

Wiltshire Council

Cabinet

27th March 2018

Subject: Performance Management and Risk Outturn Report: Q3 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 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, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.

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

Wiltshire Council

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Subject: Performance Management and Risk Outturn Report: Q3 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 from the performance framework as well as the latest version of the council's strategic risk register. This report covers the period October to December 2017.

Relevance to the Council's Business Plan

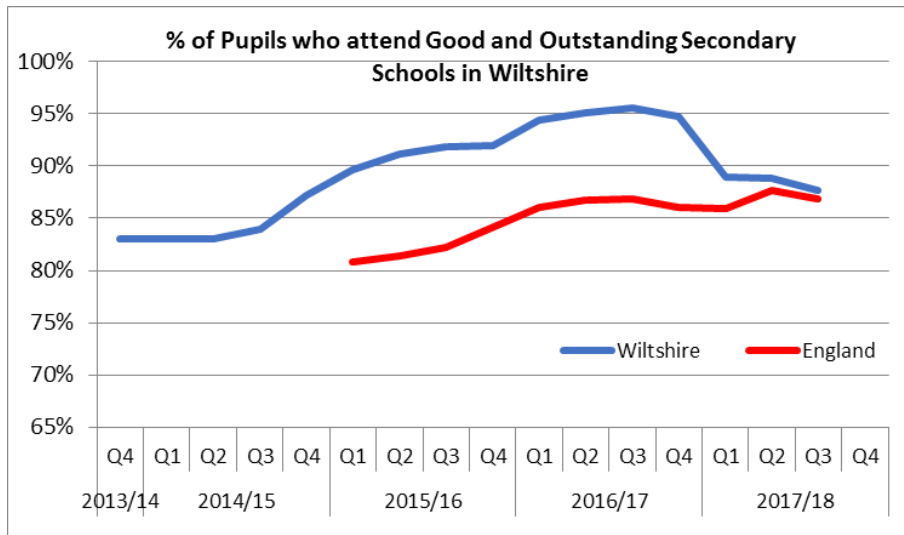
2. This report updates Cabinet on the performance against each of the stated goals contained in the Business Plan 2017 to 2027 at the end of quarter three 2017/18.

Overview of outturns

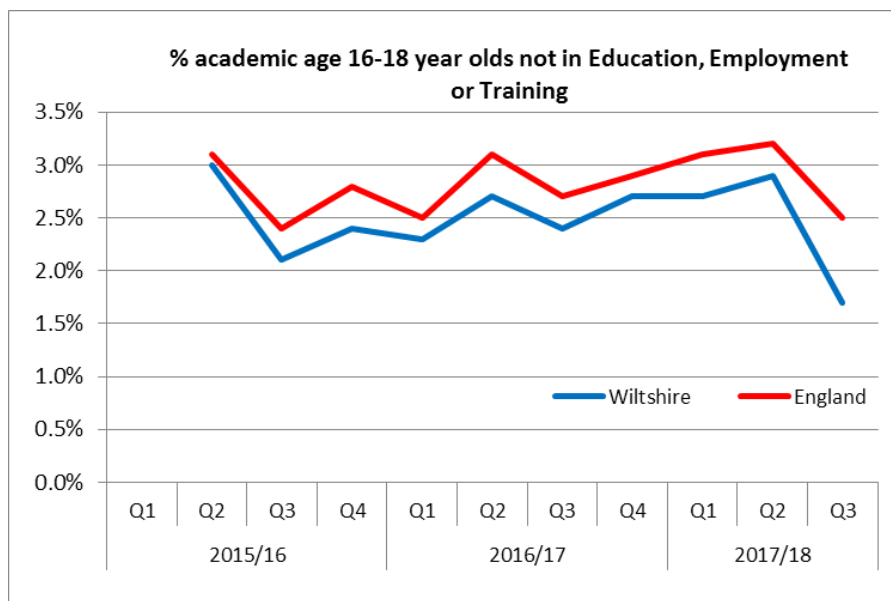
3. Below are some key measures shown under the three key priorities of the new business plan: growing the economy, strong communities and protecting those who are most vulnerable.

Priority 1.1 Growing the Economy – Highly Skilled Jobs

4. To create the workforce needed to match the demands of a future economy Wiltshire Council is keen to promote high educational standards for all children in the county. Last financial year was a high point for the classification of Wiltshire’s schools with over 94% of pupils attending good or outstanding schools according to OFSTED. At the end of quarter three this year that figure was 88% but it remains above the national average.

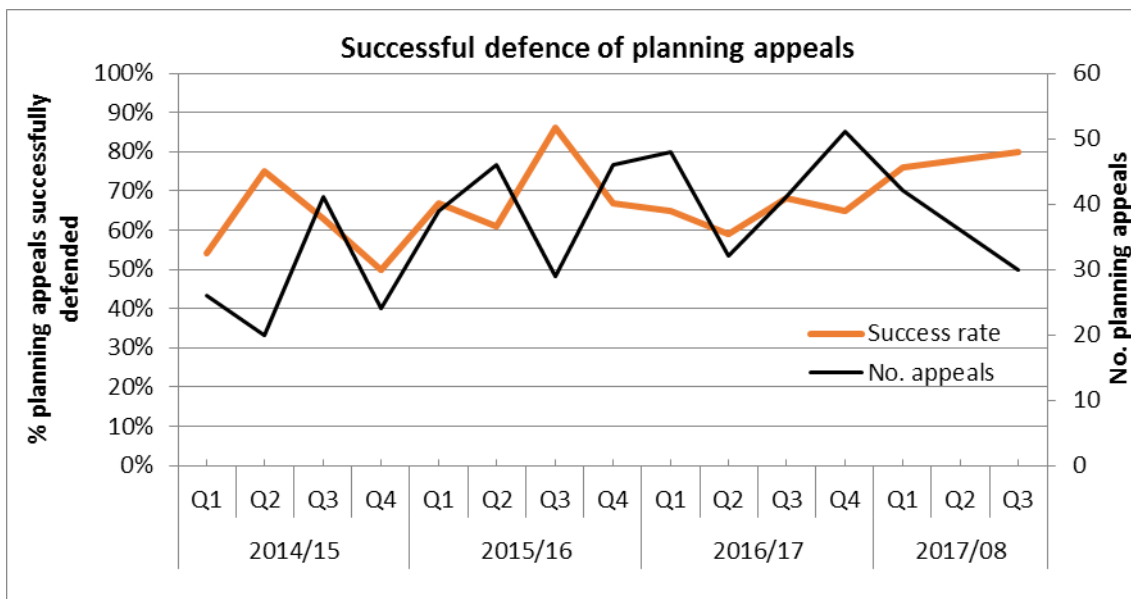


5. Building a workforce for the future involves support for apprenticeships and improved access to further and higher education. The result of this support should be fewer young people not in education, employment or training (NEET). There is an annual cycle in NEET numbers and they do tend to fall in quarter three. Even so, the fall in the current year sees a Wiltshire NEET level 0.7% points lower than at the same period last year and at its lowest level in more than two years.



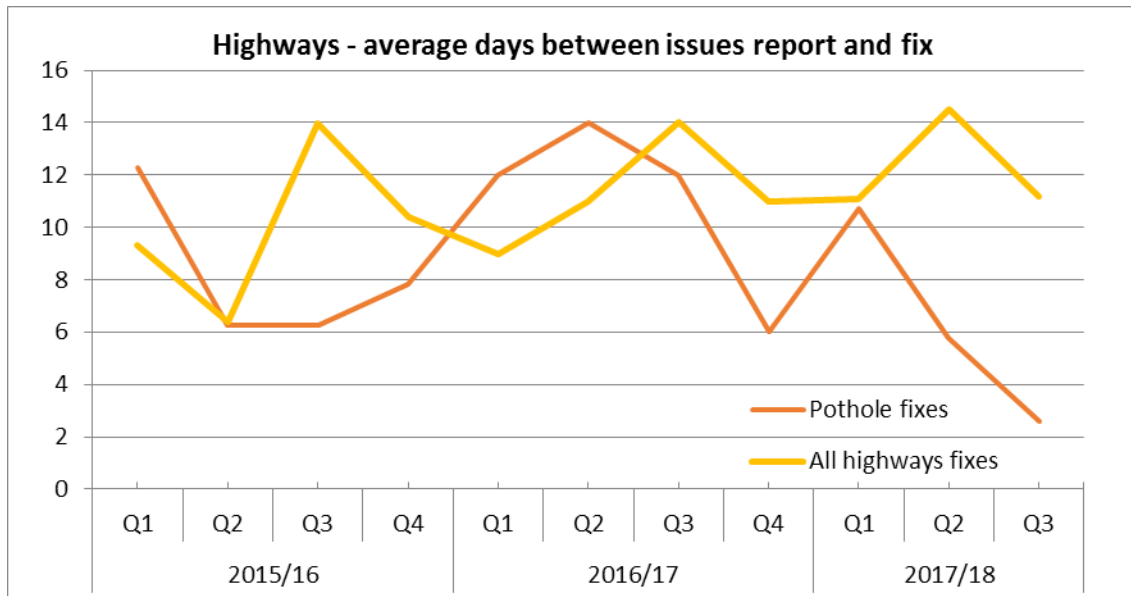
Priority 1.2 Growing the Economy – Sustainable Development

6. 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 help enable that ambition. Quarter three was the third quarter in a row that the number of appeals against planning decisions fell; down 27% on the same period last year. This was also the third consecutive quarter that the proportion of appeals that were successfully defended was above the 70% target. In quarter three there were 30 appeals made which represents a rate of challenge of just 2.5% against all decisions made.



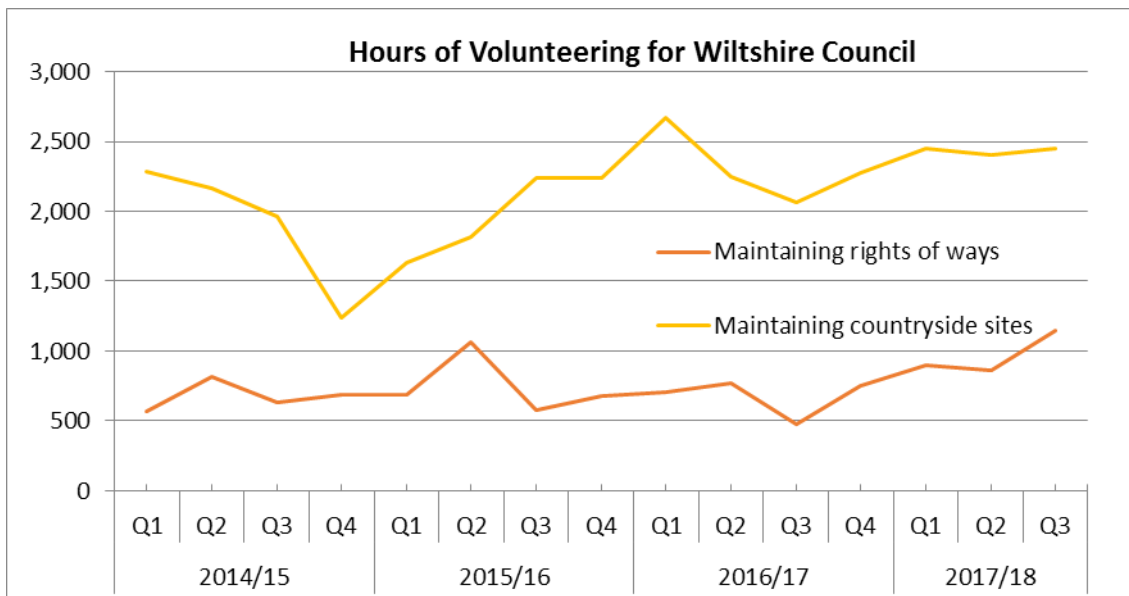
Priority 1.3 Growing the Economy – Transport and Infrastructure

7. Strategically managing the county’s highways is one way in which Wiltshire Council aims to improve infrastructure and thereby help create conditions in which Wiltshire’s economy can grow. One outward sign of well managed highways is the filling of potholes and the undertaking of general repairs to the highway. The average length of time it takes Wiltshire Council and its contractors to respond to, and resolve, a highways issue (11.2 days) and to fill potholes (2.6 days) has fallen in the current quarter. There is some difficulty in reducing the average time for all issues because of the variance and complexity of those issues. In quarter three 1,817 potholes were filled which is a 46% increase on the same period in the previous year.



Priority 2.1 Strong Communities – Community Wellbeing

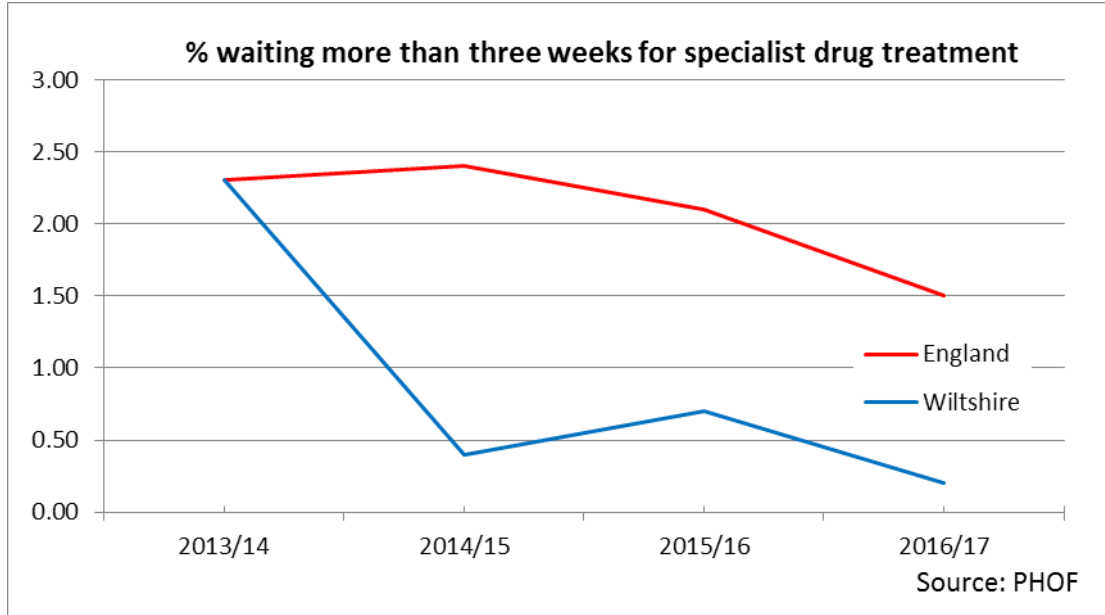
8. Volunteering is a measure of community wellbeing. One of the ways in which the council can promote volunteering is to provide voluntary opportunities for people to take-up. Volunteers are used in many of the council’s services. One such example is in maintaining countryside sites and rights of way where participation rates remain high. Both measures were up on the same period last year; a combined increase of 42%. This provided 3,600 hours across October, November and December.



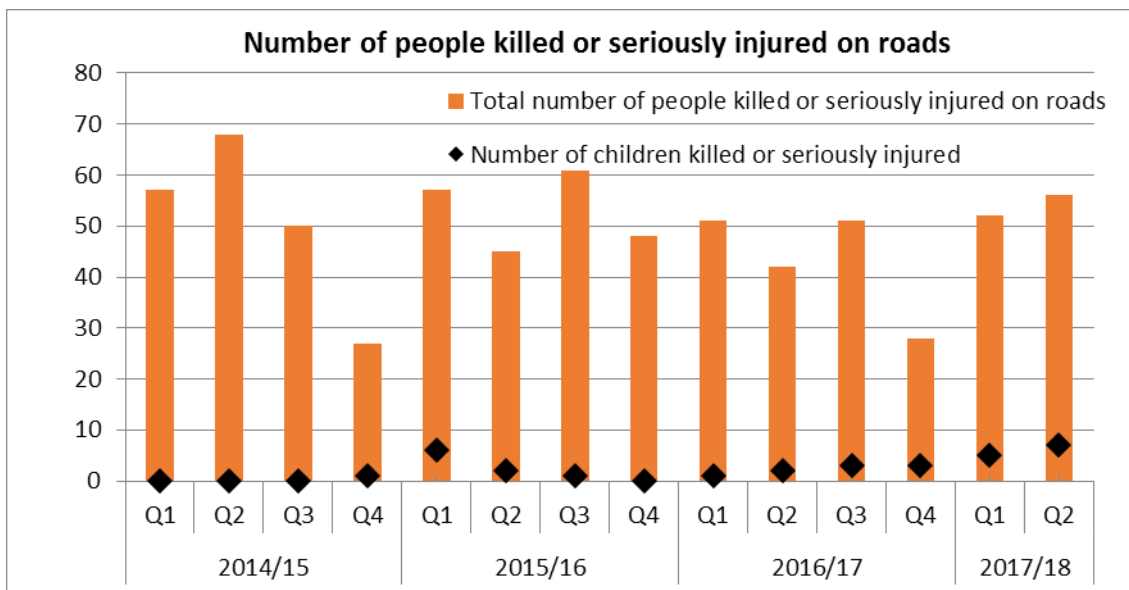
9. Wiltshire Council supports communities, including town and parish councils, in developing a shared vision for their neighbourhood and shaping the development and growth of their local area through neighbourhood planning. Wiltshire has 72 designated plan areas of which 15 have a neighbourhood plan ‘made’ following a successful referendum.

Priority 2.2 Strong Communities – Safe Communities

10. In order to improve safety in communities Wiltshire Council aims to reduce substance misuse. Part of the solution is to ensure the people that most need support receive the most appropriate treatment as soon as possible. The latest figures show that the proportion of people waiting for specialist treatment for more than three weeks remains low in Wiltshire and below the national average.

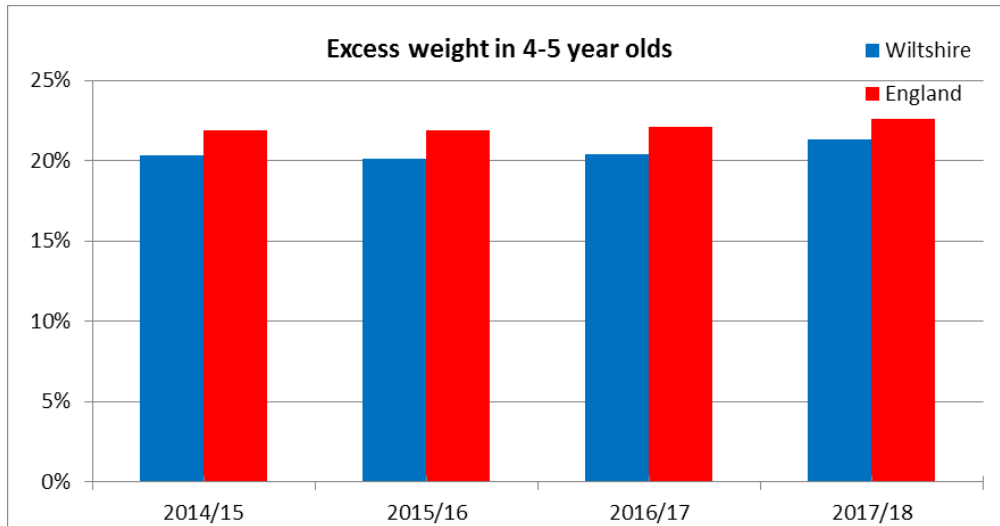


11. Wiltshire Council, through its management of highways and through public safety training hopes to make communities safer by reducing the number of casualties from road traffic accidents. The most recent data (July – Sept 2017) shows 56 individuals killed or seriously injured on Wiltshire’s roads of which 12% were children. This is an increase on the same period last year.

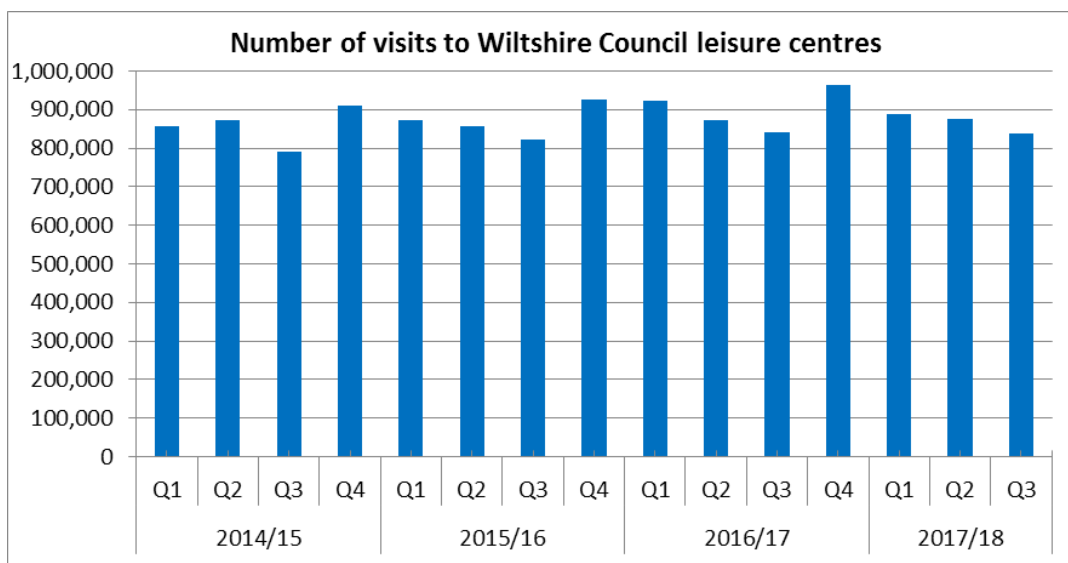


Priority 2.3 Strong Communities – Personal Wellbeing

12. In order to achieve healthier communities Wiltshire Council aims to tackle excess weight at all ages. There is a focus on excess weight in children so that healthier lifestyles can be embarked upon at an early age. Through initiatives such as free swimming, promotion of physical activities and health trainers supporting parents the council hopes to reduce the incidents of obesity in young people. The latest data show a 1% point rise in the proportion of four and five year olds with excess weight in Wiltshire where the rate is still below the national average.

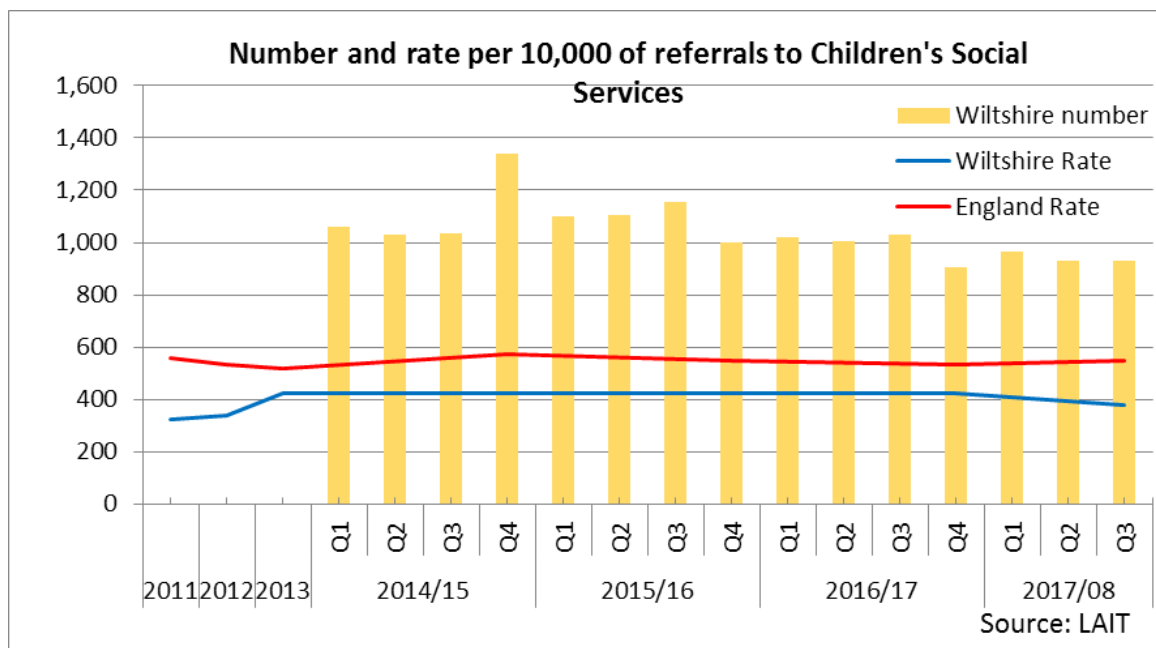


13. Alongside monitoring health conditions Wiltshire Council aims to provide opportunities for its residents to participate in physical activity through its leisure offer. Visits to Wiltshire Council leisure centres go through an annual cycle with the highest attendance figures in quarter four of each year (following the start of the new calendar year) and quarter three showing the lowest. There was a 0.5% decrease on the same period last year which represents small reductions in activity at some centres such as the Chippenham Olympiad and Melksham Pool.

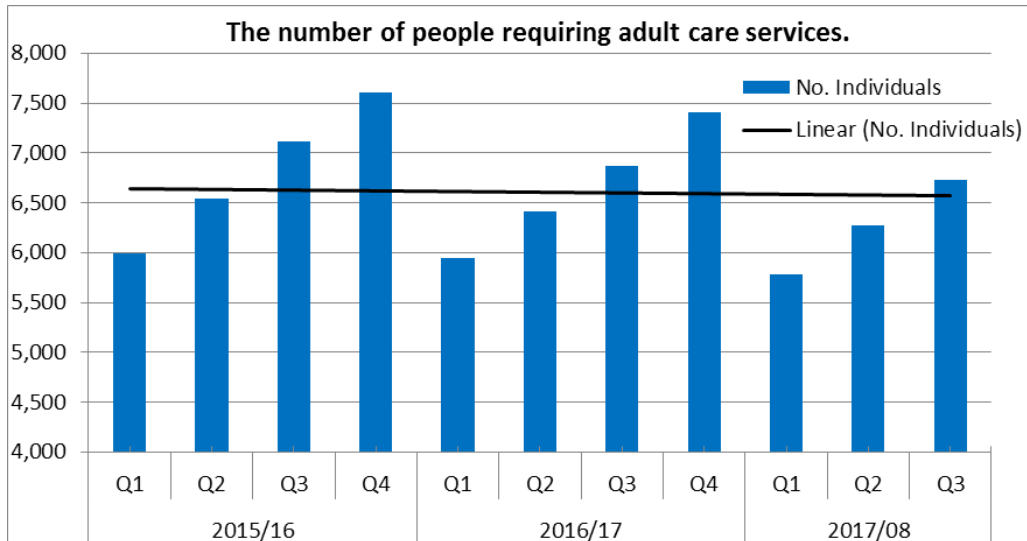


Priority 3.1 Protecting the Vulnerable – Early Intervention

14. Wiltshire Council’s business plan put a greater emphasis on early intervention for potentially vulnerable people. The desired impact is that there will be less demand for more intensive statutory support for vulnerable people further down the line. This is a long-term aim. The number and rate of referrals to children’s social care might be expected to reduce over time as more emphasis is placed on helping children and families before they require a referral to social care. However, it is important to note that more referrals may also be an indication of better identification of those who are vulnerable. There has been a reduction in both the overall number of referrals to children’s services and rate (per 10,000 of the child population) in the past three years and the rate in Wiltshire remains below that of England as a whole.

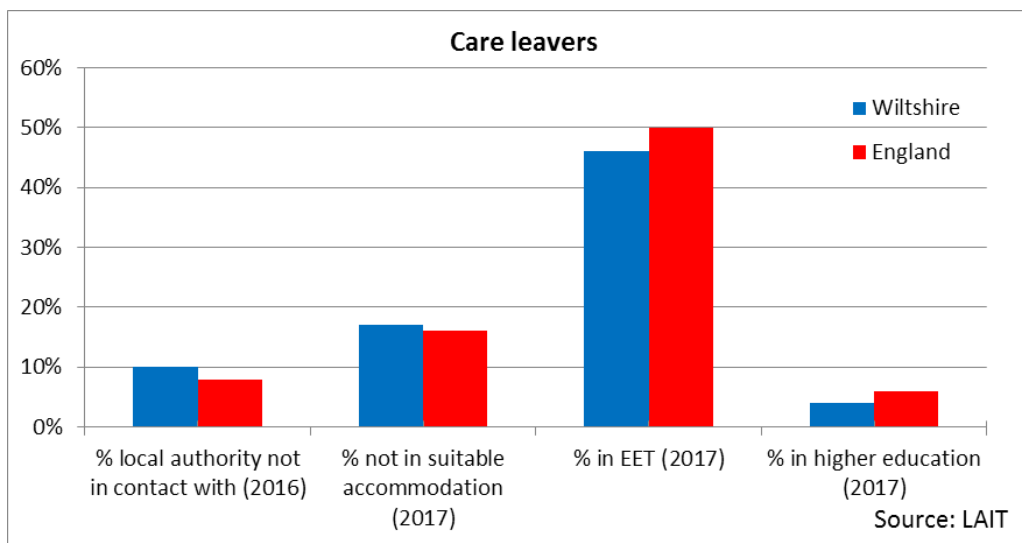


15. As with children’s social care a greater focus on prevention and early intervention within adult’s social care should lead to a reduction in demand on services. The figures below are cumulative for each financial year and the overall trend is down with 2% fewer individuals being supported by adult social care at the end of December 2017 than at the same time in 2016. The planned transformation of Adult services will see an increased focus on reablement and the introduction of a strength based approach which should significantly improve the demand management of the system, whilst keeping people safe within the community.

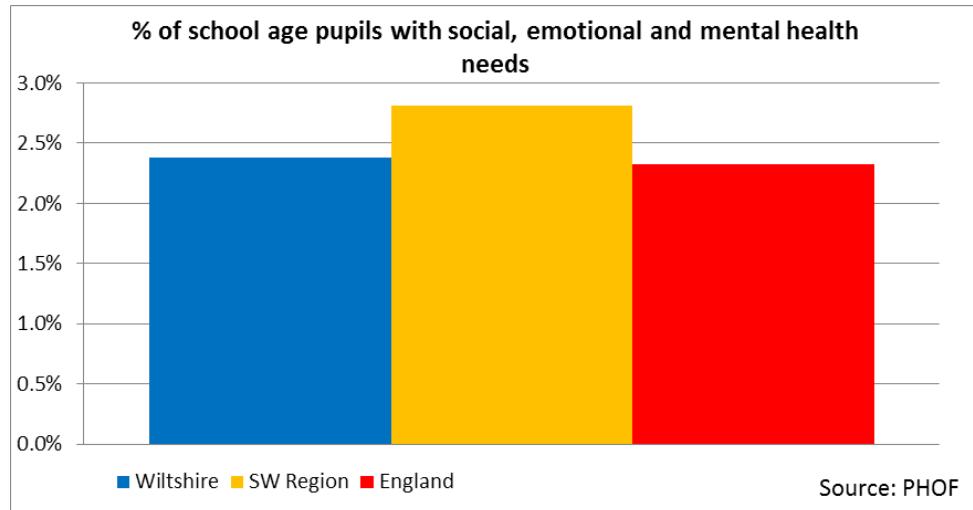


Priority 3.2 Protecting the Vulnerable – Integration

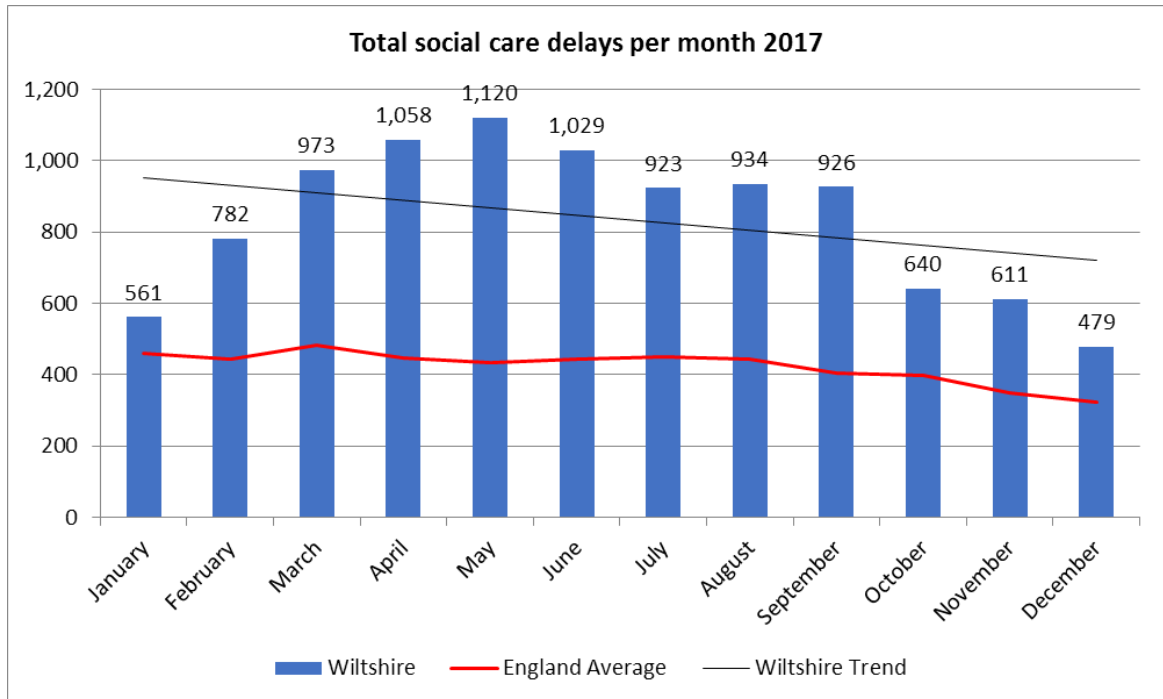
16. Ensuring that services which are designed to protect the most vulnerable in our communities are well linked and work together is a key goal for Wiltshire Council. One particular group identified in Wiltshire Council’s Business Plan is care leavers – those looked after by the council for at least 13 weeks since the age of 14. Working with education providers, housing associations, health services, employers and other support services the council’s care and support teams hope to improve life chances for care leavers by ensuring they have positive outcomes after leaving care. While support is ongoing outcomes for care leavers (in terms of those in suitable accommodation, still in contact with the council, undertaking employment, education or training [EET] and progressing to higher education) in Wiltshire are not as good for those in England as a whole.



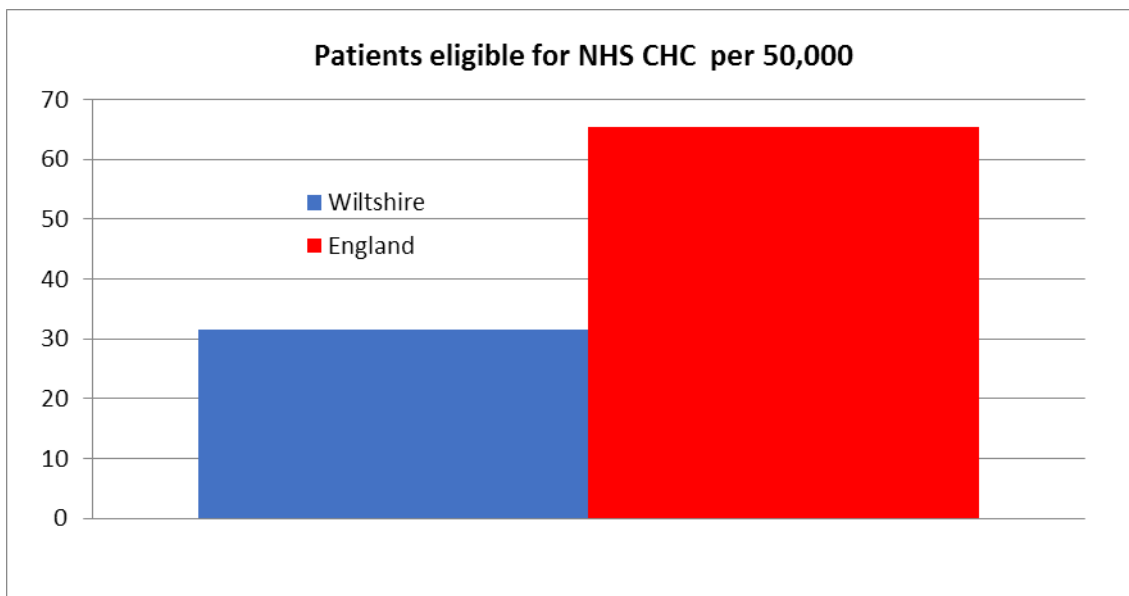
17. By joining up supportive services within the council, and those provided by the council's partners, Wiltshire Council aims to improve access to support for those with poor mental health. Overall the expectation is that by providing the right, joined up support early enough fewer people will need longer-term support. The proportion of school pupils with social, emotional and mental health needs was lower in Wiltshire in 2017 than in the region and the country as a whole.



18. Wiltshire Council's performance in the delayed transfer of care (DTOC), when a patient is ready to leave hospital but is unable to do so because of a lack of appropriate care in the community, is not good when compared to the national average. Wiltshire's adult care teams are working directly with colleagues in the NHS to ensure that the numbers of delayed transfers are reduced. A sector wide review, being conducted by the Care Quality Commission during March, is looking at the role that all of the health and care partners contribute to the DTOC levels and Wiltshire Council awaits the findings with interest. Of note is that the trend over the last 12 months has been in the right direction. The overall number of delays due to lack of social care was 15% lower in December than it was in January but a great deal of this can be attributed to the pressures arising from the winter together with an escalation in the instances of influenza in the community.

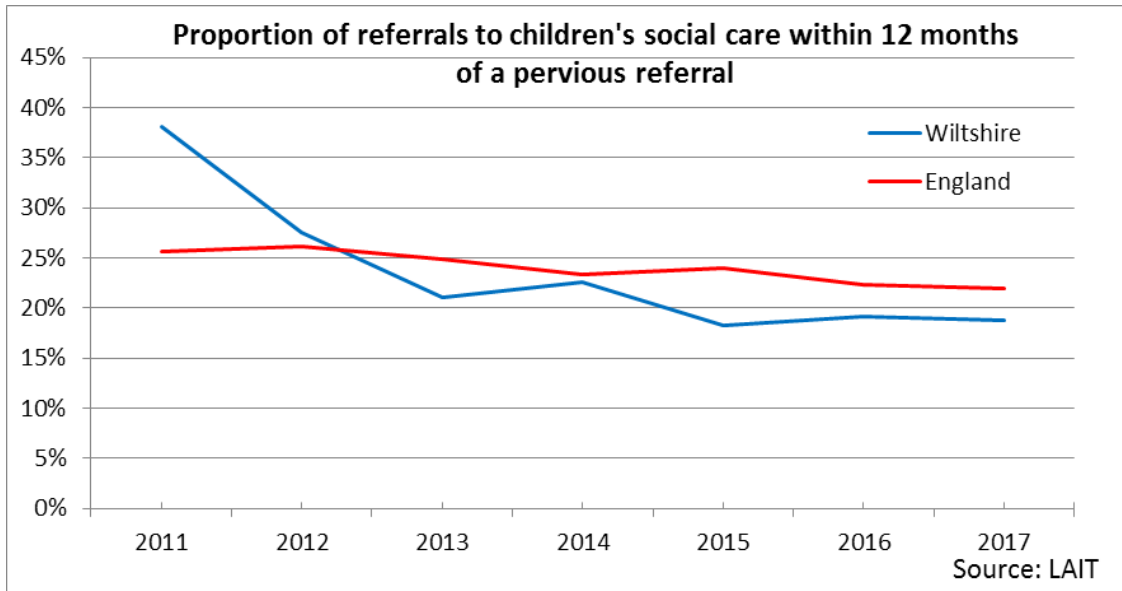


19. Social care teams play a role in referring and completing joint (health and social care) assessments that determine if a person is eligible to receive Continuing Healthcare (CHC) funding – this support is individually designed care for people whose primary need is health related and who are not cared for in hospital. The latest data (for June 2017) indicates that Wiltshire has a lower rate of registered patients eligible for NHS CHC funding and support than the national average. Wiltshire Council officers are working with colleagues from the NHS to help design CHC processes that clearly identify people who are eligible for CHC funding.

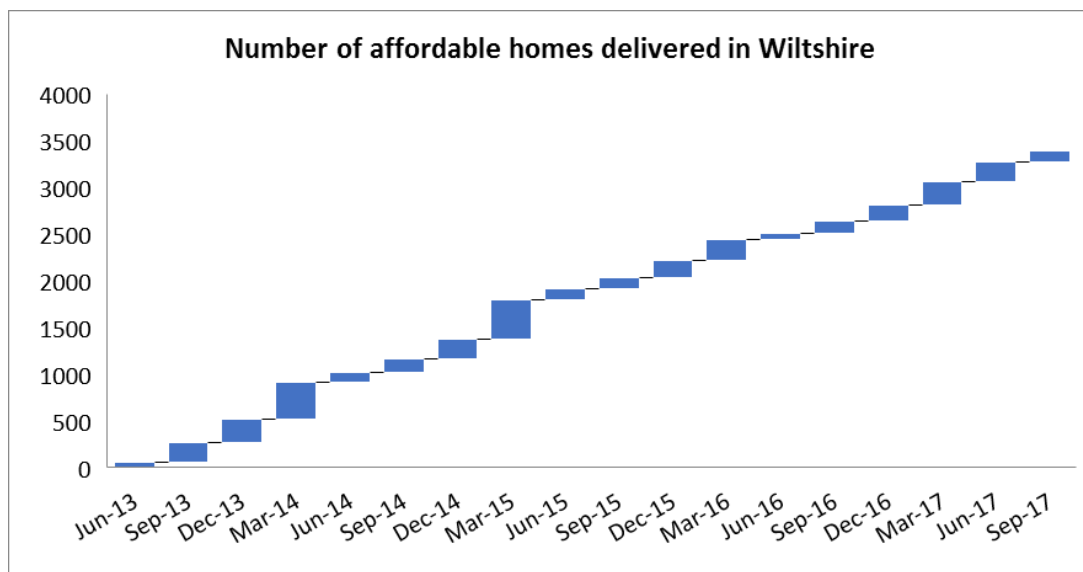


Priority 3.3 Protecting the Vulnerable – Personalisation

20. In order to better protect more vulnerable people in Wiltshire’s communities the council aims to provide care and support that is designed around the individual. For children and families one of the ways in which that support is judged as successful is whether or not a child and family is referred back into the service. The number of children and families who are re-referred within 12 months in Wiltshire is below 20% and below the national average.

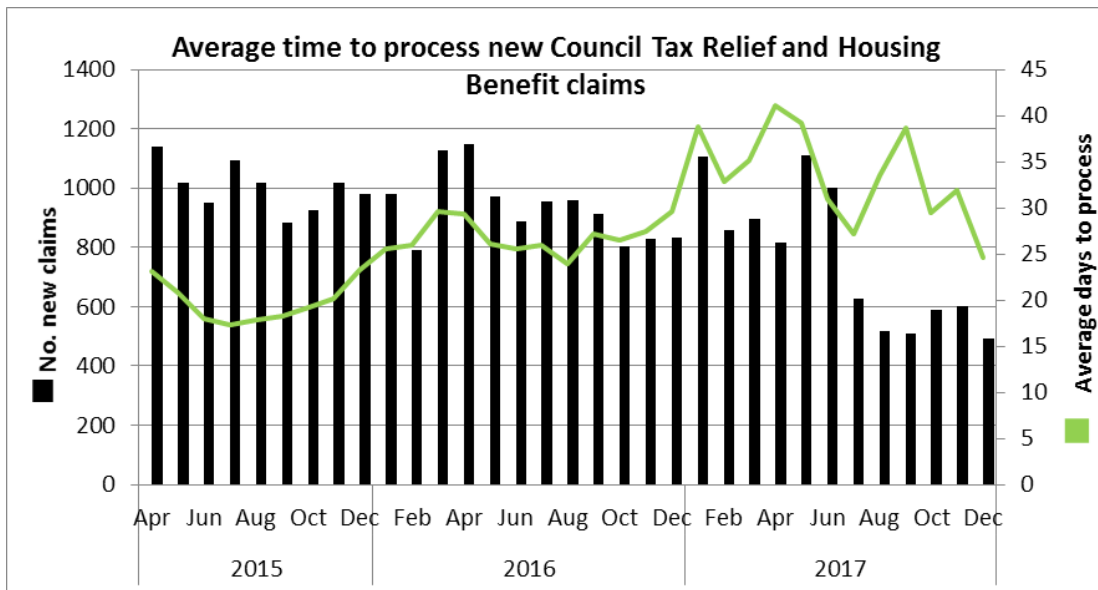


21. In order to empower individuals and families Wiltshire Council aims to provide more opportunities for people to live in suitable accommodation. To this end the council is committed to seeing more affordable homes provided in Wiltshire. At the end of quarter three there were 67% more affordable homes delivered that at the same time in the previous year.

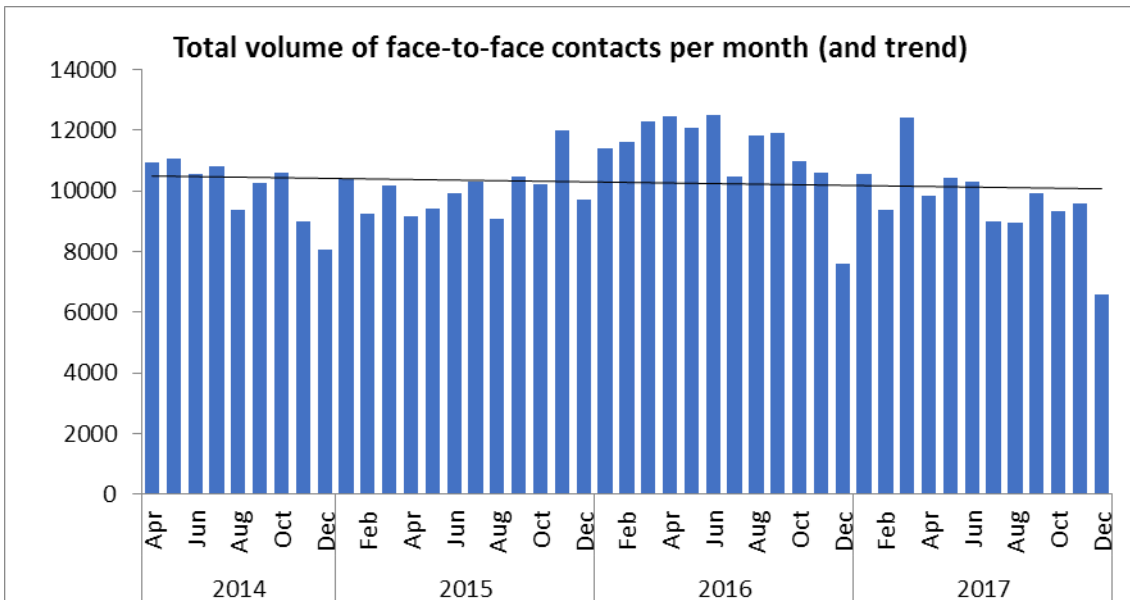


An Innovative and Effective Council

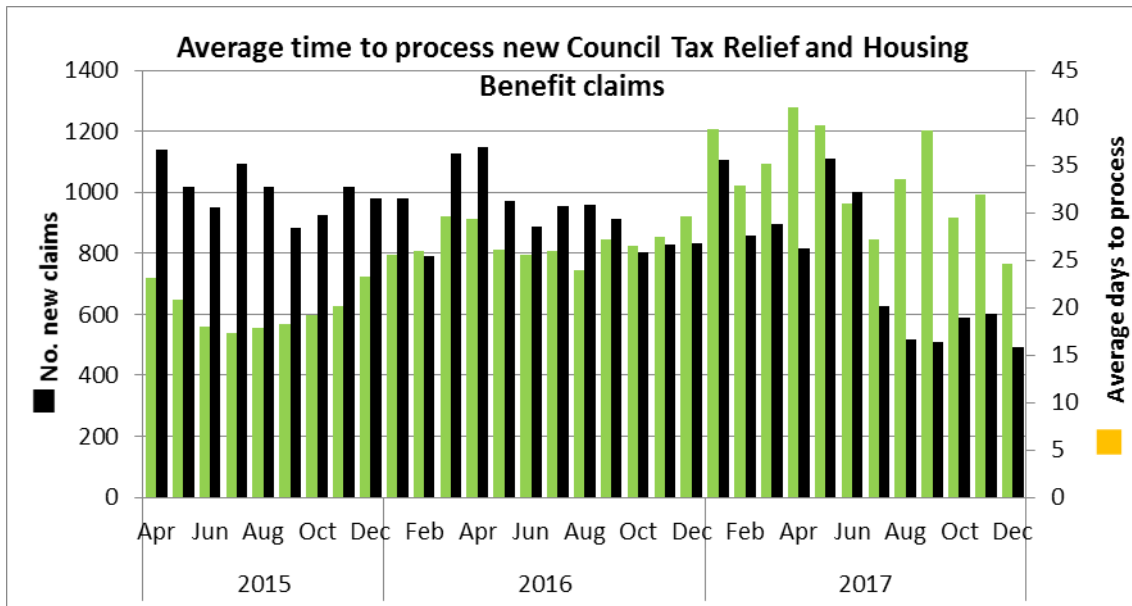
22. It's important for Wiltshire Council to appear effective to our customers as well as with its inhouse processes. The introduction of Universal Credit Full Service created a spike in new claims and workload prior to its introduction in June 2017 and has had an impact on the council's teams delivering benefits services to residents. There has been a fall in the number of new Housing Benefits claims since June 2017. There were 40% fewer new claims in December 2017 than there were in December 2016. However Universal Credit does not include council tax reduction where the caseload has fallen by less than 4% in the same period with over 25,000 households receiving this benefit. Despite the impact of Universal Credit Full Service, the average processing time was actually five days less in December 2017 than in the same month the previous year.



23. 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 has reduced. The trend in the number of face-to-face contacts over the last four years shows a slow reduction. That reduction has been more marked in the year to December 2017 with the average monthly number of contacts falling by 14% suggesting a greater uptake of digital contact options



24. The number of telephone calls has also fallen in the last year. The average monthly number of telephone calls received was 22% lower in December 2017 than the same period in the previous year.
25. In order to ensure the efficient delivery of Wiltshire Council's planned activity the council must ensure that it has access to the planned income. Council Tax collection is measured over the whole year as a percentage of the expected income collected. As most households pay monthly the collected proportion grows over the financial year. Over the last five years the proportion collected by the end of December has remained fairly static at between 85% and 87%. This is a success for the Council's revenue team who have been tasked with collecting 22% more council tax this year than in 2013/14 and 7% more than last year. The increased net expected council tax revenue is due to increases set in the council budget (including the additional charge to help fund adult social care), changes to the benefit systems, the monitoring of discounts and exemptions and the prompt reporting of newly built homes in Wiltshire.



Strategic Risk Register (as at end December 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. 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.
28. 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](#).
29. The simplified version of the current strategic risk register is provided in appendix 1.

30. 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.
31. A whole range of service risks are kept under observation each quarter.
32. Of the 12 risks listed on the strategic risk register three have an inherent score that puts them in the 'high' bracket.
33. 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.
34. Other national level risks have medium or low inherent and residual scores and suggest good progress against planned actions.
35. Activity continues to ensure the current level of local mitigation for national risks is maintained. Full day workshops for flood wardens and community volunteers were held; collaboration with the emergency services was evident at September's Emergency Services Show; the Local Health Resilience Partnership is currently reviewing the action plan to deal with an influenza pandemic.
36. Of the composite corporate risks only Information Governance has a high inherent score. This is an increase since the previous quarter. This rise is due to the increased knowledge about and reporting of data protection incidents. An organisational eLearning programme is underway, with service specific procedures and training being put in place for the most vulnerable areas. A number of services, including Children's Services and IT, have reviewed, or added, a service level risk in the last quarter.
37. 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 Contract Management and Staff Capacity where the relevant lead services are undertaking reviews of service level risks.
38. 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. This includes the development of an adult multi-agency safeguarding service (MASH) made up from the Police, Clinical Commissioning Group and the council which will further enhance our safeguarding response across Wiltshire, ensuring better communication and response. However, the unpredictability of the sources of such events means that safeguarding will always be a risk to the organisation.
39. New and increasing risks this quarter include: safety of parking staff and the potential loss of income from parking due to a reduction in staffing levels; the potential impact of universal credit on council tenants; the

effect of not successfully upgrading software used by the public protection teams.

40. There were reductions in the inherent risks scores in the following areas: safety on community transport; safety of planning staff working on location; community services failing due to lack of volunteers and; missing decision deadlines on planning applications.

Overview & Scrutiny Engagement

41. The Financial Planning Task Group is due to consider this report at its meeting on 21 March 2018. 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.

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 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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November 2017

Appendices

- Appendix 1: Strategic Risk Register (Q3 December 2017)
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