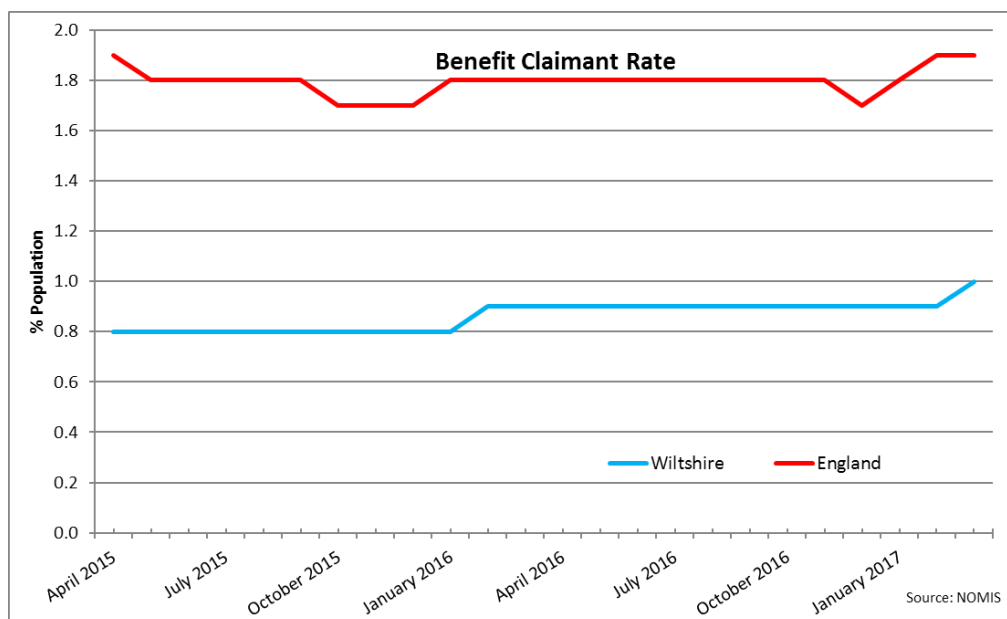


Employment rate is not simply the reverse of unemployment. Instead employment rate shows the extent to which the potentially available workforce is being used. There are a number of groups, such as those in further and higher education or those who are caring for dependents, who do not count as employed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

8. During quarter four the new European Structural and Investment Fund (ESIF) funded project in support of Small and Medium Enterprises directly supported 26 businesses. A total of more than 175 businesses are registered by the project.
9. The Wiltshire Online programme is designed to provide a fibre broadband service to those premises where the provision of broadband is considered to be financially unviable by commercial providers. Without Wiltshire Council's investment, approximately 40% of Wiltshire would not have access to superfast broadband. The council's approach is designed to deliver fibre broadband to the greatest number of premises for the budget available. Fast reliable broadband is a vital component for business growth. The first phase of delivery is complete and the second is now well underway. Nearly 750 additional premises were added to the list of those for whom superfast broadband is now available in quarter four. Nearly 4,500 properties have been added in the last 12 months.



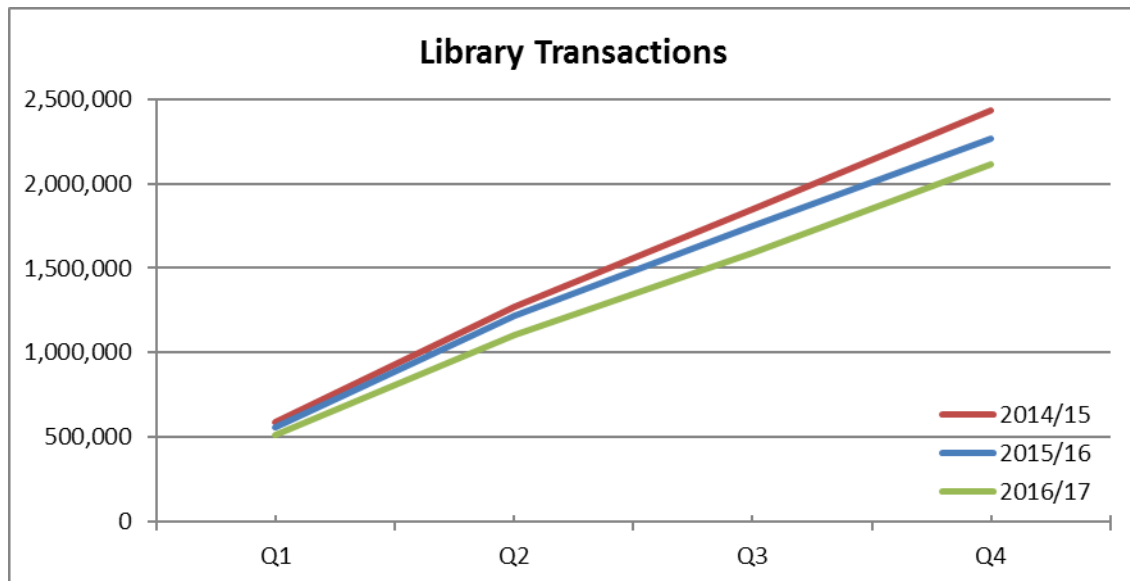
10. 140 additional affordable homes were completed in Wiltshire during quarter four. This brings the total for the financial year to more than 430 which is a slight increase on last year.
11. Wiltshire Council is working with communities and developers to deliver more than 220 new affordable homes for families and older people in Wiltshire by 2020. A mix of housing types, some with additional support for independent living will be built in various locations in Amesbury, Tisbury, Devizes, Trowbridge, Rowde, East Knoyle, Durrington and Corsley Heath
12. 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 (as well as those in receipt of Jobseeker's Allowance and National Insurance Credits) who are not in work, replacing the previous measure based on Jobseeker's Allowance claimants only.
13. At the end of quarter four the claimant count in Wiltshire remained at 1.0% which is equivalent to comparable local authorities and better than the national average of 2.0%. The number of individuals in the claimant count has grown by more than 250 in the last three months. This is the largest quarterly increase since the same period in the previous year and suggests a seasonal trend. This trend is mirrored by comparable local authorities.



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

14. In the three months to March over £440,000 of grants were distributed by Wiltshire's Area Boards. This money and earlier grants have supported more than 800 community projects in the last 12 months. All the projects supported through Wiltshire's Area Boards are listed [on the council's website](#).
15. 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. Engagements across all the Communities Social media including OCM and Twitter totalled more than 1.1 million for the financial year.
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 four 750 volunteer hours were used in maintaining Wiltshire's rights of way – this is 10% above the same period in the previous year. Additionally, nearly 2,300 hours were given by volunteers to help maintain countryside sites by clearing, tree planting and care, litter picking, maintenance of furniture and fences. This is broadly equivalent to the same period in the previous year.
17. Libraries usage rates have fallen in recent years but overall remain high with nearly 1.7 million visits during the financial year. Library transactions

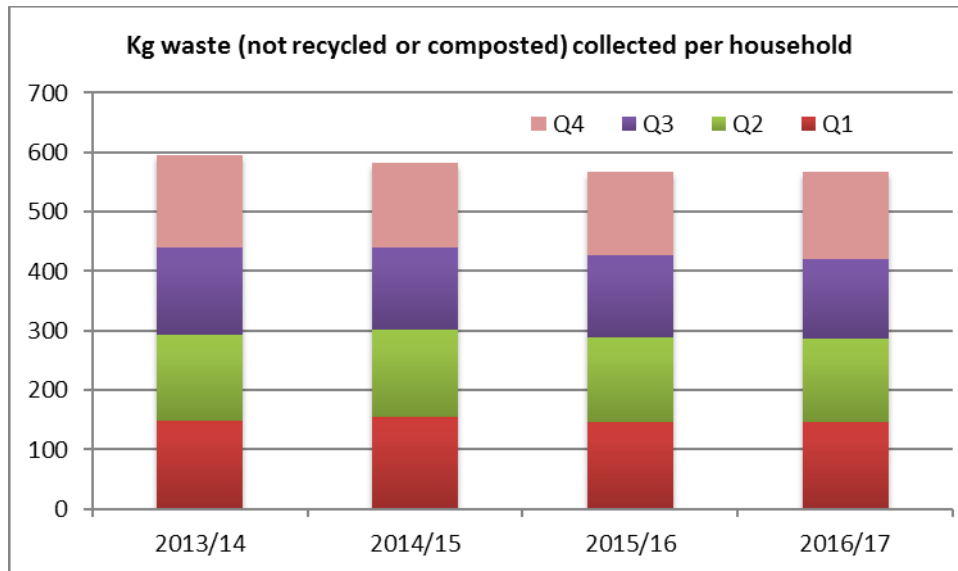
(loans, renewals and computer sessions) are down 7% between quarter four this year and quarter four last year.



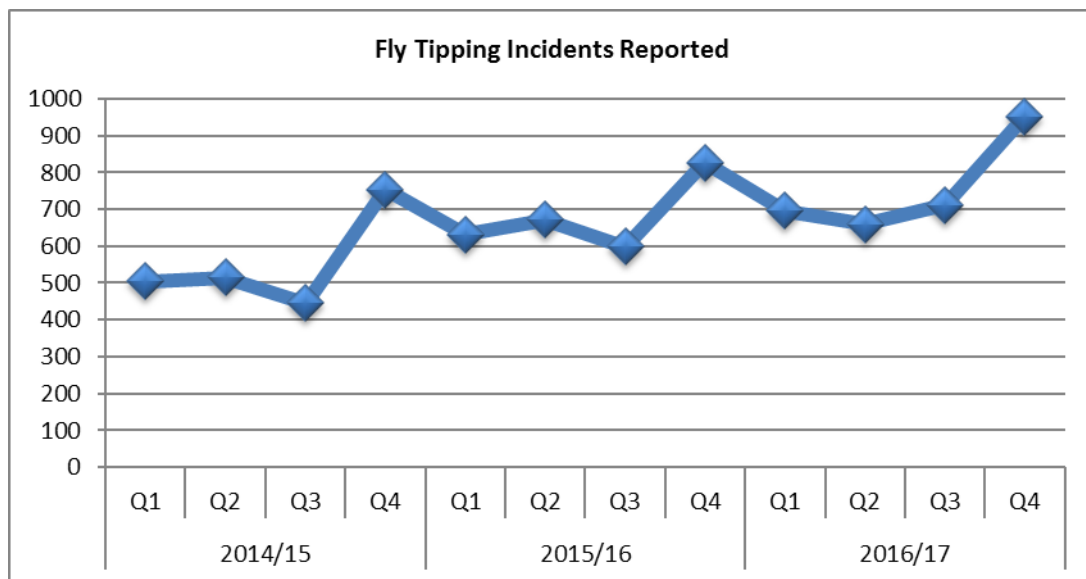
18. A three-month community engagement programme was completed during quarter four. There were conferences in each of the county's 18 community areas which a total of more than 1,900 people attended. The events provided an opportunity to discuss and vote on the priorities in each of the community areas. The outcome will help Community Area Boards focus their efforts and resources.
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 70. This is a quarter of parishes in Wiltshire. In the last 12 months six neighbourhood plans were made (completed) including three in the final quarter: Downton, Holt and Pottern.

Outcome 3: living in a high quality environment

20. Applying planning policy and determining planning applications is a significant task for Wiltshire Council. The council has determined over 1,000 applications in each quarter of this financial year, more than 4,400 in the last 12 months. Only 1.4% of all applications received and determined in the last financial year have been overturned at appeal.
21. There has been a further decrease in the amount of residual waste (waste collected and not recycled) per household in Wiltshire in the current financial year. The cumulative level of waste collected per household was 0.6kg less than in 2015/16. The reduction is less than 1% but continues the downward trend of the past four years.



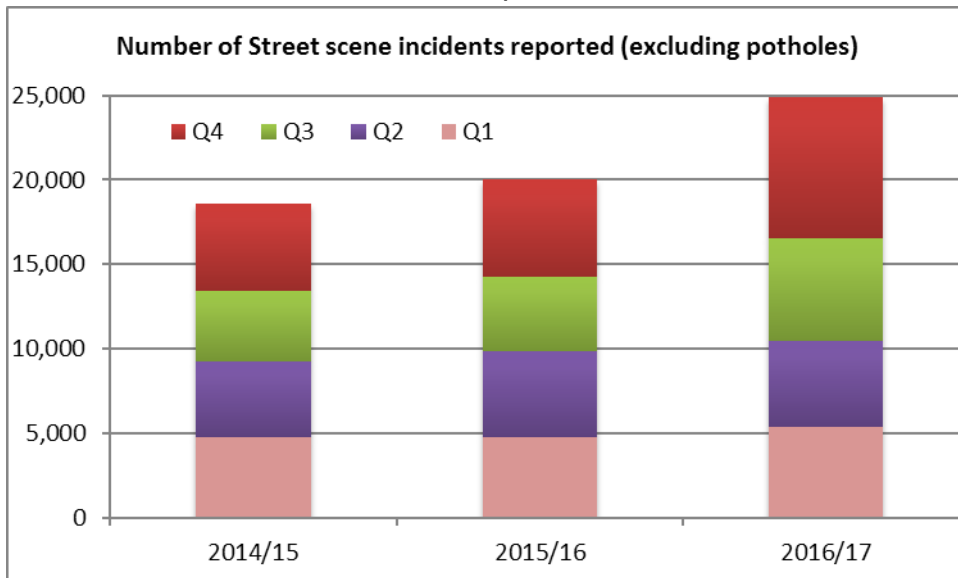
22. At just over 79% the proportion of waste diverted from landfill (i.e. local authority collected household and commercial waste, and waste from household recycling centres) remains above the target of 75% and is equivalent to the same period last year.
23. The number of fly-tipping incidents reported during quarter four was just over 950. This is 15% higher than the same period last year.



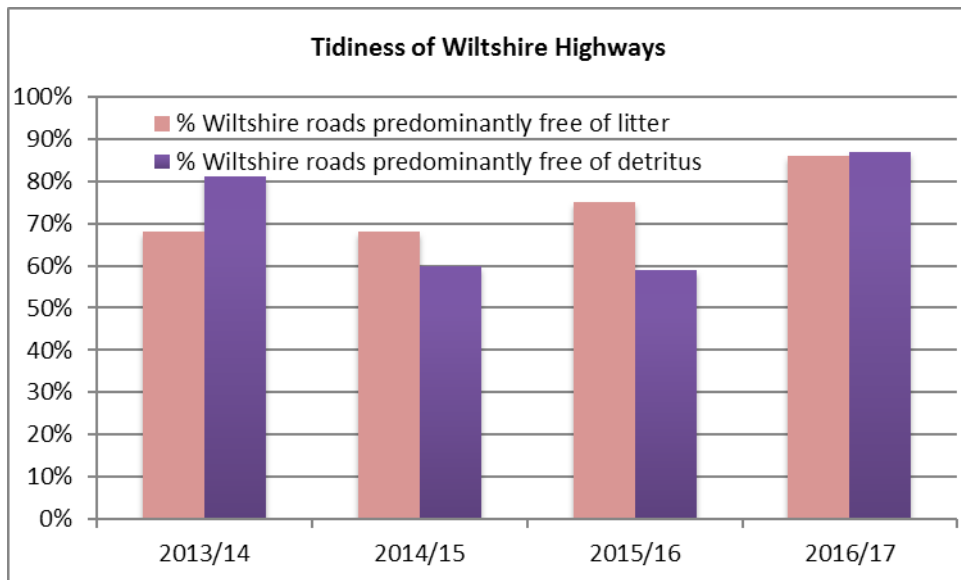
24. In January 2017 the Enforcement Team within Waste and Environment successfully prosecuted a serial fly-tipper in the south of the county. The offender pleaded guilty to eight counts of fly-tipping and he was sentenced to three months imprisonment. In addition, the team issued eight fly-tipping fixed penalty notices (£400 each) during January 2017.
25. The rate of dry recycling and composting as a percentage of household waste fell from 44.9% in 2015/16 to 43.8% in 2017/18. This reflects, in part, changes in residents' consumption such as a reduction in the number of newspapers thrown away. The national waste strategy includes a target of 50% recycling by 2020. Services that will be introduced as part of the new contracts are expected to increase recycling

levels as residents will be able to recycle additional materials at the kerbside more easily.

26. The Great British Spring Clean took place in March and there were over 140 separate litter picking events in Wiltshire. More than 3,200 volunteers took part across the county and collected nearly 2,000 bags of rubbish. The event built on last year's Clean for the Queen and the numbers taken part more than doubled this year.
27. Quarter four saw another record number of street scene and highways issues (excluding potholes) reported. At just nearly 8,500 the number is 47% above the same period last year and includes more than 8,000 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. The growing use of MyWiltshire has encouraged greater reporting of issues. Reports from Parish Stewards played a large part in the increase in the reporting
28. Additional investment has seen improvements in the cleanliness of



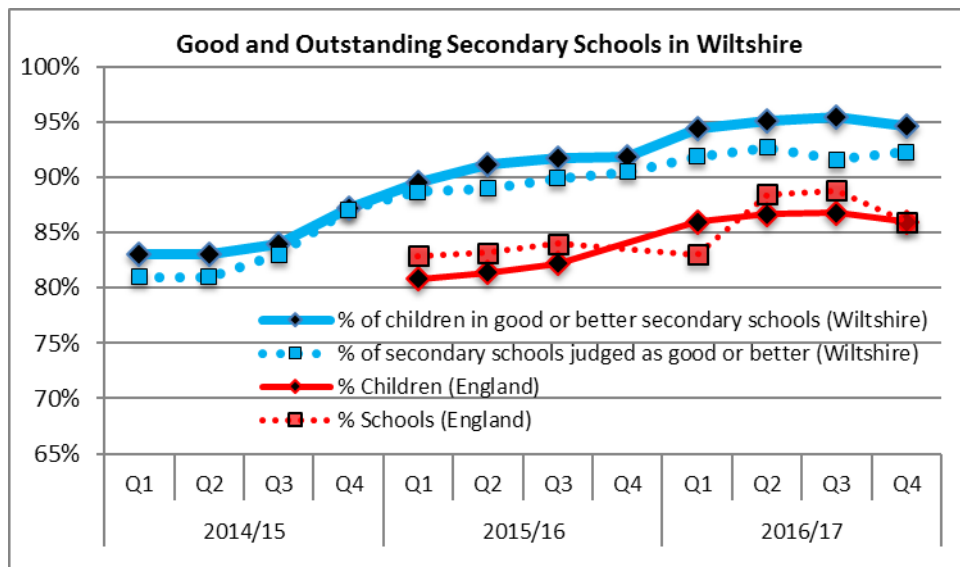
Wiltshire's highways in the last year. There has been an 11% point increase in the roads free of litter and a 28% point increase in the roads free of detritus.



29. At the end of quarter four the average time to fix a highways pothole was six days from initial report to completion. This is an improved position and the service now operates below the target of 10 days.

Outcome 4: inclusive communities where everyone can achieve their potential

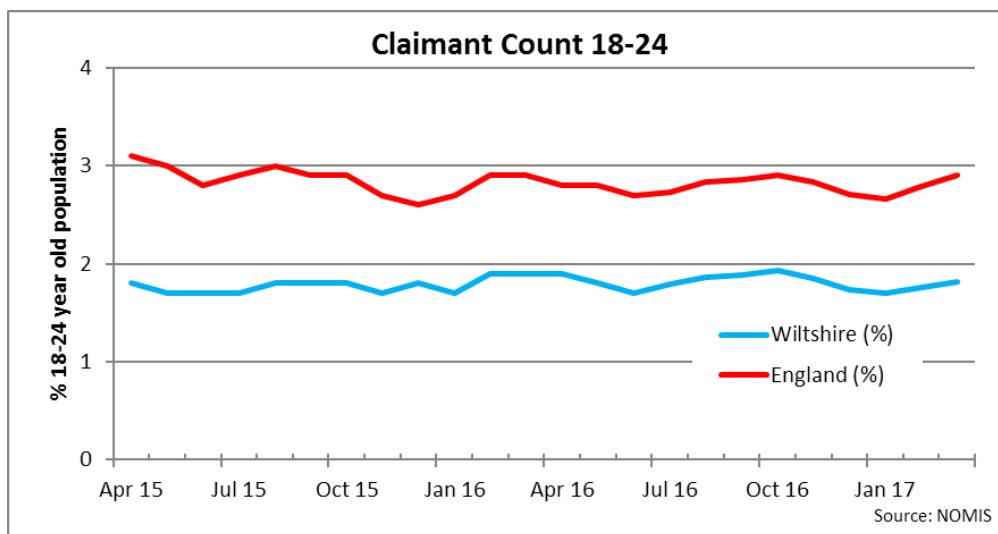
30. The proportion of pupils in Wiltshire who attended secondary schools rated as good or outstanding by OfStEd 94.7% - a similar level to the previous quarter. The proportion of secondary schools that have a good or outstanding rating rose 0.7% points to 92.3%. Both indicators remain above the national average.



31. The most recent GCSE results have been very positive for Wiltshire's young people. 66% of students achieved A*-C grades in both English and Maths compared to the national average of 59%. The new Attainment 8 measure, which shows an individual's average total points score in eight

GCSEs including English and Maths, also show Wiltshire in a positive light. 51.4 of Wiltshire students met the mark compared with 48.5 nationally.

32. "A" level students also performed well with 16% achieving AAB grades or higher.
33. Wiltshire Council has agreed a £93 million three-year capital investment programme in order to ensure the county has the school places it needs. Funding comes from a number of sources including the Department for Education and section 106 agreements paid by the developers of new properties. The Ministry of Defence is paying for an additional 1,125 school places in order to accommodate the families of the 4,000 service personnel due to be settling in Wiltshire. 30 different schemes are planned included the building of one new school.
34. 96% of applicants for Wiltshire's secondary schools received a place at their first choice school. Another 3% received a place at their second or third choice. The online application process has again improved efficiency with 92% of application being made online (up 4% points on last year). The total number applying was up 2% on last year to just over 4,600.
35. Moving on from education to the world of work for young people the Claimant Count for 18-24 year olds shows Wiltshire performs better than the national average with a relatively stable figure of 1.8% (which is over 1% point below the national average). There are small fluctuations between the quarters. Quarter four saw 20 more individuals appearing on the claimant count than in quarter three.



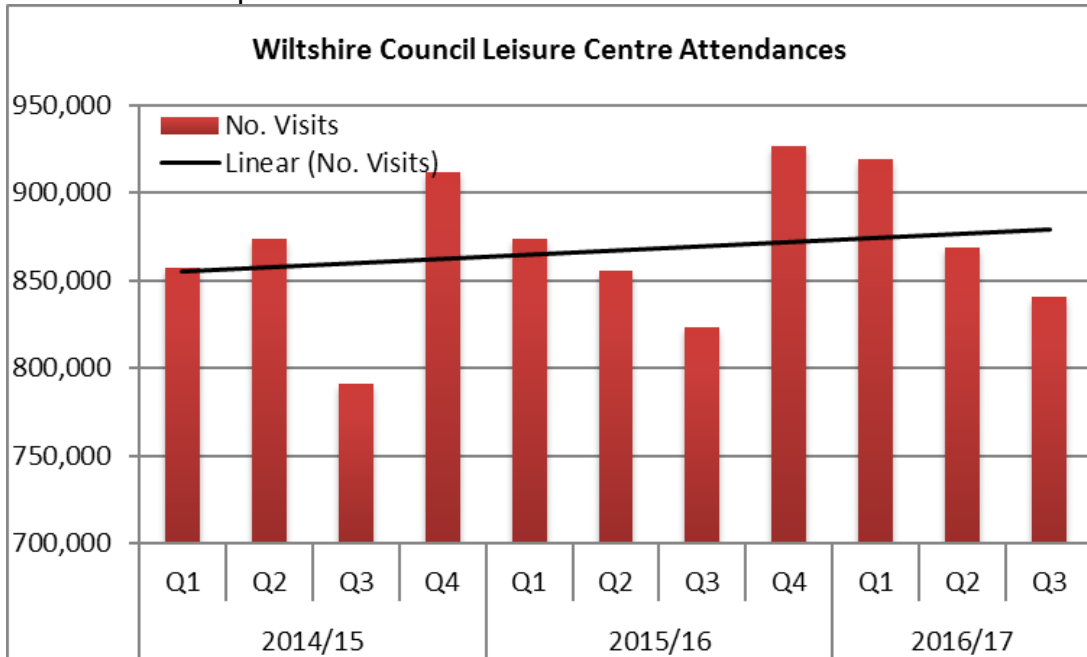
36. At the end of quarter four just over 290 16 and 17 year olds in Wiltshire were known not to be in education, employment or training (NEET). This is just 2.8% of all Wiltshire 16 and 17 year olds which is below both the regional figure of 3.0% and the England figure of 3.0%
37. Wiltshire has seen an increase in the number of people qualified to NVQ level 4 (the vocational equivalent of a bachelor's degree) and above. In the last 12 months, the number rose to just under 122,000 which represents 42% of the working age population and is an increase of

14,500. Wiltshire compare well with the national (38%) and statistical neighbour (40%) average.

Outcome 5: healthy, active and high quality lives

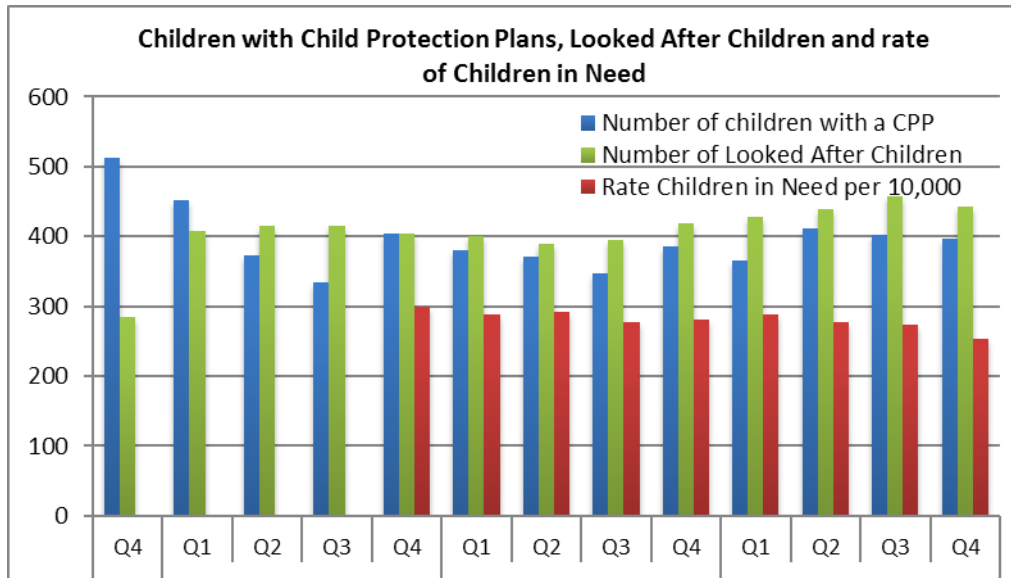
38. At the end of the 2016/17 financial year the Office for National Statistics reported that average healthy life expectancy for women in Wiltshire was 66.8 years and for men it was 64.8 years. Both of these figures are slightly above the national average.
39. During 2016/17 approximately 28,000 were invited for their NHS Health Check in Wiltshire with just under 14,000 accepting the invitation. The uptake rate was 50% for the year which is an improvement on the 48% in the previous year. This quarter four saw the highest ever number of NHS Health Checks completed in Wiltshire at just under 3,800 in a quarter four period. The NHS Health Check programme is offered every 5 years to eligible people aged 40-74 and aims to reduce the risk of developing lifestyle related illnesses including cardiovascular disease, obesity, type 2 diabetes, kidney disease and stroke.
40. The National Child Measurement Programme (2015/16) has showed that in the last year there has been a small increase (0.1% points to 20.4%) in the proportion or reception children with excess weight. There was same size decrease to 29.2% in the proportion of children with excess weight in year 6. These small changes mean that Wiltshire remains below the regional and national proportions
41. 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. During this last financial year just over 16,000 individuals received support of some kind from Wiltshire Council's Adult Care Services. This includes nearly 3,000 additional individuals in the final quarter.
42. 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 four at over 700.
43. In the course of supporting vulnerable adults Wiltshire Council's Adult Care Services supported over 1,400 carers during the last 12 months.
44. 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. Direct debit leisure memberships have grown by 41% since January 2016 from 6,109 to 8,619 members. Over the same period, swim school memberships have grown by 21% from 4,499 to 5,429 members. Every Council operated facility has seen growth in memberships.

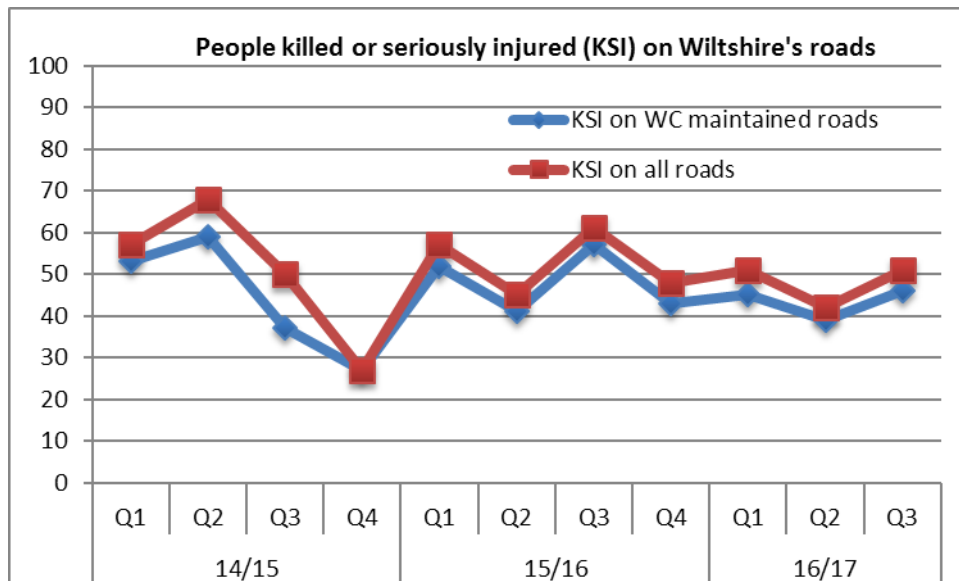


Outcome 6: protected from harm and feel safe

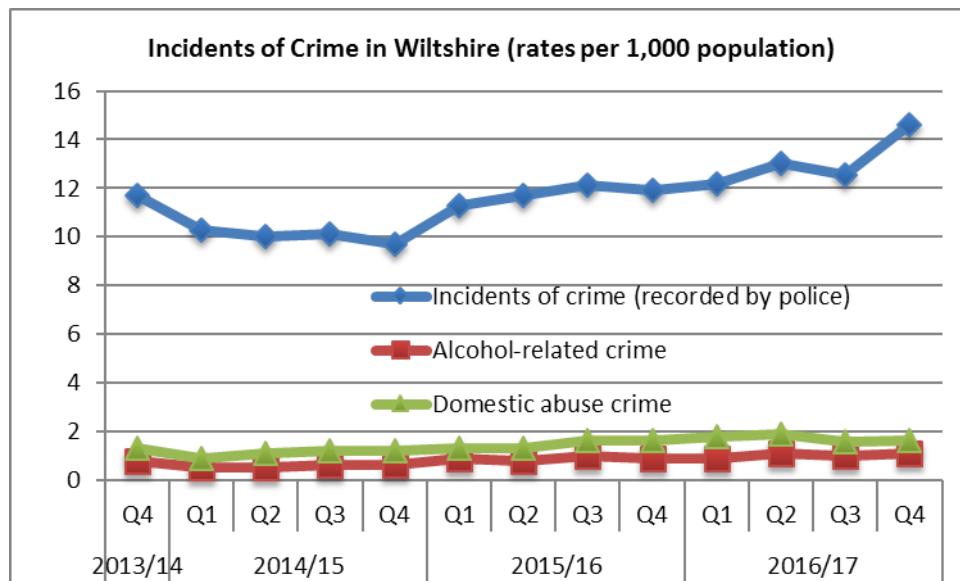
45. Changes in the numbers of Children who are looked after, have a child protection plan or are 'in need' in Wiltshire have been small over the last year. At just under 4,000 the overall number of referrals to children's services was 8% lower in 2016/17 than in the previous year.
46. Comparing the position at the end of March 2017 with March 2016 there were slightly fewer cases open to children's social care. The number of children with a Child Protection Plan has risen by 3% to just under 400 while the overall number of looked after children has risen by 6% to just over 440.



47. The latest figures for road safety relate to quarter three of this year (October – December 2016) and show that despite there being an increase in the number of serious accidents from the previous quarter the longer trend is down. There was a 16% reduction in the total number of those killed or seriously injured from the same period in the previous year.



48. Overall recorded crime rates have seen an increase in the last quarter and the general trend in Wiltshire is up. The police report that part of this increase is seasonal and part is down to recording practices. There has been no serious increases in emergency call volumes and analysis is indicating that this is related to process changes rather than an actual increase in crime. Rates of alcohol related crime and domestic abuse remain stable.



Strategic Risk Register (as at March 2017)

49. 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.
50. 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.
51. 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](#).
52. The simplified version of the current strategic risk register is provided in appendix 1.
 53. 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.
 54. A whole range of service risks are kept under observation each quarter. Several risks were added to registers in this quarter or redefined. Ten of those new or redefined risks become components of composite risks and are therefore represented on the corporate register.
 55. There are no new risks on the strategic register and none have been removed since the last quarter.
 56. Of the 13 risks listed on the strategic risk register just three have an inherent score that puts them in the 'high' bracket.
 57. 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. The scoring of these risks also mirrors the national level risk assessment
 58. Other national level risks have medium or low inherent and residual scores and suggest good progress against planned actions.
 59. Wiltshire's Integrated Emergency Plan, which allows the council and its partners to protect people more effectively should a major incident occur, is in place and helps mitigate these risks.
 60. Wiltshire Council has joined the Scottish and Southern Power Distribution National Stakeholder Group in order to have a greater influence over planning for power shortages.
 61. A 'Deliberate Threats' Plan has been completed and training has been provided for all heads of service. Additionally, all internal security has been reviewed in the light of the Terror Attack on Westminster in March.
 62. The composite Budget Management risk remains at the same high inherent level as in the previous quarter. The same tight controls remained 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.

63. The risk around safeguarding of children and young people has been reduced from a high to a medium inherent risk. As described in the relevant improvement plan a stable management team and staff group with a reduced reliance on agency workers has meant that the likelihood of an issue arising has been reduced.
64. 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

65. The Financial Planning Task Group has previously received all quarterly performance management reports with comments then reported to Cabinet. The task group's parent committee, Overview and Scrutiny Management Committee, will determine arrangements for the scrutiny of performance and risk at its first meeting of this council on 6th June 2017.

Safeguarding Implications

66. 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

67. Not applicable as no decision is required.

Procurement Implications

68. Not applicable as no decision is required.

Environmental and Climate Change Considerations

69. Not applicable as no decision is required.

Equalities Impact of the Proposal

70. Not applicable as no decision is required.

Risk Assessment

71. Not applicable as no decision is required.

Financial Implications

72. Not applicable as no decision is required.

Legal Implications

73. Not applicable as no decision is required.

Options Considered

74. Not applicable as no decision is required.

Conclusions

75. 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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May 2017

Appendices

- Appendix 1: Strategic Risk Register (Q4 March 2017)
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