Wiltshire Council

Cabinet

12 December 2017

Subject:	**Performance Management and Risk Outturn Report: Q2 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 new Business Plan 2017-27. The information provided includes 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 priorities.
2. To the strategic risk register.

Reason for Proposal

The current interim performance framework compiles measures used to monitor progress against the council's previous business plan in relation to the goals laid out in Wiltshire Council's current Business Plan 2017-27. A new framework is being compiled to capture all the activity designed to deliver the new business plan.

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, Alistair Cunningham, Alison Elliott and Terence Herbert, Corporate Directors

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Purpose of Report

1. This report provides an update on the progress against the stated aims in the council's new Business Plan. It includes measures from the interim performance framework as well as the latest version of the council's strategic risk register. This report covers the period July to September 2017.

**Relevance to the Council's Business Plan**

2. This report updates Cabinet on the performance against each of the stated goals contained in the Business Plan 2017 to 2027 at the end of quarter two 2017/18.

Overview of outturns

3. In July 2017, a new 10-year business plan was approved by Wiltshire Council. The activity to deliver the first stage of this business plan is currently being described by services in service plans. In the coming months this information will be used to develop a new performance framework to support the new business plan. In the meantime, this report will make use of a temporary framework; measures from the previous framework mapped to the current business plan.

4. Where appropriate measures from the previous framework have been updated using information drawn from individual services. The measures in the framework are drawn from those used by the council's services and programmes to monitor and manage their planned work and its impacts.

5. Below are some key measures shown under the three key priorities of the new business plan: growing the economy, strong communities and protecting those who are most vulnerable.

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6. In order to assist the delivery of more highly skilled jobs in Wiltshire the council aims to help to provide the candidates to fill those positions. Continual improvement in Wiltshire's schools supports this aim. Provisional results for A levels taken in summer 2017 show a small decline (0.06) in the average point score from an already high position. The rise in the national figure (0.33) brings it closer to the Wiltshire figure.
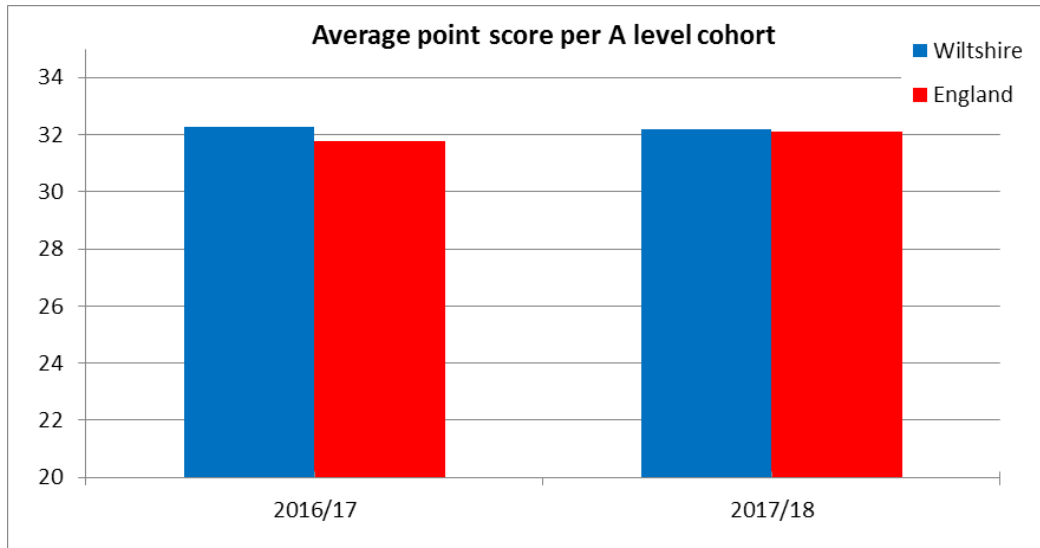

7. One of the outcomes Wiltshire Council is hoping to achieve is a greater number of apprenticeships in Wiltshire. In 2016/17 the number of apprenticeships starting in the county was similar to the previous year at around 4,500 for the 12 months. The number is 44.5% higher than it was in 2013/14 and the proportion of national apprenticeship starts that take place in Wiltshire has risen from 1.03% to 1.33% over the same period.

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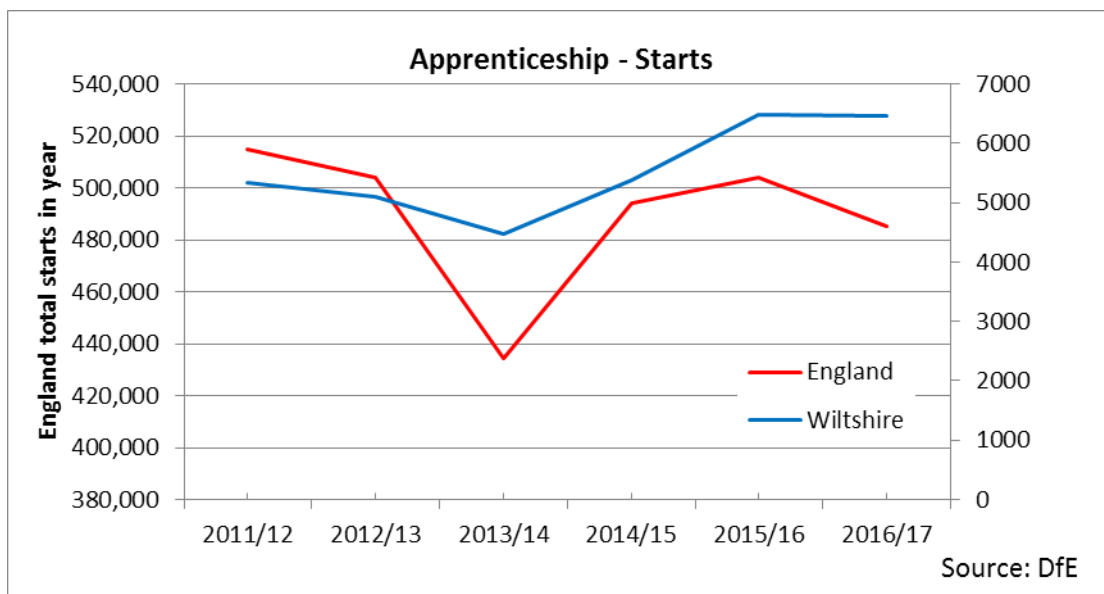
*Priority 1.2 Growing the Economy – Sustainable Development*

8.   Wiltshire Council's Business Plan states that sustainable development will be achieved by delivering development where it is needed and in accordance with Wiltshire's Core Strategy.

9.   The Core Strategy suggests that approximately 13,000 affordable homes should be delivered between 2015 and 2026. In the six months to the end of September this year the number of affordable homes delivered was 66.8% above where it was at the same point last year. Halfway through the current financial year 50% of the target of 650 has been achieved.

Cumulative Affordable Homes Delivered at Q2

Year	Homes
2013/14	~253
2014/15	~227
2015/16	~196
2016/17	~327
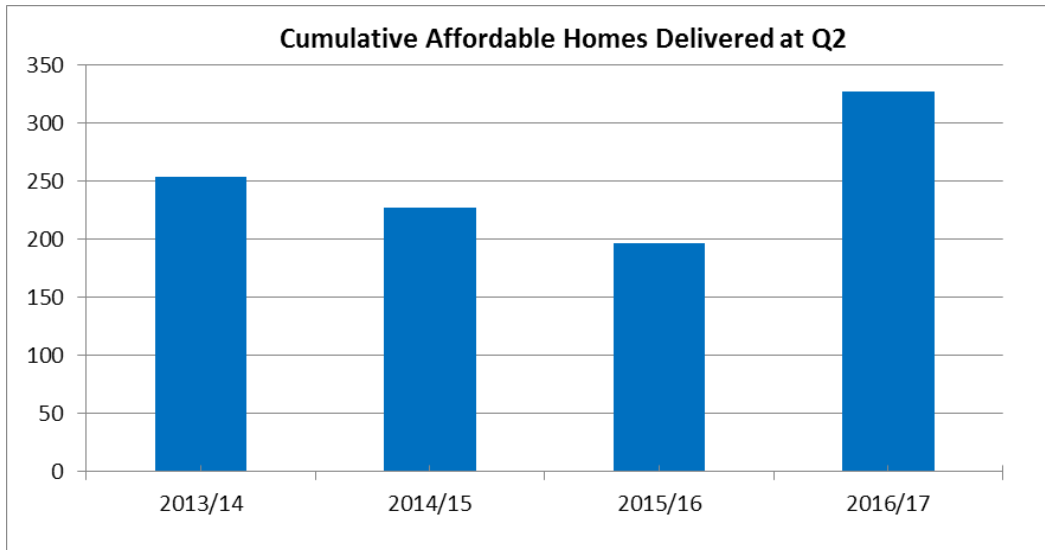
10.   The planning system is used to encourage appropriate development and protect communities and the environment from unsuitable development. In quarter two more than 97% of planning applications were determined within the agreed time limit in both categories (major and non-major). This performance matches that across the last 12 months following recruitment of planning professionals and sensible management of the system.

11.   The appropriateness of decisions made is judged by the success rate in defending planning appeals. There were 36 appeals made in quarter two, down 14% on the previous quarter, and 28 (78%) of those were successfully defended by Wiltshire Council.

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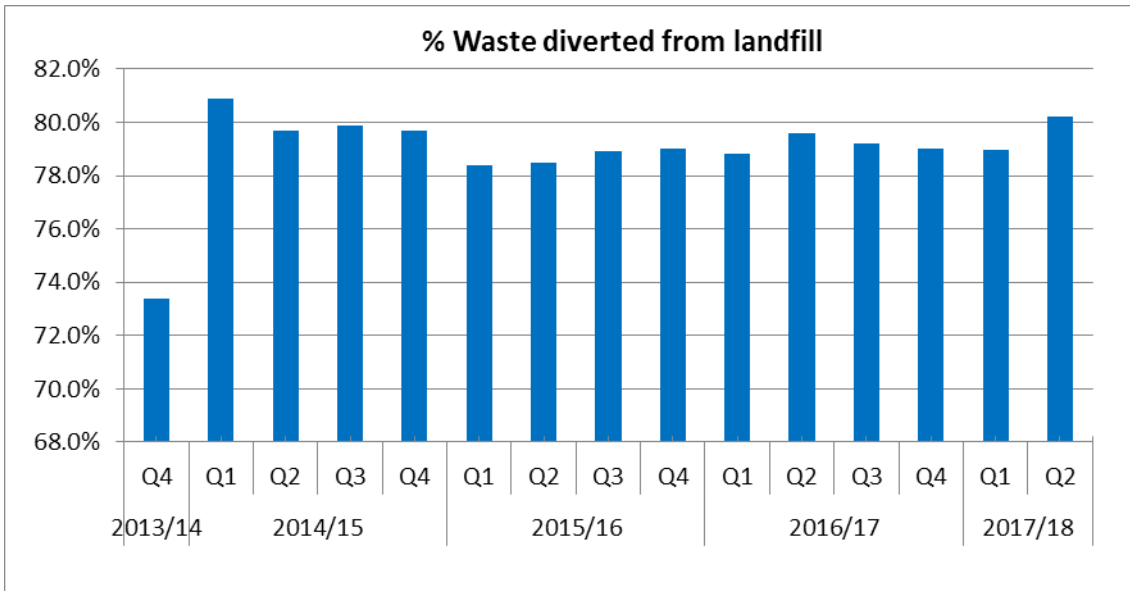*Priority 1.3 Growing the Economy – Transport and Infrastructure*

12. Strategically managing the county's highways is one way in which Wiltshire Council aims to improve infrastructure and thereby help create conditions in which Wilshire's economy can grow. One outward sign of well managed highways is the filling of potholes. At the end of September this year there were 32% more completed pothole repairs as there were at the same point in the previous year.

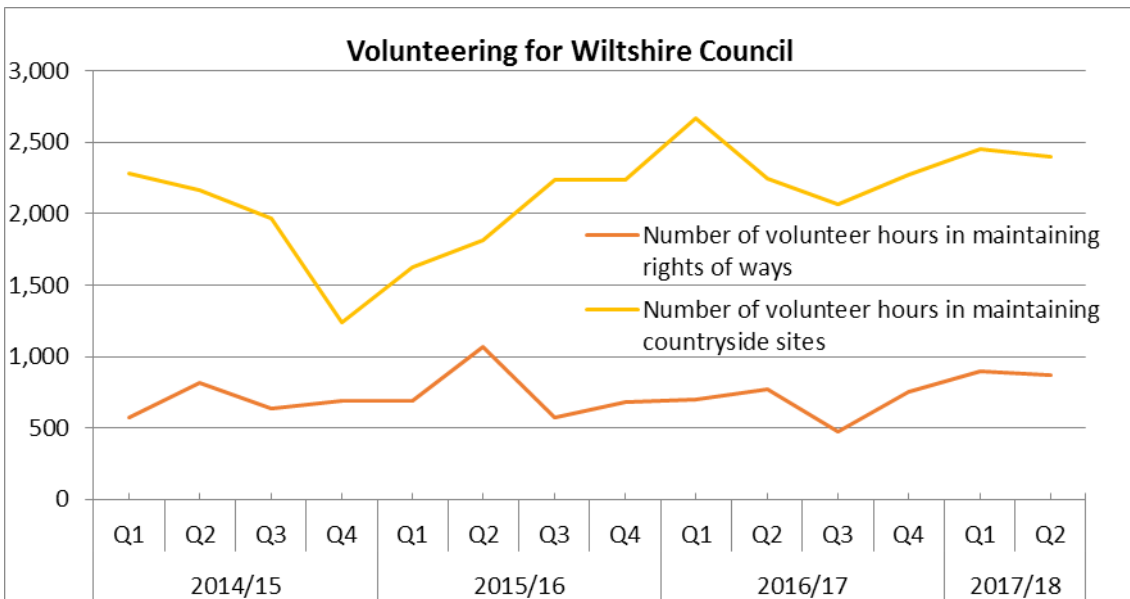Cumulative Potholes filled at the end of Q2
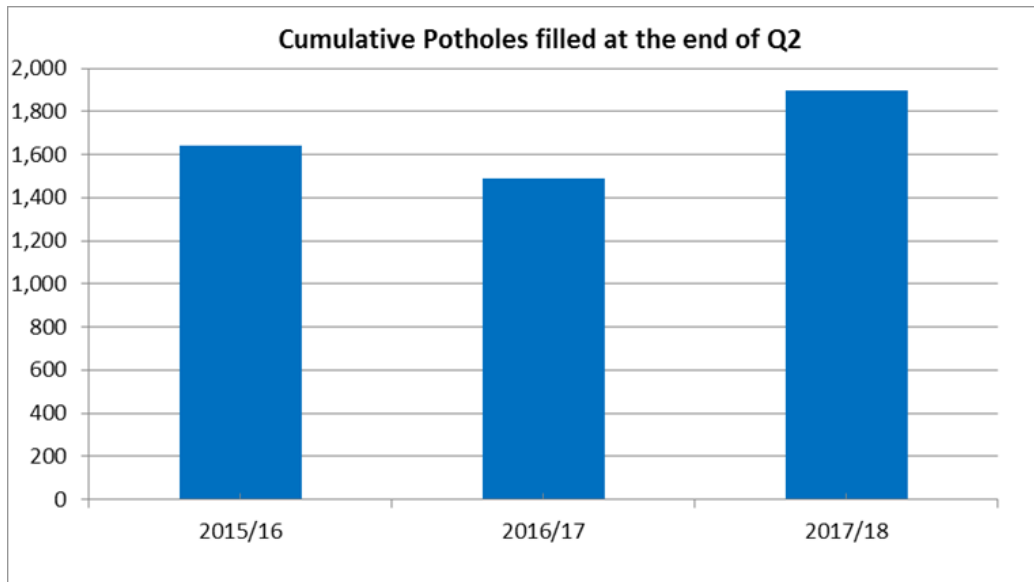
13. Another way in which the council looks to support activity that will help grow Wiltshire's economy is to improve the digital infrastructure in the county. In addition to commercial providers Wiltshire Council's Wiltshire Online programme is aiming to provide Superfast Broadband (speeds of 24Mbps and above) to more than 10,700 premises across the county as part of the current phase of delivery. To date over 5,700 premises have been enabled to receive superfast fibre optic broadband – over 50% of the total.

Priority 2.1 Strong Communities – Community Wellbeing

14. Communities are encouraged to take more responsibility for activity in their areas. Recycling and the reduction of waste is one such activity. Through various schemes and through kerbside collections and household recycling centres Wiltshire Council aims to give residents in communities the opportunity to reduce the need to send their waste to landfill. It is expected that 75% of waste will be diverted from landfill and this continues to be the case. In the most recent quarter the figure was just over 80% - a 0.75% point increase on the same period in the previous year.

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% Waste diverted from landfill

|	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	2013/14		2014/15				2015/16				2016/17				2017/18

15.   Volunteering is a measure of community wellbeing. One of the ways in which the council can promote volunteering is to provide voluntary opportunities for people to take-up. Volunteers are used in many of the council's services. One such example is in maintaining countryside sites and rights of way where participation rates remain high.

Volunteering for Wiltshire Council

Number of volunteer hours in maintaining rights of ways

Number of volunteer hours in maintaining countryside sites

|	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	2014/15				2015/16				2016/17				2017/18	

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16.   Improving safety and protecting communities are amongst the priorities for Wiltshire Council. The most obvious concern around safety in communities is crime where Wilshire Council has stated it will work in close partnership with Wiltshire Police. Figures from Wilshire Police show crime rates rising in the county. The police suggest this is at least in part down to more reporting and better recording practices.
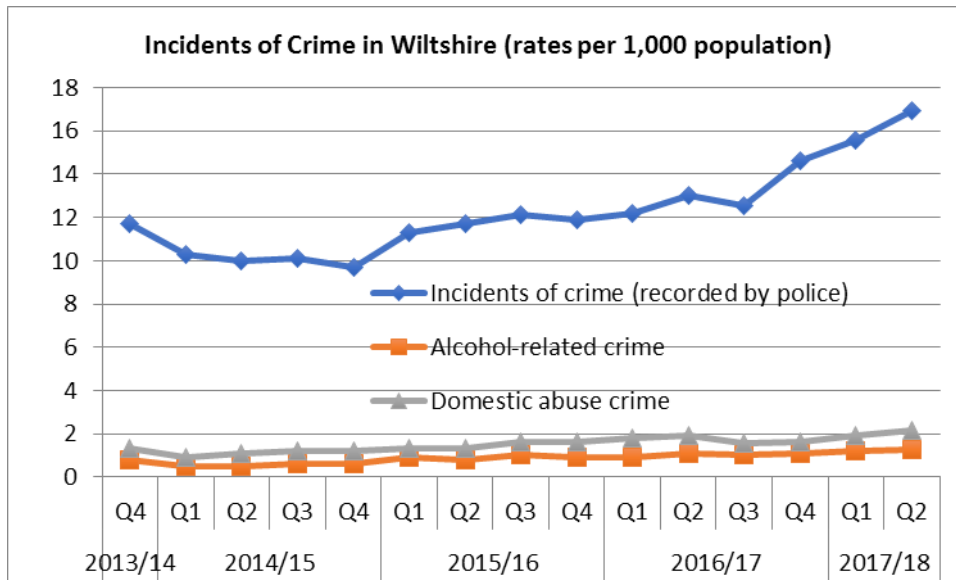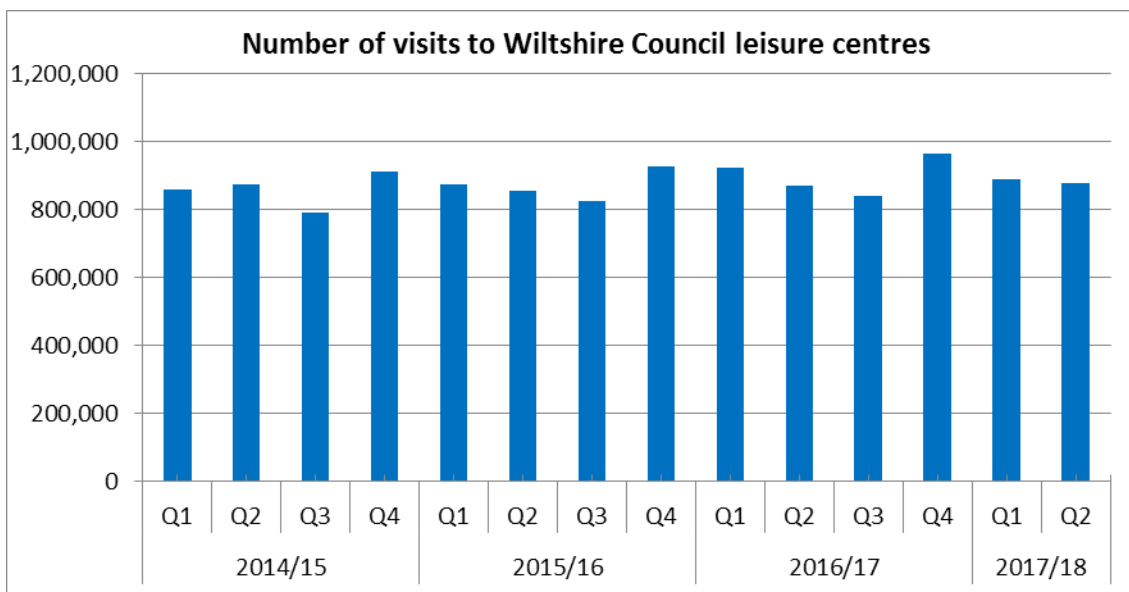

17.   Wiltshire Council hope to influence safety in communities directly by helping Wiltshire children to be more road aware and safer on the streets. In the quarter ending in September over 1,000 children completed the *Walksafe* course and another nearly 500 undertook *Bikeability*.

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18. Healthy, active and engaged individuals help to make strong communities. Wiltshire Council wants to make sure that eligible people receive an NHS health check. The NHS Health Check programme is offered every 5 years to 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.

**Number of people who have had their five yearly NHS check**
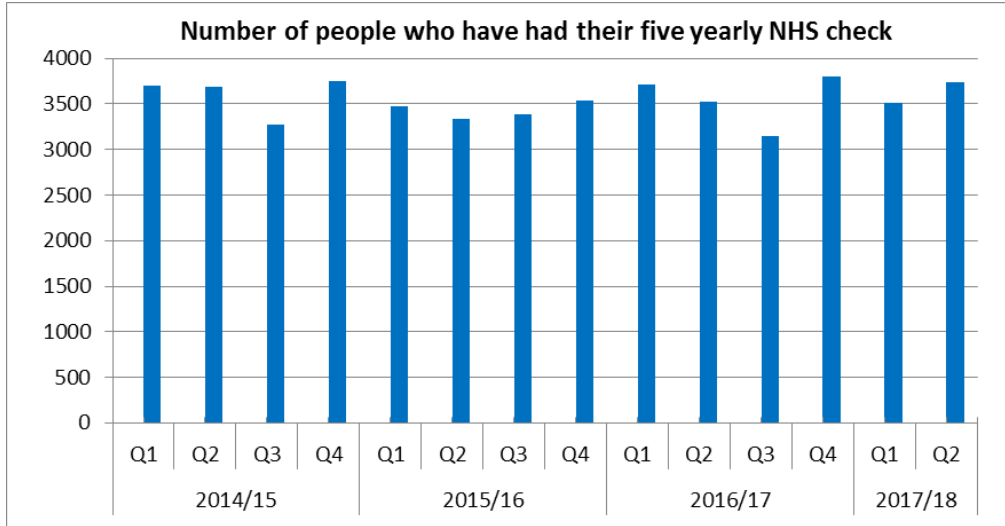
19. Alongside checking peoples' health, Wiltshire Council aims to provide opportunities for its residents to participate in physical activity through its leisure offer. Visits to Wiltshire Council leisure centres go through an annual cycle with the highest attendance figures in quarter four of each year and quarter three showing the lowest. There was a 0.6% increase in quarter two against the same period in the previous year meaning that there were over 875,000 visits to Wiltshire Council leisure centres in the three months to the end of September.

Number of visits to Wiltshire Council leisure centres

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20.   Wiltshire Council aims to help provide school places that help all pupils achieve their potential. While the breakdown of the GCSE information from 2017 is not yet available (at the time of writing) previous years information on the achievement of disadvantaged learners (those qualifying for the Pupil Premium) shows that Wiltshire has some improvements to make to meet the national level. This is particularly acute as Wiltshire pupils achieve above national average when all students' performance is considered.
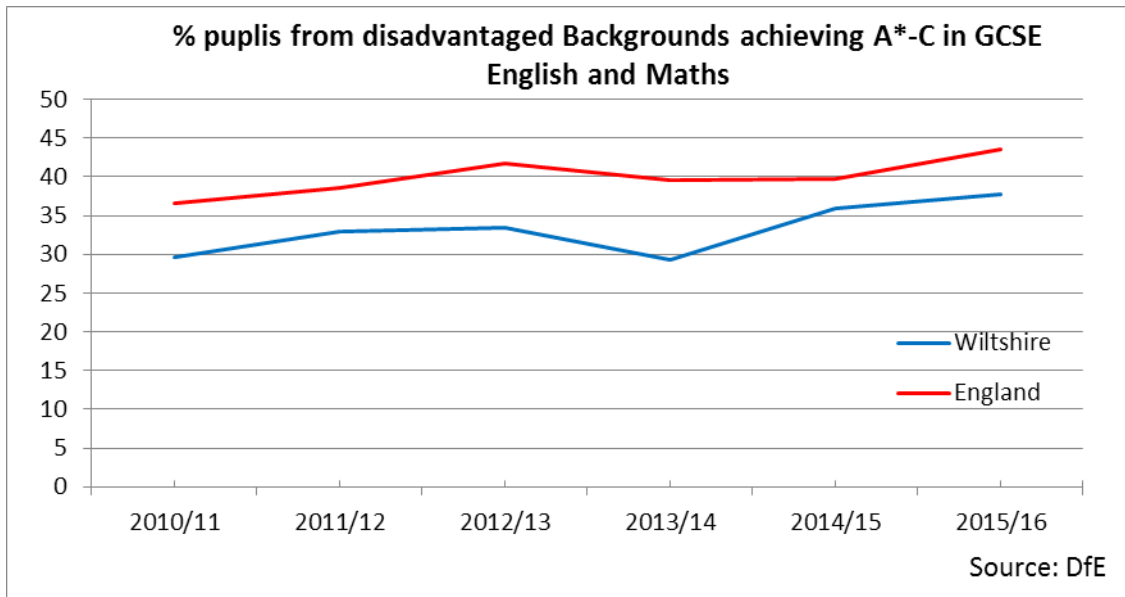

21.   Helping to support carers by working with partners, including the NHS, is one way in which Wiltshire Council aims to prevent greater need for statutory services. By the end of quarter two just over 1,000 individual carers had been supported; this is 10.4% lower than the number after two quarters in 2016/17. The lower number of carers receiving a funded service from the Council reflects the success of Carer Support Wiltshire, in finding alternative methods of supporting carers through the provision of information and advice and signposting carers to alternative services within local communities.
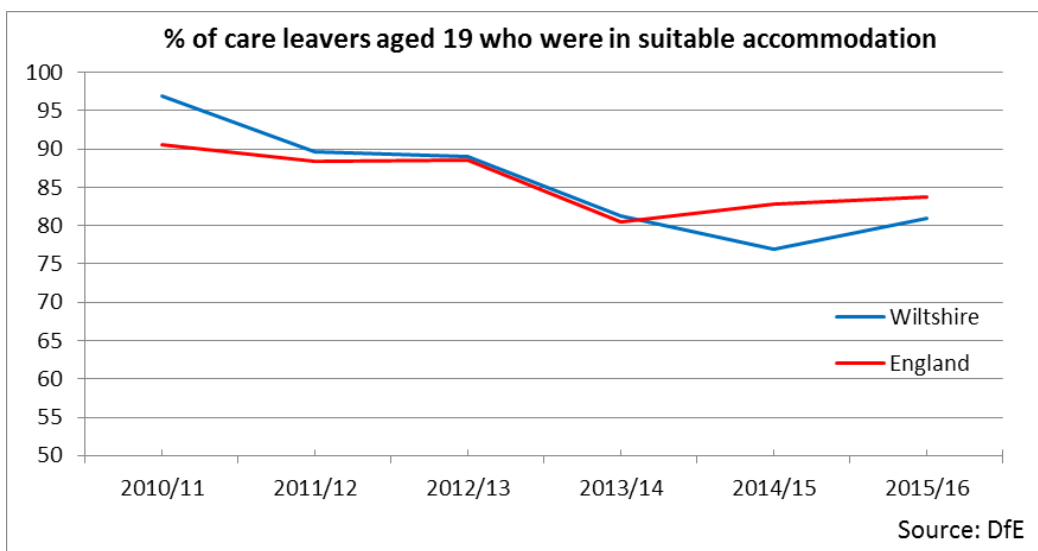

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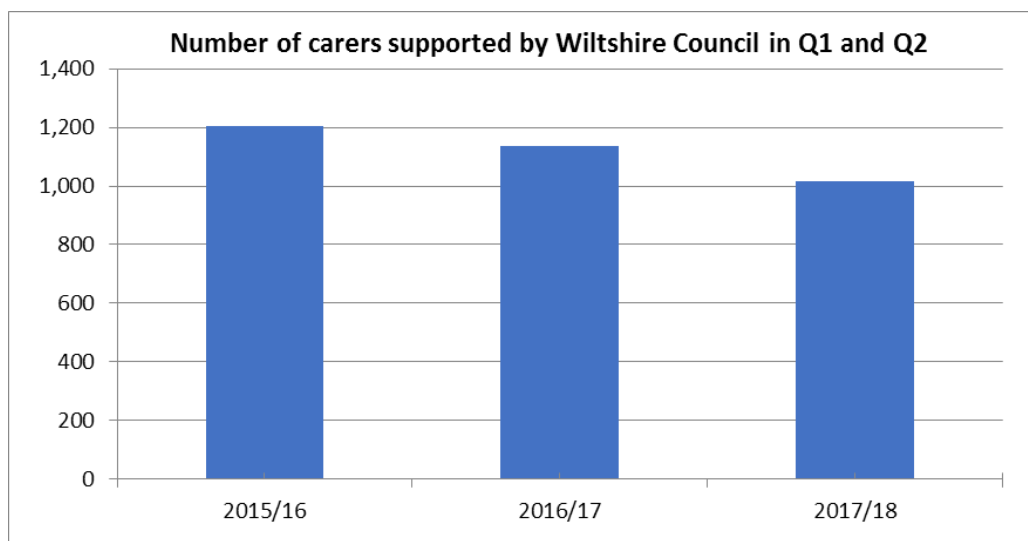
Priority 3.2 Protecting the Vulnerable – Integration

22. Ensuring that services which are designed to protect the most vulnerable in our communities are well linked and work together is a key goal for Wiltshire Council.

23. One particular group identified in Wiltshire Council's Business Plan is care leavers – those looked after by the council for at least 13 weeks since the age of 14. Working with education providers and employers the council's care and support teams hope to improve life chances for care leaves by ensuring they have positive destinations after leaving care. There has been a 20 percentage point improvement in the rate of care leavers in education, employment and training in Wiltshire over the last two years.
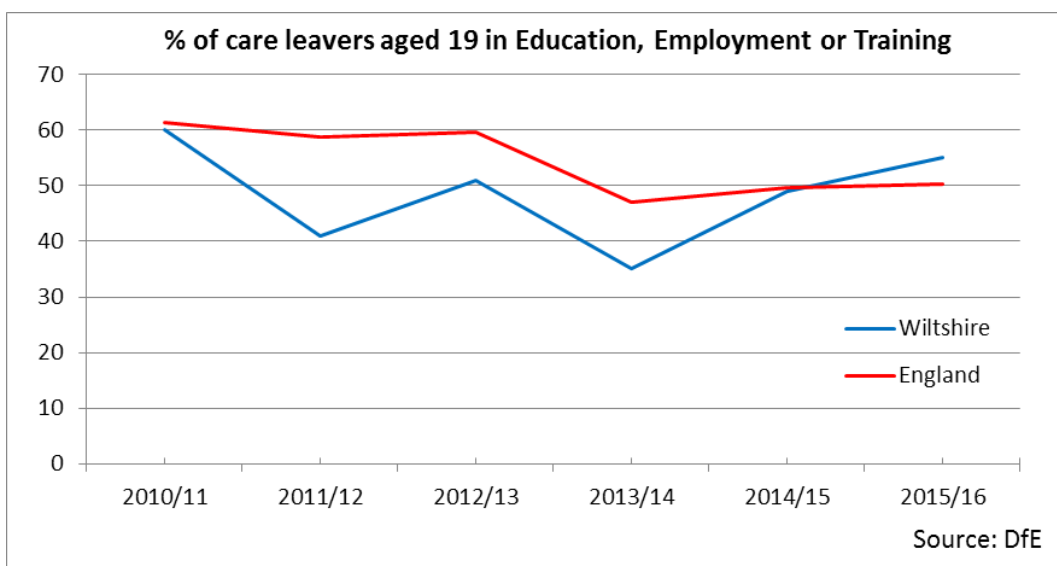

24. Likewise, working with housing organisations, including those in the private sector, Wiltshire Council hopes to help those who leave its care find suitable accommodation. The local and national trend in this indicator is down over the last five years but Wiltshire has seen an improvement in the most recent figures.

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25.   In order to help better protect more vulnerable people in Wiltshire's communities the council aims to provide care and support that is designed around the individual. The care provided 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. The care providers supporting us with this are motivated to deliver on people's individual support plans and outcomes, not just providing the care. The graph below illustrates how we continue to support more people in their own homes than are being placed in permanent care home placements.
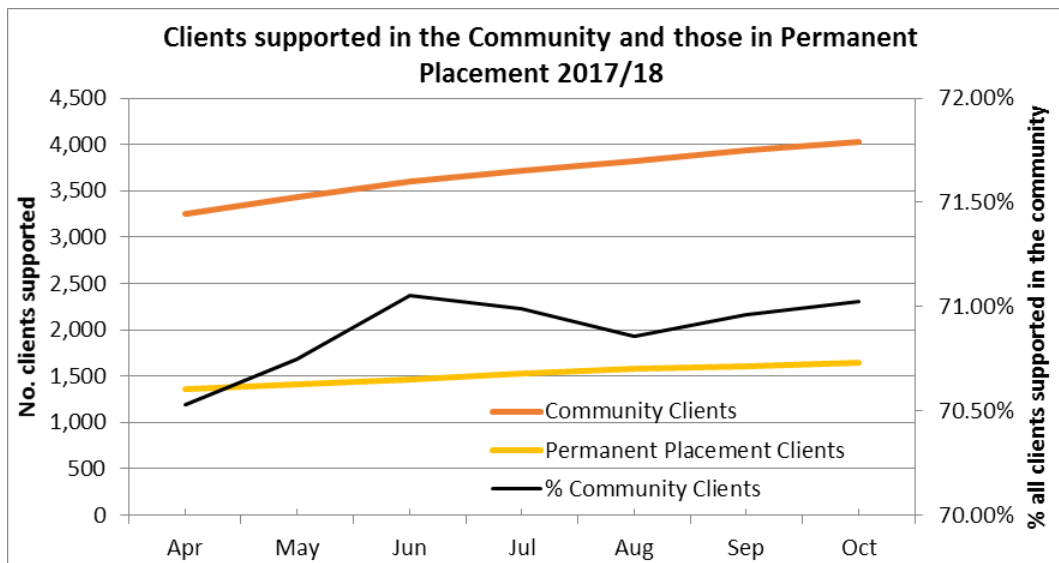
Strategic Risk Register (as at September 2017)

26.   Delivering the Council's new Business Plan will continue to offer 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.

27.   As with the performance information, the strategic risk register will be reviewed and refined in the coming months as the service planning process is completed. Service plans, which outline the changes services will be making in the coming years to deliver the council's new business plan, will identify new risks assigned to new activity.

28.   The Strategic Risk Register draws together information recorded on risk registers at service delivery level. Each Directorate area holds at least one Service Risk Register.

29.   Information that has significance across the council as a whole is displayed in three categories on the Strategic Risk Register.

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- *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.

30.   The simplified version of the current strategic risk register is provided in appendix 1.

31.   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.

32.   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.

33.   There are no new risks on the strategic register and none have been removed since the last quarter.

34.   Of the 13 risks listed on the strategic risk register just two have an inherent score that puts them in the 'high' bracket.

35.   The risk of a pandemic flu outbreak or widespread flooding remain high risk. The scoring of these risks, and the other national level risks, reflects the national risk assessment and does not change with local activity. This lack of movement reflects how far the council's able to influence the likelihood of these eventuality and how reliant on its partners the council is for a meaningful response.

36.   Activity continues to ensure the current level of mitigation is maintained. The Local Health Resilience Partnership is currently reviewing the action plan to deal with a influenza pandemic. Winter Planning, including flood alleviation, is well advanced bringing together many services including Emergency Planning and the Highways Team.

37.   Other national level risks have medium or low inherent and residual scores and suggest good progress against planned actions.

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38. Composite corporate risk all remained well managed in the current quarter. Controls put in place over the last 18 months have ensured that all likelihood scores remain at two.

39. Some of the issues described in composite corporate risks are more severe in specific services but the scores displayed represent the risk for Wiltshire Council as a whole. This is the case with Information Governance, Contract Management and Staff Capacity where the relevant lead services are undertaking reviews of service level risks.

40. The safeguarding of vulnerable adults and children 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

41. The Financial Planning Task Group is due to consider this report at its meeting on 18 December 2017. The Financial Planning Task Group will also play a role in the development of the new performance management framework helping to ensure clear links to the council's new business plan.

Safeguarding Implications

42. 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

43. Not applicable as no decision is required.

Procurement Implications

44. Not applicable as no decision is required.

Environmental and Climate Change Considerations

45. Not applicable as no decision is required.

Equalities Impact of the Proposal

46. Not applicable as no decision is required.

Risk Assessment

47. Not applicable as no decision is required.

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Financial Implications

48.   Not applicable as no decision is required.

Legal Implications

49.   Not applicable as no decision is required.

Options Considered

50.   Not applicable as no decision is required.

Conclusions

51.   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.

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November 2017

Appendices

- Appendix 1: Strategic Risk Register (Q2 September 2017)

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