Wiltshire Council

Cabinet

25 September 2018

Subject:	**Performance Management and Risk Outturn Report: Q1 2018/19**
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 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 corporate performance framework compiles measures used to monitor progress in service areas against planned objectives that relate to the goals laid out in Wiltshire Council's current Business Plan 2017-27.

The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas and in managing its business across the authority generally.

Carlton Brand, Alistair Cunningham, and Terence Herbert,
Corporate Directors

Wiltshire Council

Cabinet

25 September 2018

Subject: Performance Management and Risk Outturn Report: Q1 2018/19

Cabinet member: Councillor Philip Whitehead Cabinet Member for Finance

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 from the corporate performance framework as well as the latest version of the council's strategic risk register. This report covers the period April to June 2018.
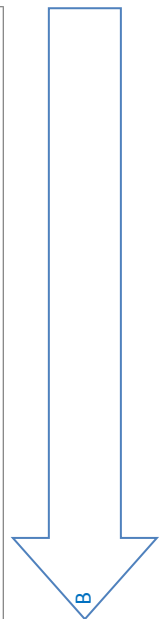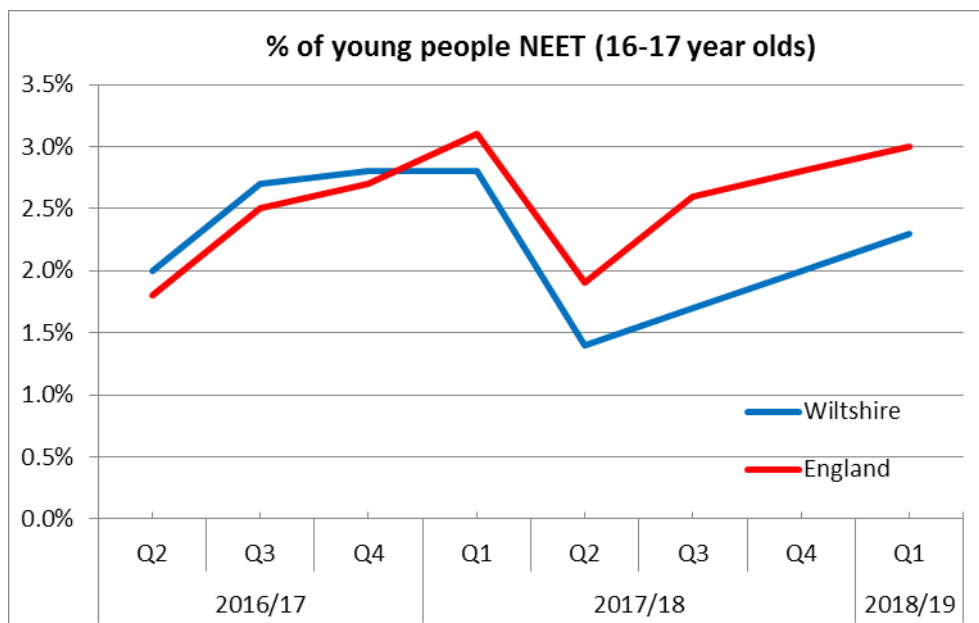
Relevance to the Council's Business Plan

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 one 2018/19.

Overview of outturns

3.   Two recent incidents in Southern Wiltshire, the first in Salisbury at the end of quarter four last year and the second in Amesbury at the end of quarter one this year, have had an impact on the work of the Council. Significant staffing resources have been diverted from business as usual to support the response phase of each incident and to lead the following recovery phase. Many senior staff from several services across the council including a Corporate Director, a number of Directors and Heads of Services as well as a range of other staff have been involved since the end of March.

4.   It's too early to see an impact on the corporate performance of the Council but there is likely to be both a direct impact of the incidents (specifically on the Council's ability to help grow the economy in Southern Wiltshire) and an indirect impact; as continuing to respond to the incidents makes use of the council's resources, particularly staff time.

5.   The impact of the incidents on Wiltshire Council's ability to deliver its corporate objectives is covered in the Corporate risk register (annex 1). The second incident occurred on the penultimate day of the quarter covered by this report and therefore the impact on the council was not understood until well into quarter two.

6.   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.

7.   Growing Wiltshire's economy involves ensuring that there are the right types of jobs available and the people to fill them. Supporting training and skills programmes including apprenticeships and building more higher education opportunities within the county is helping build a workforce fit for the future. Wilshire Council aims to help facilitate more opportunities for young people to engage in education and training and to help those who haven't yet taken up an opportunity to do so. The proportion of young people not in education, employment or training (NEET) in Wiltshire has risen over the last nine months mirroring he national trend but is 0.5% points lower than it was at the end of quarter one 2017/18.

% of young people NEET (16-17 year olds)

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. Making the right planning decisions helps enable that ambition. In quarter one this year there were just 22 appeals against planning decisions made by the council, the lowest number in the last two years, and 16 of those were successfully defended. Only 1.8% of the decisions made were appealed against and more decisions were made in this quarter than at any other time in the past two years.

Successful defence of planning appeals
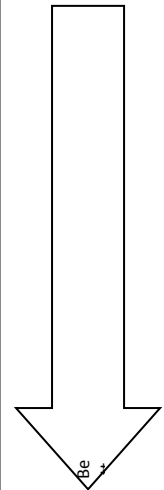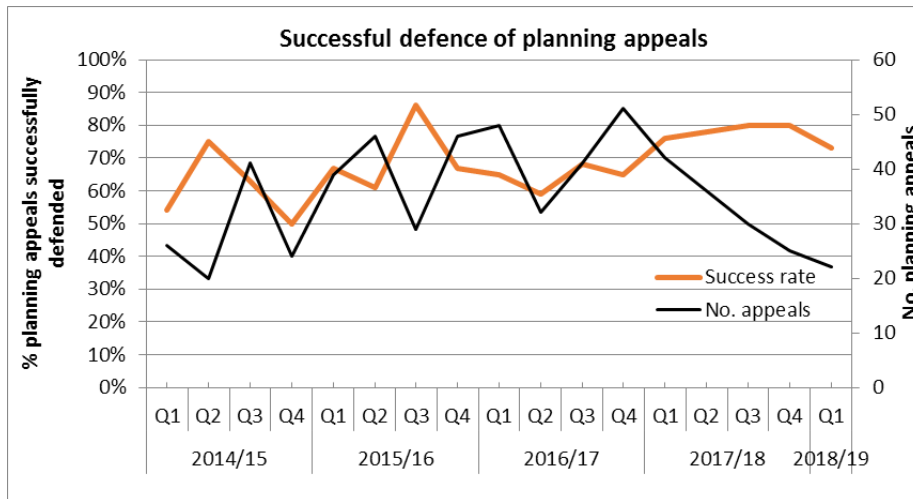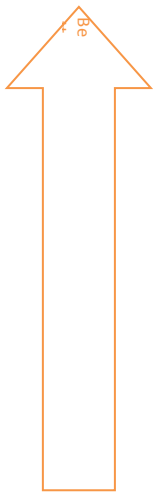
Priority 1.3 Growing the Economy – Transport and Infrastructure

9. In order to support a growing economy Wiltshire Council invests in, and promotes investment in, the county's infrastructure. As well as roads and rail this includes communication. The Council is partnered with BT to deliver super-fast broadband across Wiltshire. The first contract ended in 2017 and saw a total of 80,321 premises connected. The current contract (contract 2) has already seen an additional 8,698 premises receive broadband of at least 24Mbps. In quarter one this year an additional 1,100 premises were connected and the total for the last 12 months was an additional 4,500 premises connected to super-fast broadband.


Number of premises able to connect to Fibre Broadband (contract 2)
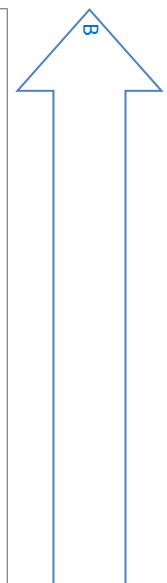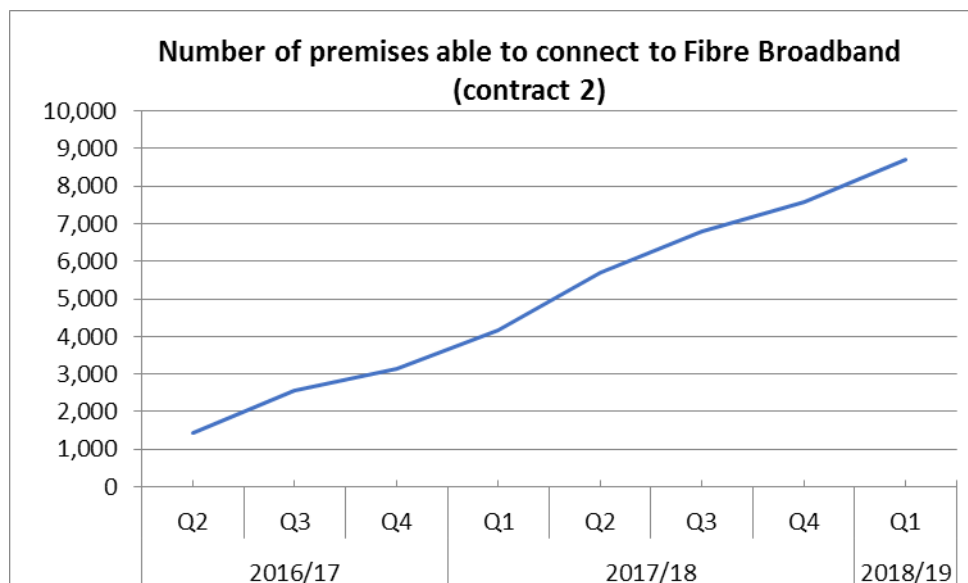
10. Wiltshire's communities are strengthened by effective management of litter and waste. Wiltshire Council aims to have less than 25% of municipal solid waste sent to landfill. That target has been met in each of the last nine quarters. 17.3% in quarter one 2018/19 is the lowest level in the last two years and 3.7% points lower than the same period last year. This good performance is maintained through comprehensive kerbside recycling collections of household waste as well as the provision of the household recycling centres, and delivering 110,000 tonnes per annum of residual waste to two treatment facilities (Northacre Mechanical Bological Treatment centre and Lakeside Energy from Waste centre). Additionally, waste minimisation activities delivered by the Wiltshire Wildlife Trust under a joint venture initiative, and supported by the sale of subsidised food waste digesters, also contribute to this good performance.
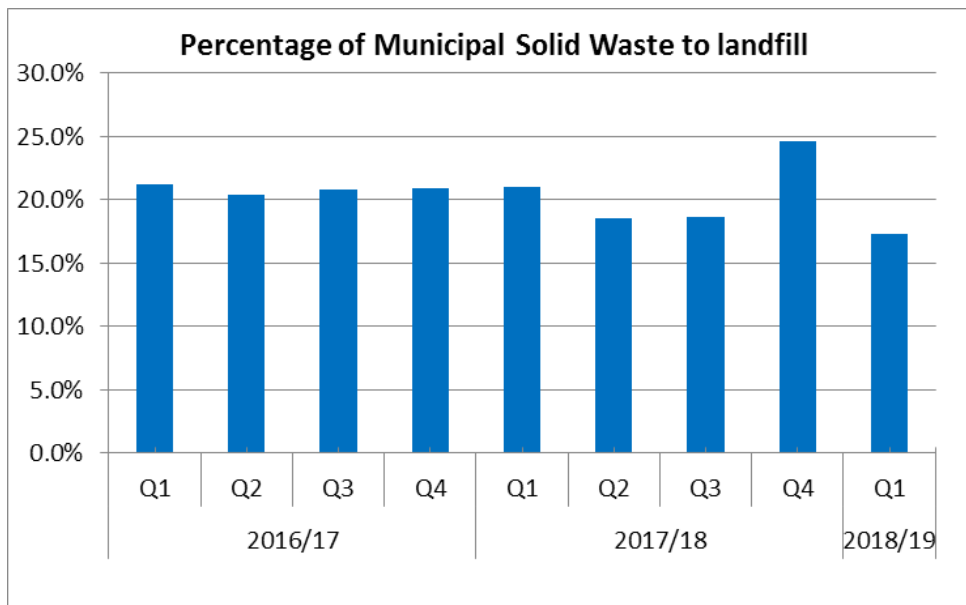
Priority 2.2 Strong Communities – Safe Communities

11. Wiltshire Council, through its management of highways and through public safety training hopes to make communities safer by reducing the number of casualties from road traffic accidents. The most recent data (January – March 2018) shows 38 individuals killed or seriously injured on Wiltshire's roads of which 5% were children. The total killed or seriously injured on the roads for the full 2017/18 financial year was 12.8% higher than in the previous year.

Number of people killed or seriously injured on roads
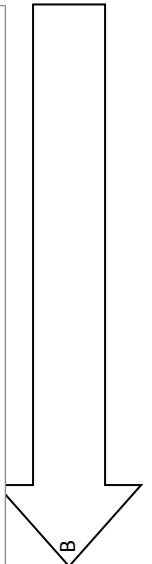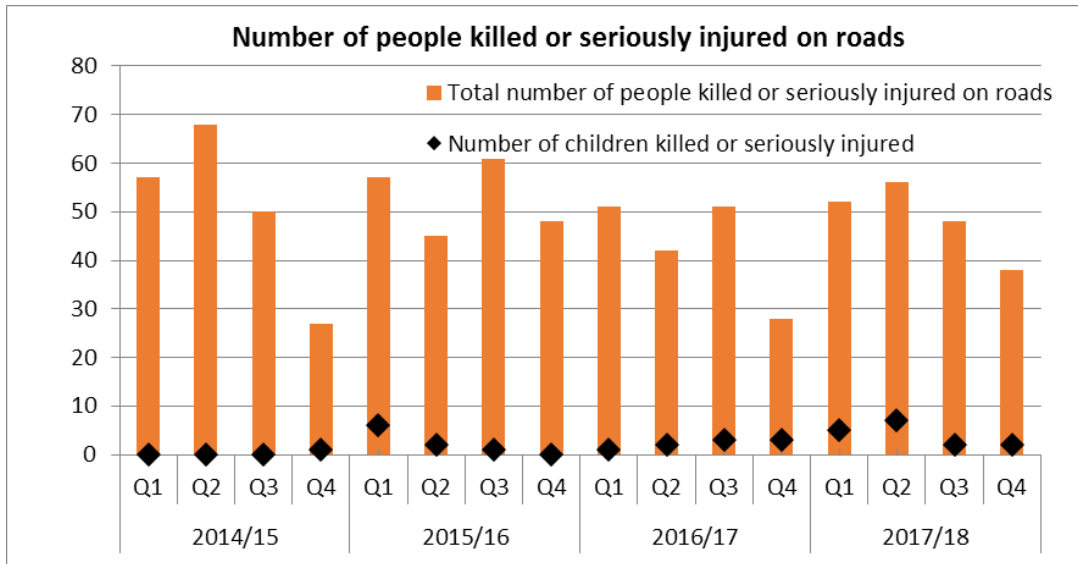
Priority 2.3 Strong Communities – Personal Wellbeing

12. In order to achieve healthier communities Wiltshire Council works with many groups to promote and facilitate healthier choices in the county's population. Breastfeeding is seen as having serious health advantages and promotion of breastfeeding as the best choice is undertaken in partnership with health providers and by enabling peer support through training. In the last year the proportion of babies being breastfeed six to eight weeks after birth has increased by 2.7% points and remains above the England average.
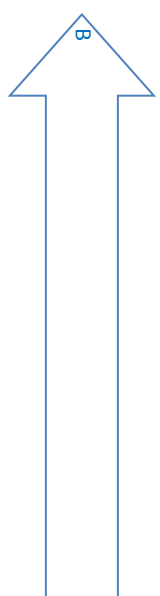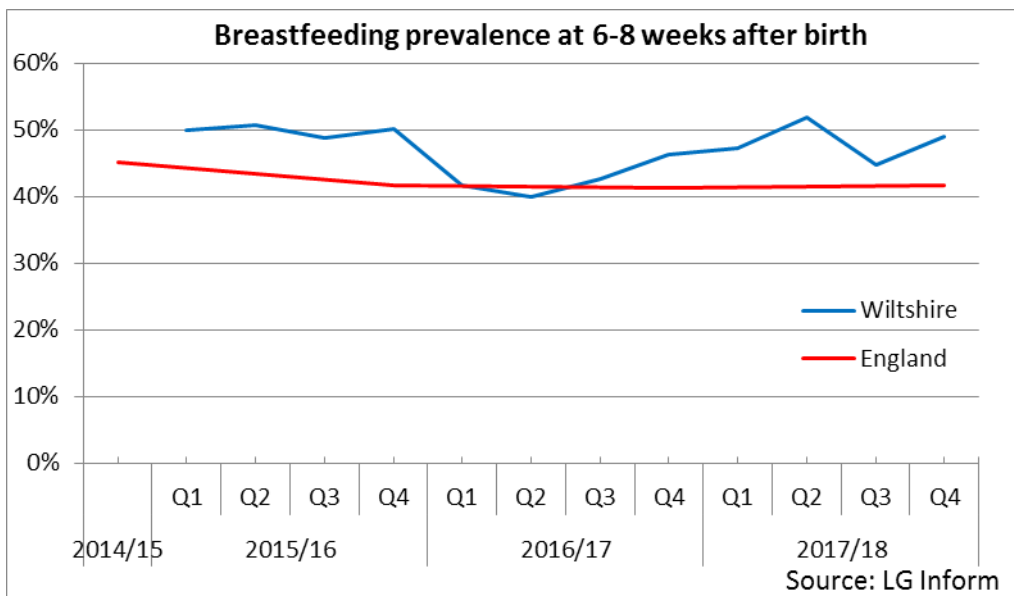
Priority 3.1 Protecting the Vulnerable – Early Intervention

13. Wiltshire Council's business plan puts a great emphasis on early intervention for vulnerable and potentially vulnerable people. One of the ways this can be achieved is to support people who support the vulnerable. Wiltshire Council supports carers in order to help more people continue to receive the care they need in their own home. The *Help to Live at Home* programme supports a number of vulnerable adults and the people that care for them. The number supported by the programme has remained fairly static over the last 12 months at just over 600.
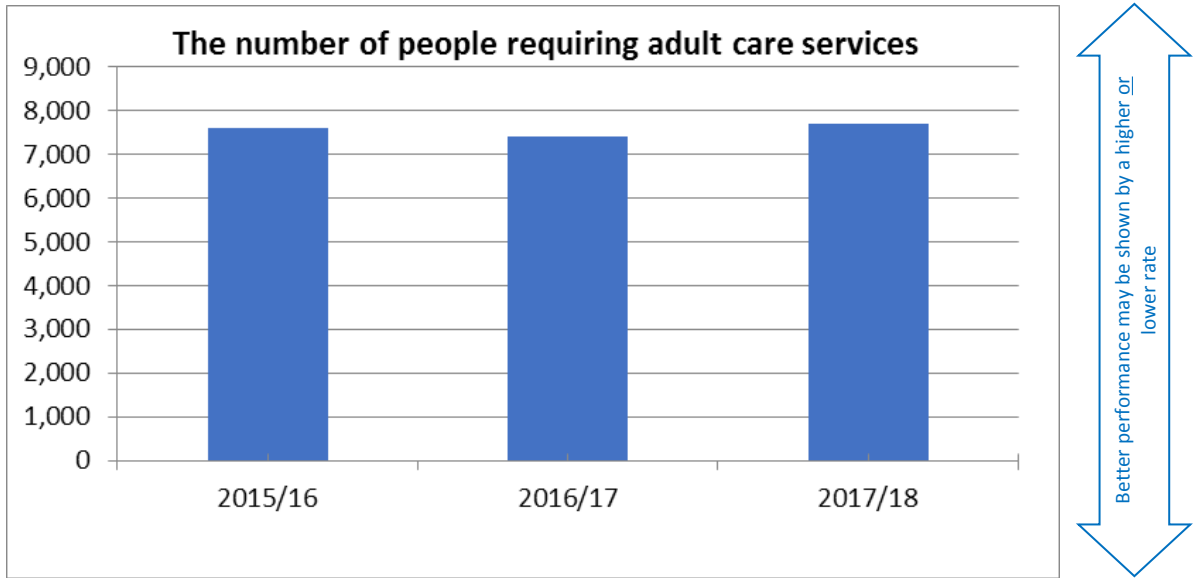
Number of individuals with help to live at home package

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	2015/16				2016/17				2017/08				2018/19
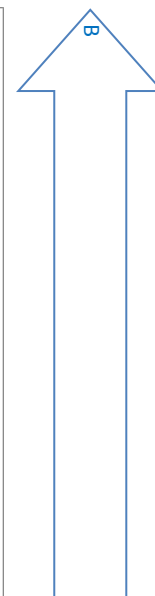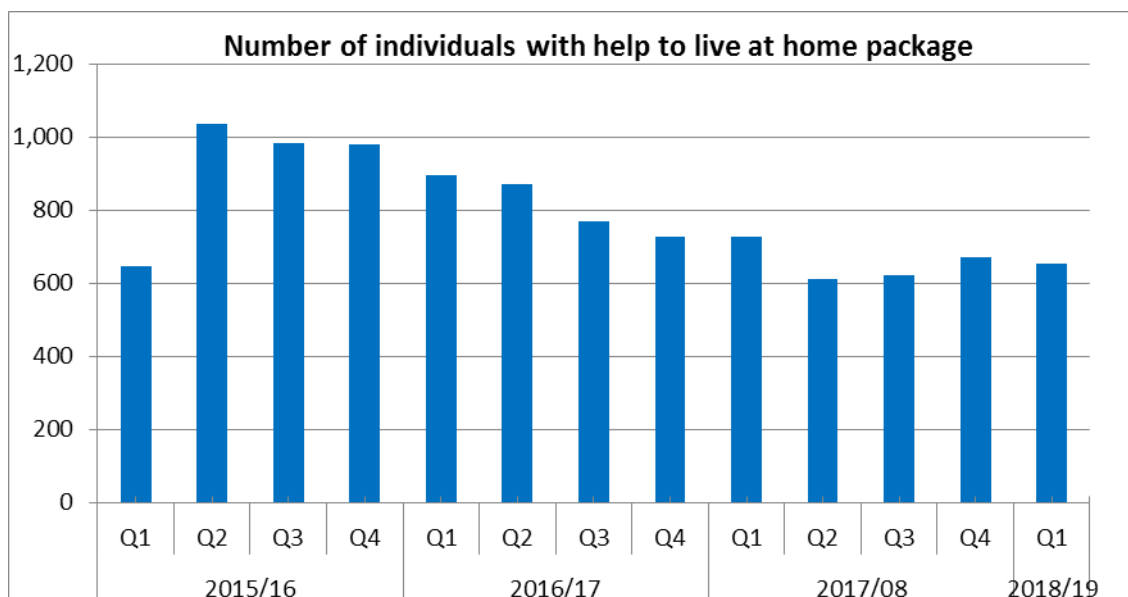
Priority 3.2 Protecting the Vulnerable – Integration

14. 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. Wiltshire Council works hard with its partners in health care to provide a seamless service. Part of this work is to reduce demand on both the health and care parts of the service. At the end of quarter one the number of people who required adult social care in Wiltshire was just over 5,500 and was 4% lower than the same period last year. However, the last full year saw a 3.9% rise.

The number of people requiring adult care services

(Chart y-axis: 0 to 9,000. Bars shown for 2015/16, 2016/17, 2017/18)

Vertical arrow label: Better performance may be shown by a higher or lower rate

Priority 3.3 Protecting the Vulnerable – Personalisation

15. Wiltshire Council takes opportunities to work with its partners to protect the most vulnerable. Children and young people referred into the social care teams are amongst the most vulnerable. Effective multi-agency working should mean that these young people get the support they need. The size of the task facing the council's Families and Children's Service, who have the role of coordinating that support is measured by the number who are referred into the service. The number and rate in Wiltshire have remained fairly consistent for the last two years. At just under 1,000 the number of referrals in quarter one was just 2.6% more than in the same period in the previous year. The rate remains below that of the national average.

Number and rate per 10,000 of referrals to Children's Social Services

Legend: Wiltshire number; Wiltshire Rate; England Rate

Source: LAIT

Vertical arrow label: Better performance may be shown by a higher or lower rate
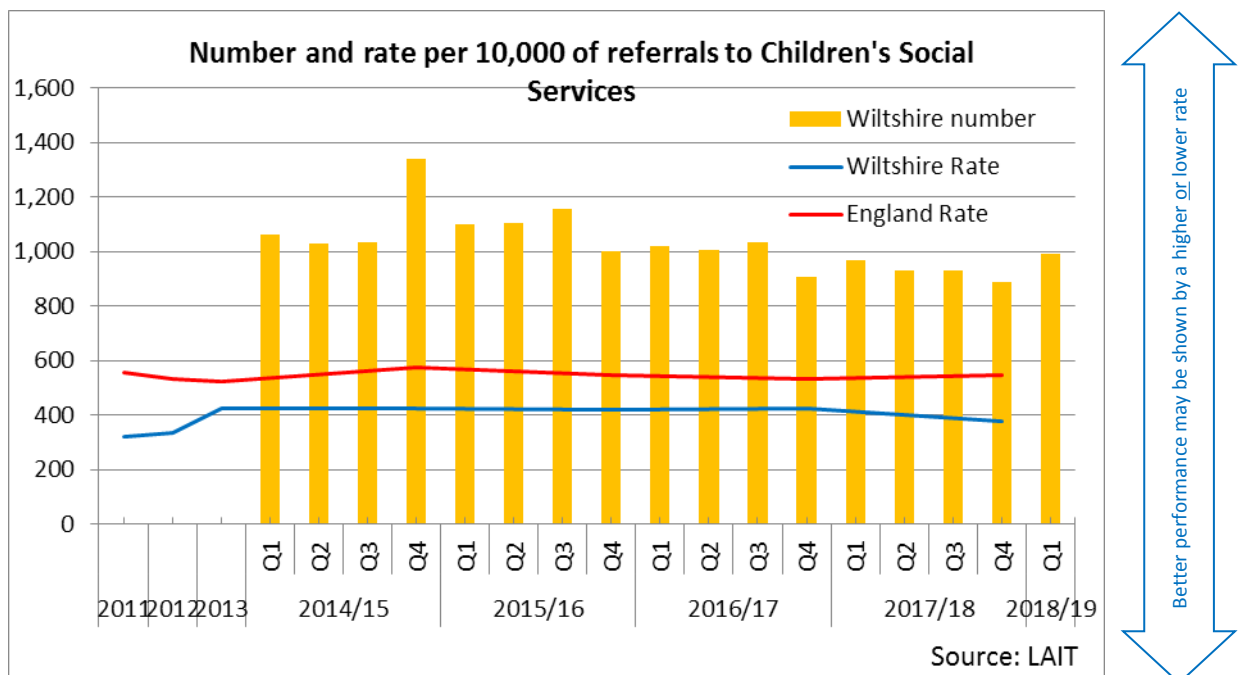
An Innovative and Effective Council

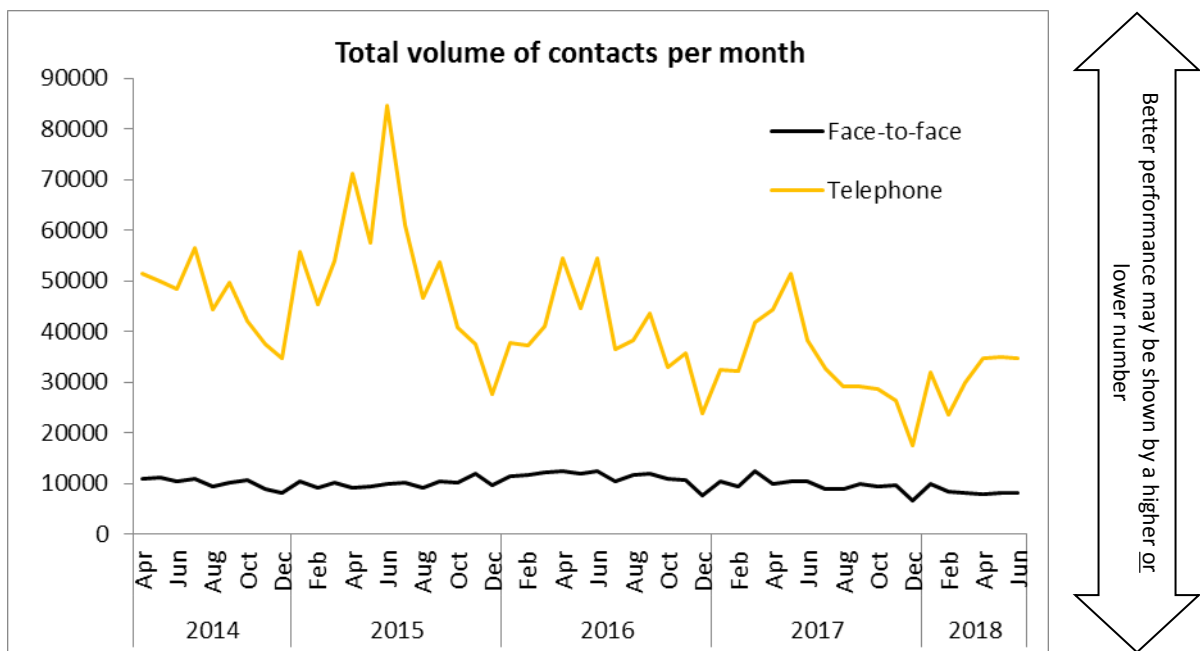16. It's important for Wiltshire Council to be effective in delivering services to our customers as well as with its inhouse processes.

17. As part of being more efficient and effective Wiltshire Council invests in its staff; developing expertise that can be utilised over the long-term. The clear majority of vacancies in management positions in the council are filled by internal candidates who Wiltshire Council has invested in. In quarter one 2018/19 90% of management vacancies were filled by internal candidates.
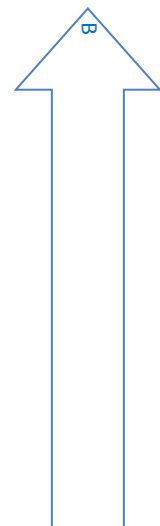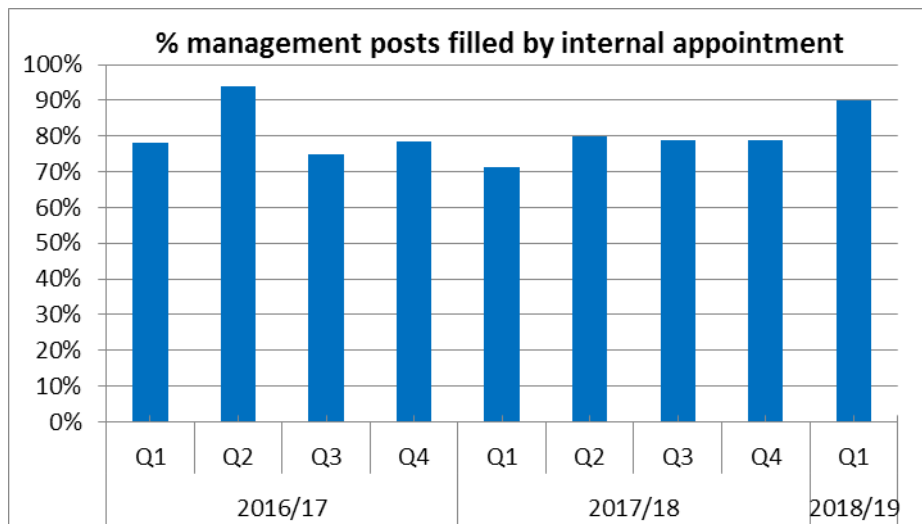
18. As Wiltshire Council improves the efficiency of its contact with its residents by providing more, and more efficient, ways for people to contact the council and conduct transactions the number of occasions where people need to interact with a member of council staff face-to-face or by telephone has reduced. The trend in the number of telephone contacts over the last four years shows a reduction of 18.4% and even more marked in the last year down 21.7%. Face-to-face contacts fell 6.1% in the last year and 59.1% in the last four years. With a trend of increased service requests being reported through MyWiltshire App, this suggests an element of channel shift and changing customer behaviour in how they contact us. Despite these reductions there were still over 104,000 telephone contacts and over 24,000 face-to-face contact in quarter one 2018/19. It is worth noting that quarter one is traditionally the busiest quarter in terms of call volumes, largely due to peaks in enquiries for specific services areas; e.g. Garden Waste, Grass/Hedge cutting and Elections, Schools Admissions, Council Tax.

Total volume of contacts per month

Better performance may be shown by a higher <u>or</u> lower number

Strategic Risk Register (as at end June 2018)

19. 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.

20. The strategic risk register continues to reflect the challenges presented by the incident that took place in Salisbury on 5th March. Wiltshire Council has been at the centre of recovery efforts in Salisbury and the strategic risk register reflects the greater risks to the council identified between March and the end of June.

21. On 30 June 2018, a second related incident occurred in Amesbury. There is an additional impact on the council and a change to the risks to the council's ability to deliver its strategic aims. However, the changes to these risks were not clear until after the end of the quarter covered by this report.

22. 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.

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

24. Critical service risks: significant single service risks, which, should they be realised will have a significant impact on the organisation as a whole.

25. 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.

26. National risks, which mirror the most significant risks on the Cabinet Office's national risk register and is Wiltshire's response should these risks be realised, will be reported once a year as there is very little movement in the impact or likelihood of these risks.

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

28. 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.

29. A whole range of service risks are kept under observation each quarter.

30. Of the nine risks listed on the strategic risk register four have an inherent score that puts them in the 'high' bracket.

31. The immediate response to the issue in Salisbury involved the work of many staff from across the organisation including large contributions from the corporate office, public health, communications and economy and growth. In addition, many of the council's most senior staff were required to be involved. There was a danger that these areas would be unable to maintain the level of work they had expected to achieve while supporting work in Salisbury. As the activity required to support the recovery in Salisbury was planned, and the resources required identified, the risk of negatively impacting the council's ability to deliver its other priorities reduced.

32. The impact on Salisbury's economy from the incident in March is significant. The risk to the council and its strategic aims is that economic recovery from that shock is slow. The mitigation of this risk is being undertaken by the Recover Coordination Group and its sub groups.

33. There is an additional risk, being managed at service level, around the ability of the council to deliver its services while its hub at Bourne Hill in Salisbury remains closed. Carefully planned alternatives and partnership working are reducing the likelihood of an issue arising.

34. The second major incident in Southern Wiltshire occurred at the end of the period covered by this report. It became clear in the weeks following that incident that the impact on the risks listed is significant and that will be reflected in the next iteration of the strategic risk register.

35. Risks associated with children's safeguarding increased in this quarter due to the number of vacancies being covered by agency staff. Existing proven strategies are being stepped up to rectify the situation.

36. The corporate composite risk of budget overspends remains high. Individual service risks are generally rated as low but the potential impact at an organisation level is greater. Ongoing monitoring and support is in place in order to reduce the likelihood as far as possible.

37. The corporate composite risk around Information Governance has remained at the high level reached last quarter. This is the result of greater incident reporting caused by raised awareness and an easier procedure for reporting incidents. The increase in scoring represents a better understanding of the true risk across the organisation. Additional monitoring and measuring of incidents and practice are in place but the impact of these mitigations will take some months to be felt.

38. All other risks on the strategic risk register have an inherent score of medium or low.

39. The contract management composite risk has been reduced by additional mitigation being applied. The Strategic Procurement Hub has been working with suppliers of all contracts over a certain value then working with the appropriate council service to ensure there are mitigation plans in place where additional risks have been identified.

Overview & Scrutiny Engagement

40. The Financial Planning Task Group is due to consider this report at its next meeting on 19th September. The 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

41. 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

42. Not applicable as no decision is required.

Procurement Implications

43. Not applicable as no decision is required.

Environmental and Climate Change Considerations

44. Not applicable as no decision is required.

Equalities Impact of the Proposal

45. Not applicable as no decision is required.

Risk Assessment

46. Not applicable as no decision is required.

Financial Implications

47.   Not applicable as no decision is required.

Legal Implications

48.   Not applicable as no decision is required.

Options Considered

49.   Not applicable as no decision is required.

Conclusions

50.   This report brings together updates performance indicators that make up the corporate performance framework 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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Appendices

- Appendix 1: Strategic Risk Register (Q1 June 2018)