

Wiltshire Council

Cabinet

3 July 2018

Subject: Performance Management and Risk Outturn Report: Q4 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 and in managing its business across the authority generally.

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

Wiltshire Council

Cabinet

3rd July 2018

Subject: Performance Management and Risk Outturn Report: Q4 2017/18

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 performance framework as well as the latest version of the council's strategic risk register. This report covers the period January to March 2018.

Relevance to the Council's Business Plan

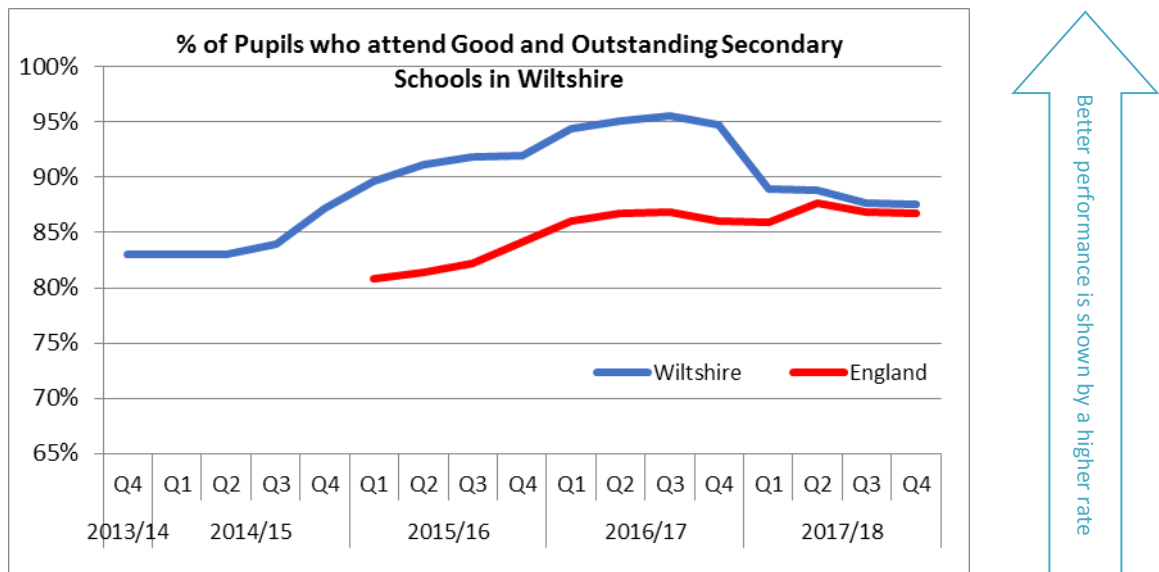
2. This report updates Cabinet on the performance against each of the stated goals contained in the Business Plan 2017 to 2027 at the end of quarter four 2017/18.

Overview of outturns

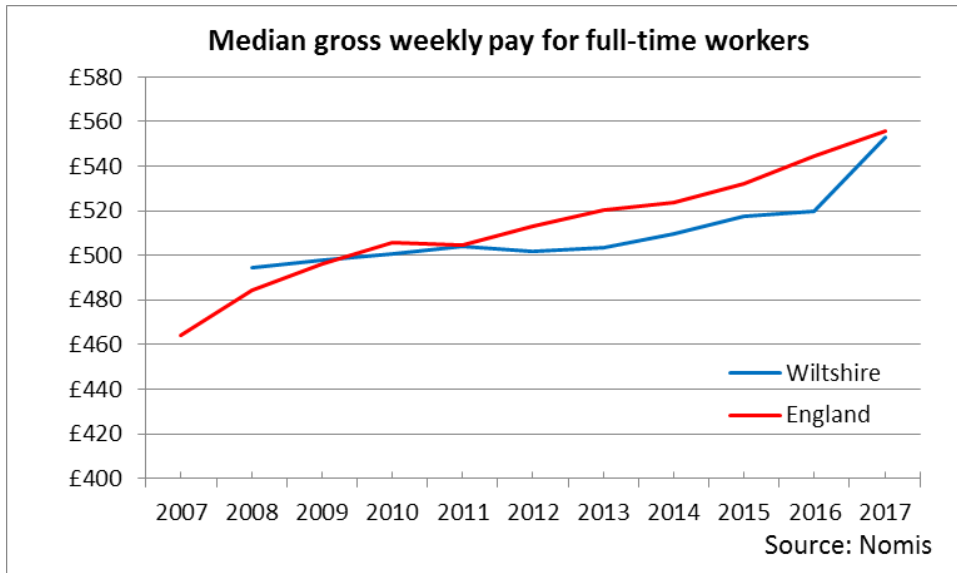
3. Below are some key measures shown under the three key priorities of the new business plan: growing the economy, strong communities and protecting those who are most vulnerable.

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 this financial year that figure was 87% but it remains above the national average. The percentage of good or better schools dipped last year consistent with their mixed examination and testing results. The establishment of the “Right Choice” platform for traded services and professional development in particular should give schools better access to support services. School Effectiveness Team has committed to a detailed report to Children’s Select Committee on schools’ Ofsted results.



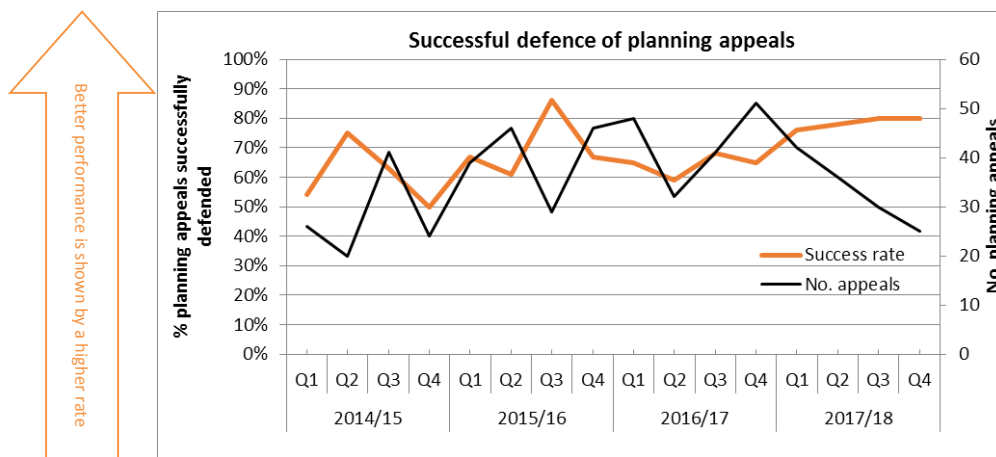
5. Supporting training and skills programmes including apprenticeships and building more higher education opportunities within the county is helping build a workforce fit for the future. More highly skilled jobs might result in overall higher rates of pay. The graph below shows that Wiltshire’s average rates of pay have improved over time specifically in the last year and are now within 1% of the national average for the first time in 6 years. This measure includes Wiltshire residents who commute out of the county and are generally better paid.



Better performance is shown by a higher rate

Priority 1.2 Growing the Economy – Sustainable Development

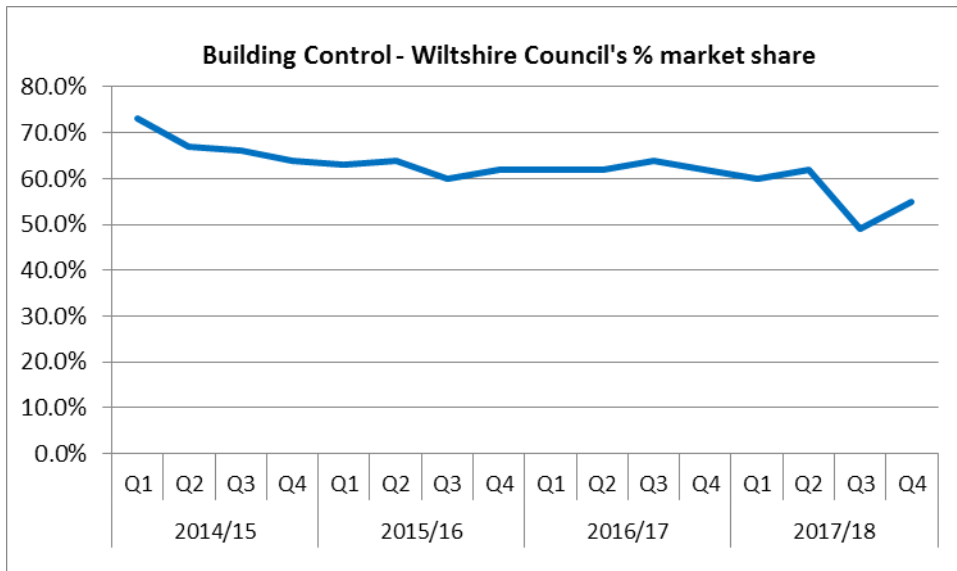
6. Wiltshire Council’s Business Plan states that sustainable development will be achieved by delivering development where it is needed and in accordance with Wiltshire’s Core Strategy. Making the right planning decisions helps enable that ambition. This financial year has seen consistently good performance. The success rate of defending planning appeals has been above the 70% target in each of the four quarters. Additionally, the number of appeals made has fallen in each consecutive quarter and the total number of appeals in the year was 23% lower than in 2016/17.



Better performance is shown by a higher rate

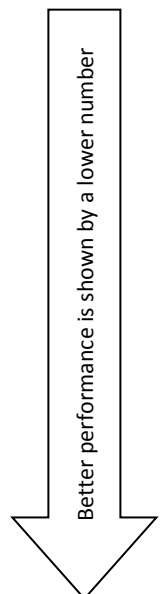
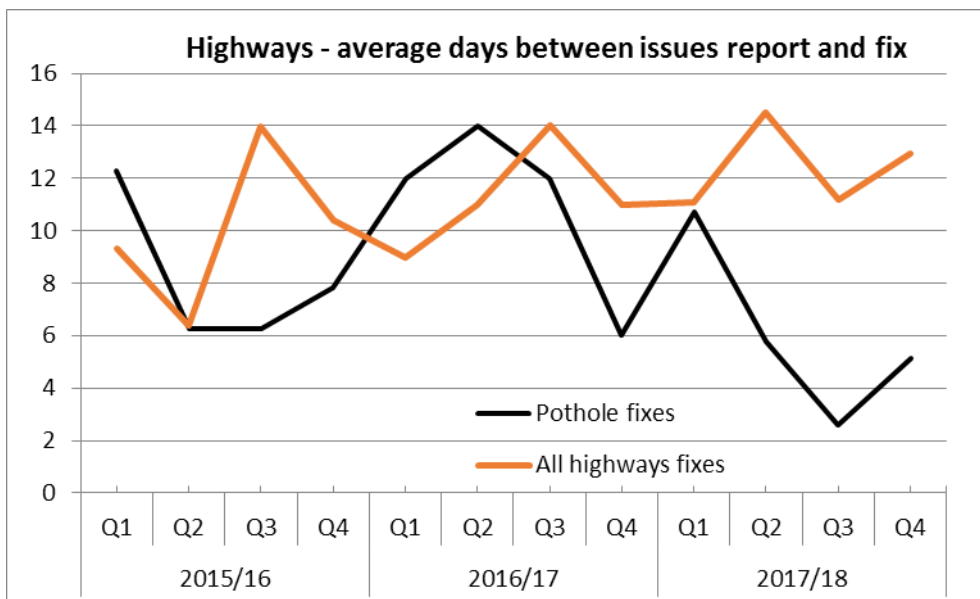
Better performance is shown by lower number

7. In order to provide the most effective building control service possible the council seeks to maintain a professional, responsive team of experts. The council service competes with the private sector but has a statutory responsibility to offer a building control service as ‘provider of last resort’. The greater the share of the market the Council has the easier it is to offer a high-quality service. Wiltshire council’s market share has fallen in the last year and the situation is being closely monitored.



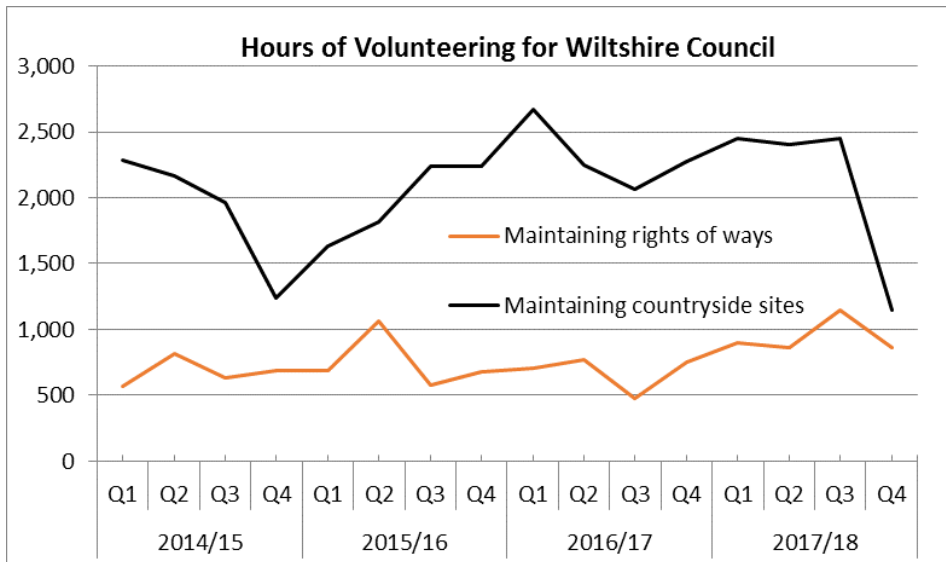
Priority 1.3 Growing the Economy – Transport and Infrastructure

8. 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 (13 days) and to fill potholes (5 days) has increased in the final quarter of the year. This is an expected rise as the amount of damage to Wiltshire roads increased due to the cold weather. In fact, the number of potholes reported was up by 115% on the previous quarter to just under 4,000.



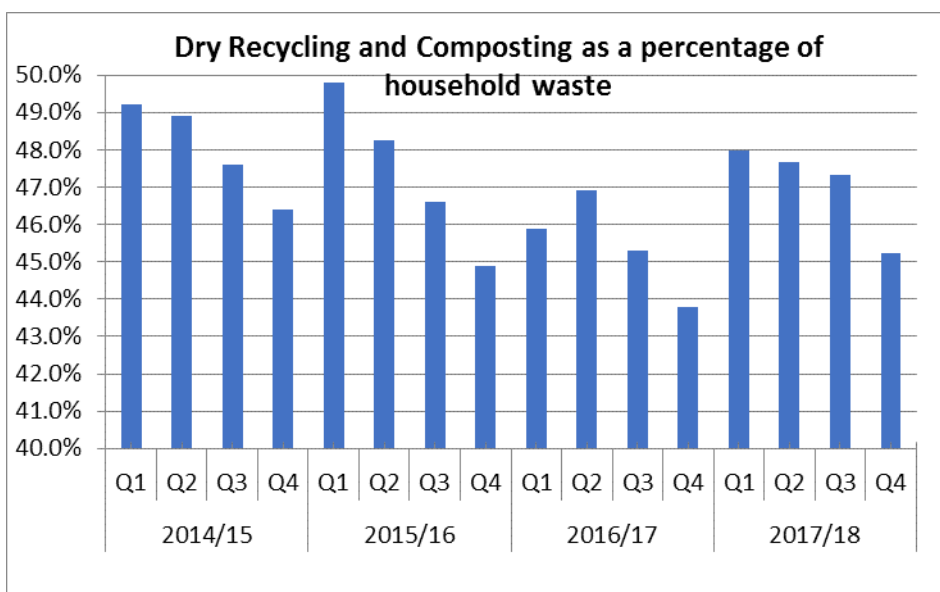
Priority 2.1 Strong Communities – Community Wellbeing

9. High levels of volunteering is a measure of strong 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. The severe weather experienced in the last quarter, specifically the last month, of the financial year had a big impact on the tasks that were possible and therefore, the hours of volunteering given. Despite this fact across both measures there were 2.2% more hours given in 2017/18 than in the previous year.



Better performance is shown by a higher number

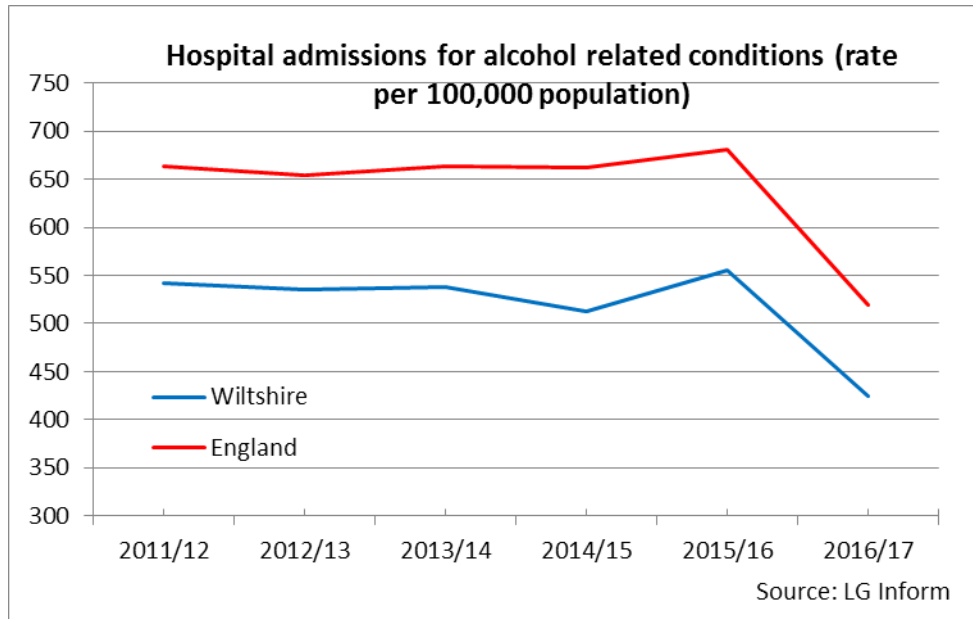
10. Wiltshire’s communities are strengthened by effective management of litter and waste. Wiltshire Council aims to meet the national target of 50% of household waste being recycled or composted by 2020. The recycling rate is shown as a year-to-date figure. Performance falls in the final quarter of the year because there is less garden waste in the winter months. In 2017/18 45% of household waste was recycled or composted, an increase of more than one percentage point compared to 2016/17.



Better performance is shown by a higher rate

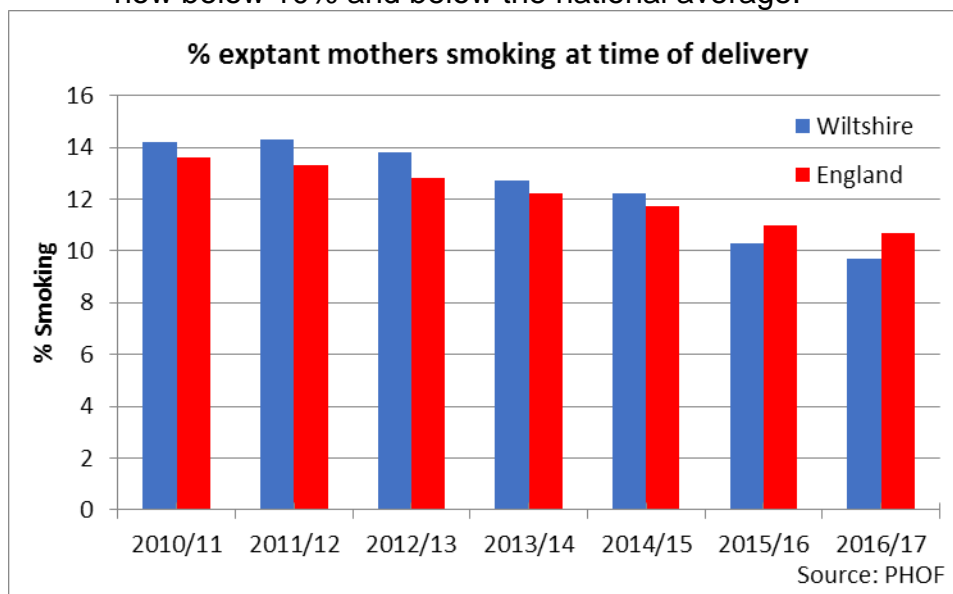
Priority 2.2 Strong Communities – Safe Communities

11. In order to improve safety in communities Wiltshire Council aims to reduce alcohol misuse. A number of tactics are used by public health and social care teams to reduce alcohol dependence and harm. In the most recent data Wiltshire has mirrored the dramatic national drop in the rate of alcohol related hospital admissions.



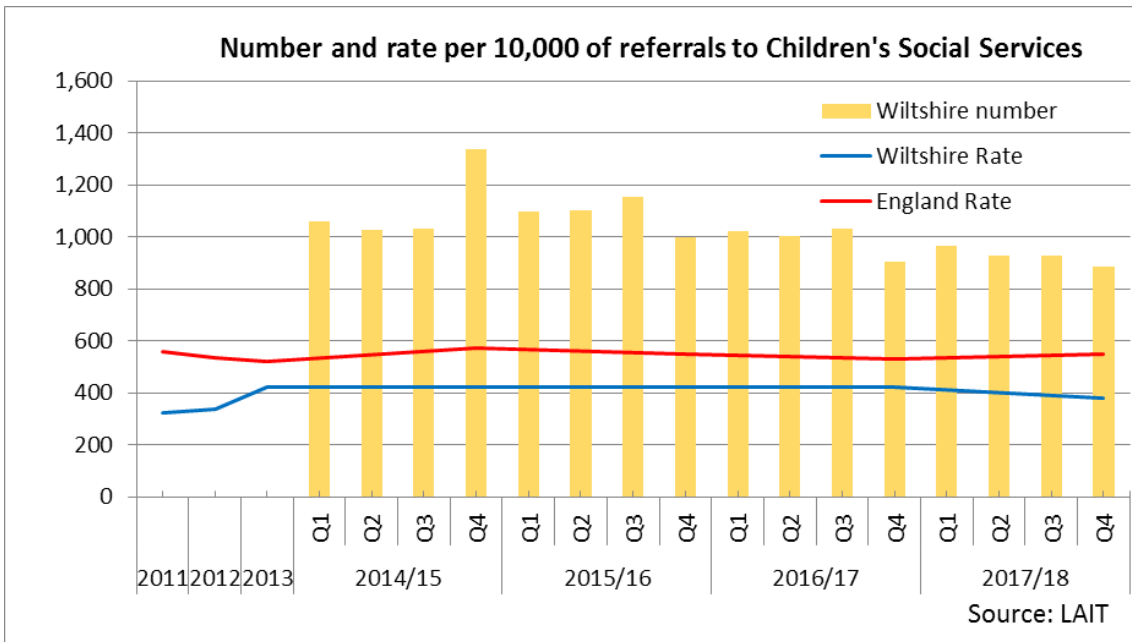
Priority 2.3 Strong Communities – Personal Wellbeing

12. In order to achieve healthier communities Wiltshire Council works with many groups to reduce the harmful impacts of unhealthy habits. Wiltshire Council, in conjunction with its partners, runs a number of programmes to help people give up smoking. There are specific programmes for vulnerable people. The graph below shows that there may be a way to go but in the last six years there has been a 4.5% point reduction in the rate of expectant mothers smoking at the time of delivery. The Wiltshire rate is now below 10% and below the national average.



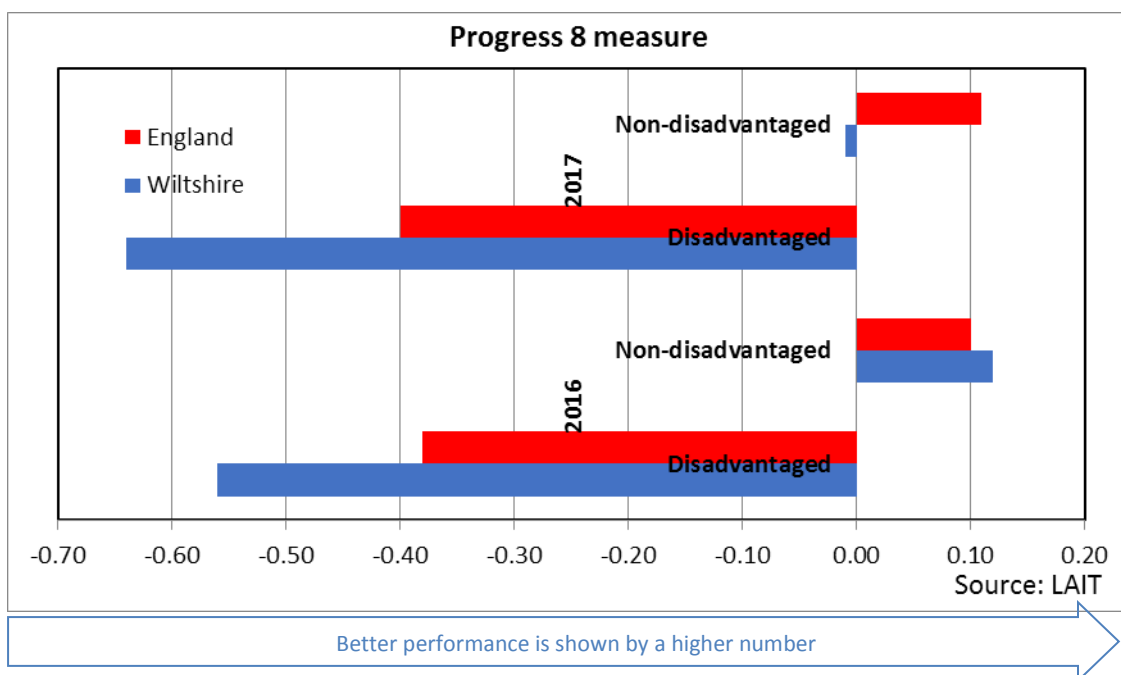
Priority 3.1 Protecting the Vulnerable – Early Intervention

13. 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.



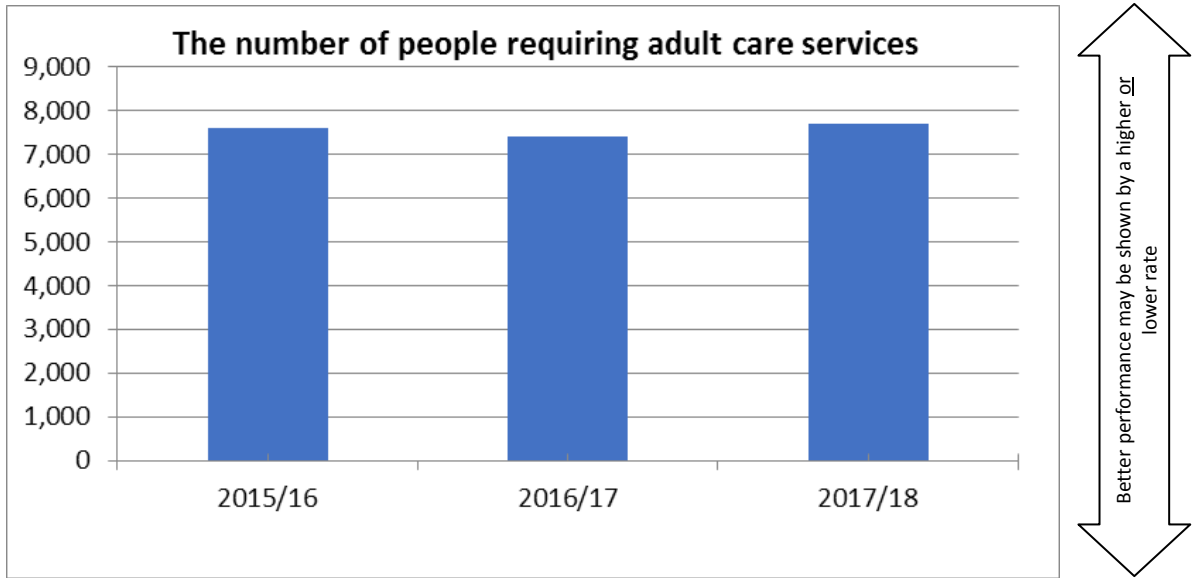
← Better performance may be shown by a higher or lower rate →

14. Wiltshire Council aims to have schools that help all pupils. The Council would like to see early educational intervention lead to better outcomes for disadvantaged pupils. The Progress 8 measure compares the progress of students between the end of primary school (key stage 2) and GCSE (key stage 4) to the national average of those at a similar level of achievement. A positive score suggests that a group made more progress, on average, than those nationally who got similar results at key stage 2. A negative score means less progress, on average. The outcomes for the last two years show a disparity between disadvantaged and non-disadvantaged pupils with that disparity being greater in Wiltshire than in England as a whole. Wiltshire has recognised the priority of addressing the needs of disadvantaged learners. Schools have identified disadvantaged learner leads, and activity has focused on raising awareness and spreading good practice. The council's Children's Select Committee is currently considering the best way to scrutinise the Disadvantaged Learners' Strategy.



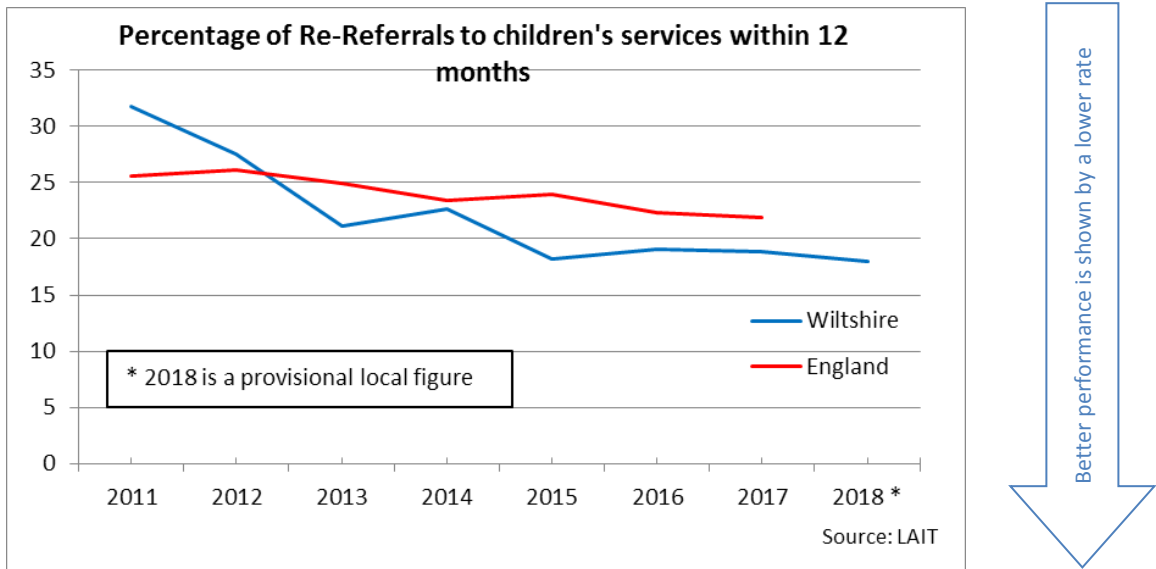
Priority 3.2 Protecting the Vulnerable – Integration

15. 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. The number of people who required adult social care has risen by 3.9% in the last year but is almost the same as the number in 2015/16.

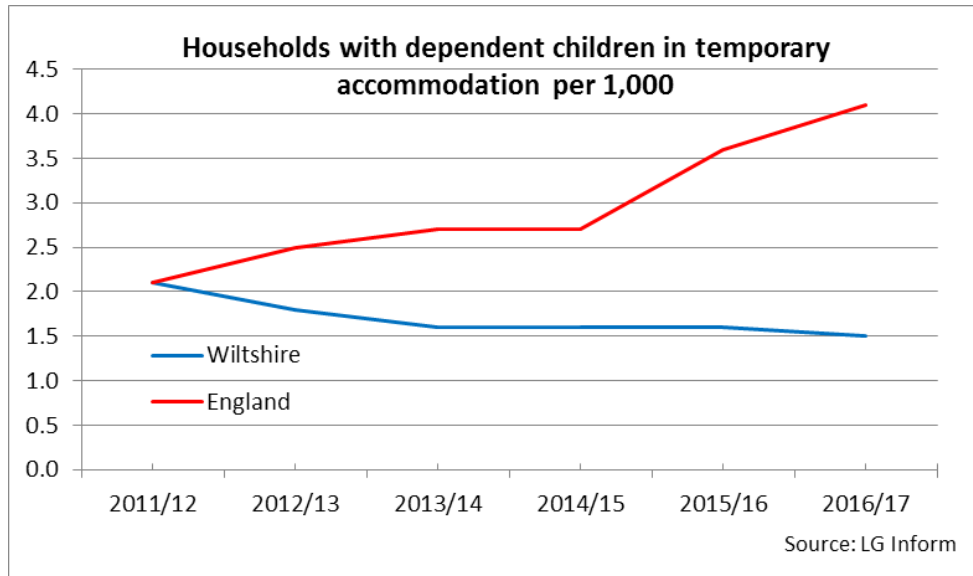


Priority 3.3 Protecting the Vulnerable – Personalisation

16. 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. One way to measure the effectiveness of the service is to consider how many are re-referred back into the service. In the last four years the proportion of children re-referred within 12 months has remained largely stable at around 18.5%. The reduction in the rate in the previous four years means that the Wiltshire rate remains below the national average.

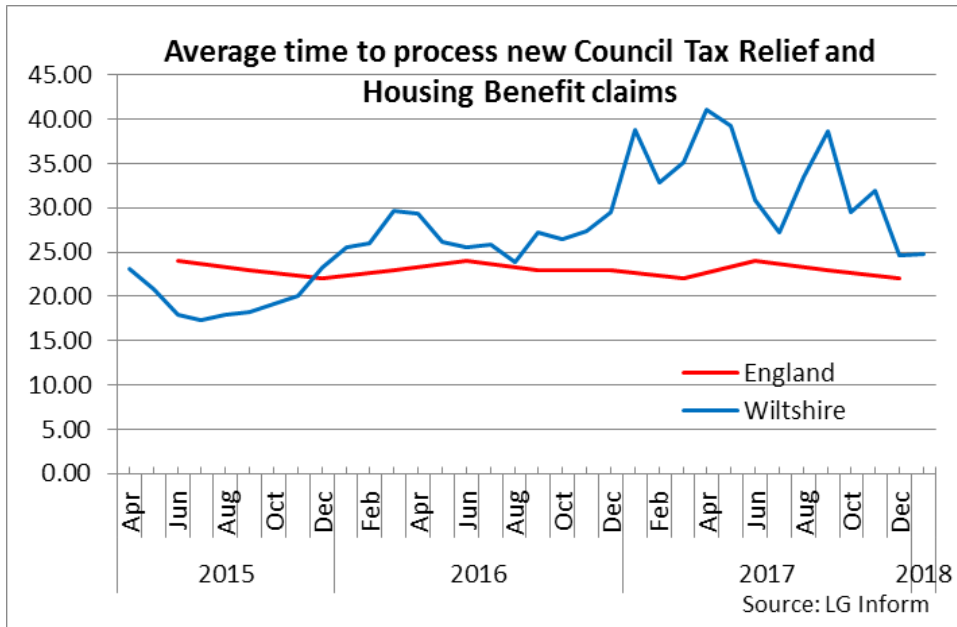


17. Accommodation is often the key factor affecting people’s vulnerability. Wiltshire council’s Business Plan is clear that finding suitable accommodation for vulnerable people is a priority. The rate of Wiltshire households, with children, in temporary accommodation has fallen over the last five years to a low of 1.5 in every 1,000. Over the same period the national figure, which matched the Wiltshire level in 2011/12, has risen to a high of 4.1.



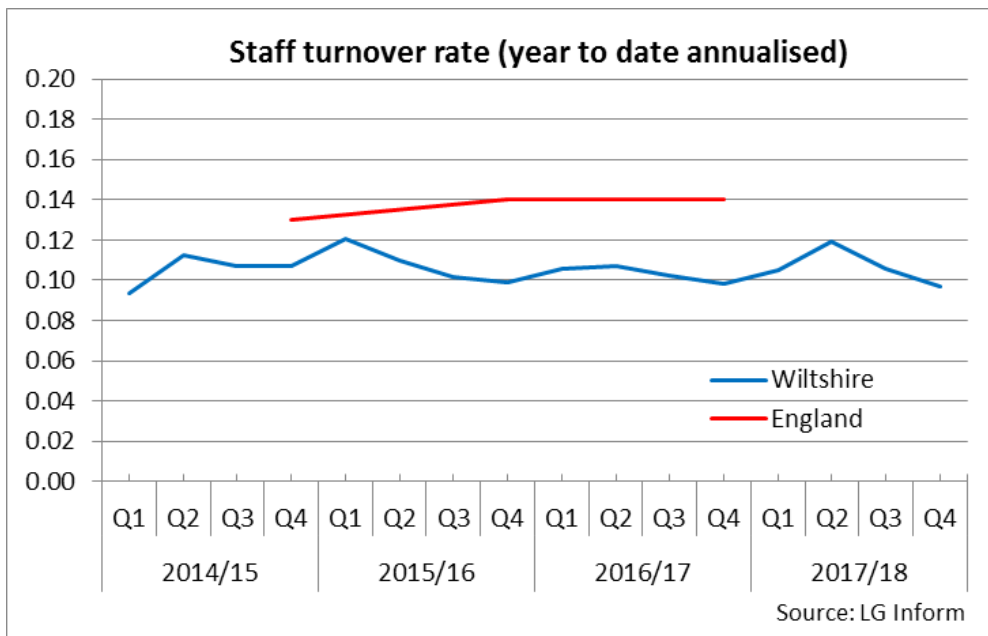
An Innovative and Effective Council

18. It’s important for Wiltshire Council to be effective in delivering services to our customers as well as with its inhouse processes. The roll-out 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. Wiltshire, after an unsettled period, is moving back towards the national average time to process new claims.



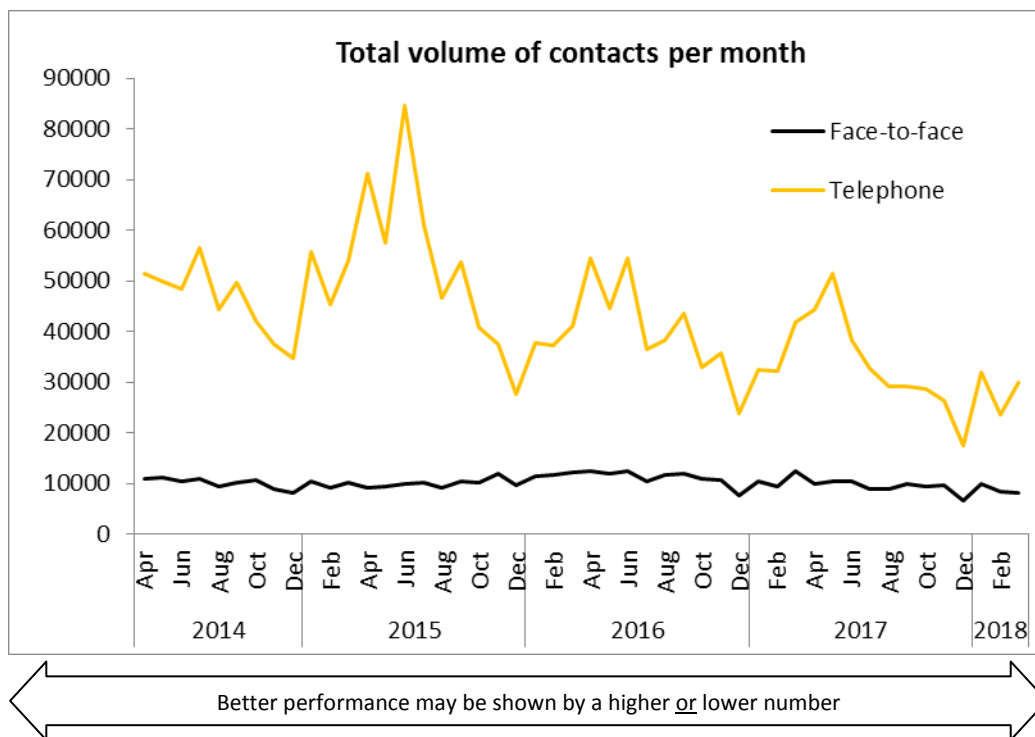
Better performance is shown by a lower number

19. Through its People Strategy the council aims to ensure that it can attract, retain and motivate the best people to serve Wiltshire’s communities. It does this through empowering staff, providing innovative flexible employment practices and working with the staff body. A mark of this success would be staff retention. The graph below shows the proportion of staff who choose to leave the council. Wiltshire’s annualised rate at the end of last quarter was 9.7% which is low in comparison to the figure for all English local authorities in the past few years.



Better performance is shown by a lower rate

20. 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 face-to-face contacts over the last four years shows a reduction of 19.7% and telephone contacts of 4.5%. That reduction has been more marked in the year to March 2018 with the average monthly number of face-to-face contacts falling by 34.3% and telephone contacts by 28.6% suggesting a potential greater uptake and reliance on digital contact options.



Strategic Risk Register (as at end March 2018)

21. 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.
22. For the first time, the strategic risk register reflects 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 by the end of March.
23. 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.
24. Information that has significance across the council as a whole is displayed in two categories on the Strategic Risk Register.

25. Critical service risks: significant single service risks, which, should they be realised will have a significant impact on the organisation as a whole.
26. 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.
27. 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.
28. The simplified version of the current strategic risk register is provided in appendix 1.
29. Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk) and scored for impact and likelihood to give an overall score. A risk is scored twice; firstly, as inherent (the current level of risk) and then as residual (the risk as it would be once all mitigating actions are in place). The actions described are RAG'd, based on progress towards completion. This RAG guides the reader of the register to understand the true current risk.
30. A whole range of service risks are kept under observation each quarter.
31. Of the nine risks listed on the strategic risk register three have an inherent score that puts them in the 'high' bracket.
32. The imitate 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 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. Support from across the organisation and clear prioritisation has meant the risk has been reduced.
33. 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.
34. There was little change in the individual service risks around contract management but a greater understanding of what is required from an updated contract management framework following an audit has meant that the corporate level risk is viewed as higher.
35. The corporate composite risk around Information Governance has increased scoring this quarter as a result of greater incident reporting. This is due to 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.

36. 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. This is the case with the Staff Capacity risk where the relevant lead services are undertaking reviews of service level risks.
37. 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. Policy and plans are in place to help recruitment and retention in children's service in order to further mitigate the safeguarding risks.

Overview & Scrutiny Engagement

38. The Financial Planning Task Group is due to consider this report at its next available meeting. 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

39. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults. Action is taken where improvements in performance are required.

Public Health Implications

40. Not applicable as no decision is required.

Procurement Implications

41. Not applicable as no decision is required.

Environmental and Climate Change Considerations

42. Not applicable as no decision is required.

Equalities Impact of the Proposal

43. Not applicable as no decision is required.

Risk Assessment

44. Not applicable as no decision is required.

Financial Implications

45. Not applicable as no decision is required.

Legal Implications

46. Not applicable as no decision is required.

Options Considered

47. Not applicable as no decision is required.

Conclusions

48. This report brings together updates 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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May 2018

Appendices

- Appendix 1: Strategic Risk Register (Q4 March 2018)
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