

Wiltshire Council

Cabinet

14 November 2023

Subject: Corporate Performance and Risk Monitoring Report: Q2 2023/24

Cabinet Member: Councillor Richard Clewer, Leader of the Council

Key Decision: No

Executive Summary

This report provides a quarter two update on performance against the stated missions in the Council's Business Plan 2022-32. The Strategic Risk Summary is also included.

Proposals

Cabinet are asked to note and agree:

- 1) The updates and outturns against the measures and activities mapped against the Council's priorities.
- 2) The Strategic Risk Summary.

Reason for Proposal

To provide Cabinet with a quarterly update on the current corporate performance framework, which is compiled of the measures used to monitor progress against the 10 missions laid out in Wiltshire Council's Business Plan 2022-32.

The Strategic Risk Summary captures and monitors significant risks facing the Council, in relation to in-service risks facing individual areas and in managing its business across the authority.

This is supported by, and in compliance with, the Council's Corporate Performance and Risk Policy.

Terence Herbert, Chief Executive

Wiltshire Council

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Subject: Corporate Performance and Risk Monitoring Report: Q2 2023/24

Cabinet Member: Councillor Richard Clewer, Leader of the Council

Key Decision: No

Purpose of Report

1. This report provides an update on the progress against the stated missions in the Council's Business Plan.
2. To note: it provides measures of performance using data available at the end of Q2 and risks as they are at the time of the report's production; risks are not presented on a quarterly reporting cycle.
3. The Q2 2023/24 Corporate Scorecard is attached to the report as **Appendix 1**.
4. The Strategic Risk Summary is attached as **Appendix 2**.

Relevance to the Council's Business Plan

5. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032, as well as strategic risks that would impact the Council's ability to achieve these missions.

Background

6. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a corporate performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.
7. This framework was reviewed in January 2023, resulting in new measures being added and additional measures being reviewed, developed and improved.
8. As before, these measures fall into three categories:
 - i) Main indicators – the key metric for that particular mission.
 - ii) Supporting indicator(s) – a metric that helps add weight or explanation to the main indicator.
 - iii) Basket indicators – where it was impossible to identify one or two main indicators, measures were grouped together to be able to report on elements of each mission.

9. The resulting Scorecard includes each main measure alongside the most relevant supporting and basket indicators.
10. Performance measures and targets on the Scorecard are owned and reported by the service to which they relate, and they continue to be reviewed and challenged at Performance Outcome Boards and Groups to inform recommendations and drive improvements. This ensures they are most representative of performance against a mission and allows for advanced scrutiny.

Performance

11. The expanded set of performance measures developed during Q4 2022-23 have been retained, with no additional measures added since the Scorecard was last reported to Cabinet in September 2023.
12. Performance targets for the new financial year were reviewed as part of this year's more integrated service planning process, as set out in the Corporate Peer Challenge Action Plan.
13. For consistency, prevention of volatility and ease of reading, wherever possible measures are now reported as rolling averages over the previous 12 months or rolling 12-month cumulative totals. We note that this may result in figures reported via the Scorecard differing from those reported internally in POBs, or externally via statutory returns. For some measures, the current position is more informative than a historic average taken over time. Where this is the case, it is indicated on the Scorecard.
14. The polarity is shown for each measure, indicating whether a better performance is an increase or a decrease in the figures presented. This allows the direction of travel arrows to be more easily interpreted for each measure.

Corporate Performance Scorecard

We get the best start in life

15. No new data is available this quarter for measures relating to educational attainment gaps or educational outcomes at the end of Key Stage 4.
16. For the percentage of EHCPs completed within 20 weeks on time with no exceptions, the focus on the completion assessments that had been waiting for the longest period of time has continued. Whilst this resulted in a reduction of the 20-week performance, it has enabled the 'backlog' of outstanding assessments to be reduced. SEND statutory performance continues to be monitored through SEND Performance Board and the local area SEND Board.
17. The percentage of schools, including primary, secondary and specialist schools, that are rated Good or Outstanding by Ofsted has remained static. An improvement in this measure is expected in future dashboards as more schools rated Requires Improvement gain a Good inspection outcome.

18. We are currently at 97.69% of all registered Early Years provision in Wiltshire being graded at least Good by Ofsted. If we remove the school-based provision data we are showing that 98.34% of our nurseries, pre-schools and childminders are at least Good. Of those settings judged to be less than good, 77% are childminders. Overall, 99.1% of our nurseries and pre-schools are at least good and 97.76% of our Childminders are at least good.

We stay active

19. The slight drop in children's physical activity in 2021/22 is currently a single data point drop. It is too early to tell if this is a trend or a one-off change in what was an increasing measure and an area where Wiltshire historically has been either close to or above the South West and England averages. It is difficult to compare between academic years as there are differences in response profile between surveys, and we know there are many wider determinant and environmental aspects which influence levels of physical activity, and survey data is reliant on self-reports. Therefore, this measure is best viewed as an overarching indicator of physical activity levels across the county.
20. Leisure is still in recovery post pandemic. However, figures for the number of visits to leisure centres are improving and do not appear to have been hugely impacted by the cost-of-living crisis. Our total fitness and swim membership has exceeded 19,000 for the first time since the pandemic. When comparing Q2 to last year, there has been an increase of 8% on visits. We have updated how this measure is presented since the Q1 Scorecard, now reporting the rolling 12-month cumulative total instead of the 12-month average, enabling comparison to the target number of visits per year.
21. Visits to libraries are up 33.6% for April to September 2023 compared to the same 6 months last year, and are at 74.7% of pre-pandemic levels, mirroring the national picture. Visits have risen 2.2% in the first 6 months compared to pre-pandemic levels but are 4.7% down in Q2 compared to Q2 last year. This is due to the closures of Wilton & Marlborough Libraries for maintenance this summer and the additional visits resulting from the opening of Melksham Library in August 2022. Work on improving visitor numbers continues and additional ideas will be considered as part of the Library Transformation programme.
22. The tree planting season for 2023/24 will start in October, when trees become dormant and so the bare rooted stock most widely used in woodland planting can be planted with minimal risk of failure. There is therefore no planting data yet, but this will be provided for the Q3 report.
23. The outcome at 91 days after entering the reablement service shows the longer-term effects of reablement and its ability to maintain and support people to remain in their own homes. Wiltshire Reablement performs well in this area, which demonstrates the effectiveness and success in supporting longer term outcomes. The outcomes achieved are representative of the model of service, which offers the opportunity to rehabilitate under a therapy led programme - Wiltshire reablement is an inclusive service and does not apply a selective criteria.

We are safe

24. Q2 has seen a very slight increase in repeat referrals to Children's Services. However, performance remains within the target range and demonstrates that our thresholds are consistently applied, and effective work is undertaken to achieve successful closure/step down out of statutory services. The rolling percentage Repeat Referral figure is not being impacted by small figures/denominators. We have recently seen a slight decline in our volume of referrals whilst our repeat referrals have slightly increased – meaning our percentage repeat referral rate has increased slightly. This slight increase/decrease is our normal level of variation and is to be expected. Our performance over the long term shows we sit comfortably at the lower end of our expected range of 14%-20% and our statutory return for this indicator shows we benchmark well to other local authorities and comparator groups (statistical neighbours 20.7%, South West 22.6% and National 21.5%).
25. The percentage of children in care fostered within Local Authority provision remains static at 42% for Q2. A placement sufficiency strategy and action plan is in place to reflect the need to increase this further in line with national sufficiency challenges.
26. The rolling average percentage of S42 outcomes met remains within the target range, although the quarterly figures have shown a slight drop below target range. A very small percentage of outcomes were not met due to: 1) multiple referrals/concerns for the same person being merged into a single S42 enquiry; 2) The death of a person during the course of the investigation (normally through old age and frailty); 3) An S42 investigation starting but then being resolved very quickly and easily before the chance to set outcomes had occurred.
27. Both of the care homes that were rated Inadequate in the previous quarter have been reinspected by CQC and have been moved to Requires Improvement. For this quarter there are no active homes in Wiltshire with a CQC rating of Inadequate.
28. The number of working-aged adults in residential care looks at the number of new admissions of younger adults to residential and nursing care homes. Q2 has seen an increase in the number of new admissions, from 52 in Q1 to 62 in Q2 over the rolling year. With the introduction of the Moving on Service which supports young people as they turn 18, we did expect to see a slight increase in our data. Reducing this figure is a key priority for our operational and commissioning teams and we are scrutinising this activity through our performance outcomes groups and board. Although this is focussing on working age adults in residential care, these are not all specialist residential placements.
29. Q2 has seen a return to pothole numbers in keeping with previous years. The percentage repaired within 24hrs showed an initial increase but has dropped in the last month, potentially due to resource availability factoring in annual leave.
30. Surface dressing is a seasonal operation when air temperatures are higher. The programme starts in July, so the substantive length of surfacing takes place within Q2 and Q3. Q2 figures include additional surface dressing made possible by a one-off government grant for 2023/24, bringing the average of roads

scheduled for treatment that have been resurfaced close to the target for the financial year.

31. Road safety is still a key focus for Wiltshire Police, to address the Fatal Five and the rise in road traffic collisions resulting in higher numbers of fatalities and serious injuries compared to this time last year. This focus is including Community Road Safety Officers attending a range of community events and increased geographical deployments across Wiltshire and Swindon of Community Speed Enforcement Officers on 20/30/40mph limits to increase visibility.
32. Q2 data for the percentage of reported antisocial behaviour cases resolved in 60 days will not be available until December, due to the 60-day lag before the outcome of reported incidents is known to determine whether targets have been reached. However, the newly expanded team continues to collect and record data.

We live well together

33. Performance for the percentage of looked-after children placed more than 20 miles from home is very slightly above the expected range, and has been for the last year. Given the significant placement sufficiency challenges, this is very positive. The new strategy is to ensure our UASC also remain living in Wiltshire (this is better for outcomes and cost), the Q3 measure will therefore include UASC and the performance will be 34% more than 20 miles and 63% are in Wiltshire. In the current climate this remains strong performance.
34. Performance for the percentage of 19-21-year-old care experienced young people in suitable accommodation remains strong.
35. For NHS Health Checks, there has been a slight decrease in invites being sent out over this quarter and we will look to see which GP Practices appear to have lower rates to better understand this. The number of health checks undertaken is slightly lower than the previous quarter, but still an encouraging number of health checks completed. Q2 uptake has increased by nearly 9%, which is very encouraging, and close to the target of above 45%. This rate has not been seen since 2021. We will continue to work closely with Primary Care and with more work planned as part of a communications campaign locally to raise awareness to members of the public.
36. The averaged quit rate remains above target, showing good translation of those engaging with services going on to a successful quit. The actual numbers for those setting a quit date and successfully quitting smoking was lower in 2022/23 than in 2021/22. The peak in people attempting to quit smoking after COVID impacts the average on the scorecard; we expect the true trend to be seen in the next quarter when that peak in activity falls outside the reporting period for the scorecard. There is a 6-month lag in how this data is reported, as it is dependent on provision of data by primary care providers and ICB data reports. Data for Q2 won't therefore be available until late November, ahead of the national reporting submission deadline to NHS Digital in December.

37. Wiltshire is a county with a low smoking prevalence, currently 10.2% compared to 11.9% in the South West and 12.7% in England. Prevalence continues to decrease in Wiltshire year on year. Smoking cessation services continue to achieve good performance in supporting people to quit smoking, measured by them validating themselves as smoke free 4 weeks after their quit date.
38. Maintaining the quit rate in areas of low smoking prevalence such as Wiltshire is challenging. Further reductions in prevalence are likely to be small due to two main factors: fewer new smokers taking up the habit and those currently smoking are more likely to be longer term smokers and higher users with more entrenched nicotine dependence. On average it takes thirty attempts before a smoker successfully quits. People living with social and economic hardship tend to be more addicted, and find it harder to quit, although they try just as often. With these increasingly complex clients being seen by our services our efforts remain focussed on continuing to maintain the activity in referrals to smoking cessation services, and use of innovation (such as the use of e-cigarettes) where there is an evidence base to support these more complex clients in their attempts to stop smoking.
39. However, activity in primary care and through the Wiltshire Council Health Coach service is maintaining good success rates in enabling individuals to become smokefree. Numbers of people setting a quit date has increased in Q1 of 2023/24 (261) compared to Q1 2022/23 (323) as have those achieving a successful quit over the past 3 quarters with an increasing direction of travel (91 in Q2 2022/23, 93 in Q3 2022/23, 127 in Q4 in 2022/23, and 150 in Q1 2023/24). We therefore expect to see this level of performance to be maintained, if not improve, over the next few quarters as those setting a quit date go onto achieve their goals of becoming smokefree.
40. Work is underway in readiness for the anticipated government commitment on achieving a smokefree generation. The Public Health team are working with partners across Wiltshire on a planned needs assessment on smoking to inform future investment and activity, and are working to establish a Tobacco Alliance for Wiltshire in 2024 as outlined in the BSW Implementation Plan.

We ensure decisions are evidence-based

41. No new data is available for voter turnout in neighbourhood plan referendums as none have been held since Q4 2022/23.
42. The open rate for resident e-newsletters continues to show a strong performance compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%). Following a slight drop in Q1, open rates have increased in Q2 and remain above target.

We have the right housing

43. The number of new affordable homes delivered during Q2 are down on both Q1 and the historic levels due to overall downturn in the market. This is impacting delivery from housebuilders.

44. Although the demand for social housing continues to rise, we have carried out a data cleanse of the housing register, which has meant that a few old applications have been removed as they were not closed down correctly. We are therefore reporting a lower figure for the total number of households on the housing register this quarter following this work, but demand continues to increase.
45. We are starting to see a steady decrease in the total number of households in temporary accommodation. This is due to a number of actions put into place to prioritise the reduction in households in temporary accommodation, including the recruitment of tenancy sustainment officers who have been targeting work with households in temporary accommodation. Currently we have no households in Bed & Breakfast, which has been a huge achievement maintained in Q2.
46. Performance in the determination of major planning applications is steadily improving each quarter and is consistently above the statutory 60% target. Reports are being shared with officers to show where Extensions of Time have not been asked for, thereby prompting this to happen in order to return to the high performance in this area of 2017-2021.
47. Performance in the determination of non-major planning applications is steadily improving each quarter and is consistently above the statutory 70% target. Reports are being shared with officers to show where Extensions of Time have not been asked for, thereby prompting this to happen in order to return to the high performance in this area of 2017-2021. The leap in performance (quarterly rather than averaged) from 71% in Q4 2022/23 to 84% in Q1 2023/34 and now to 92% in Q2 2023/24 shows that good progress is being made consistently over the last three quarters.

We have the right skills to prosper

48. The unemployment rate and youth claimant rates remain static since the previous quarter, and both remain below the national average.
49. There has been a slight decrease in the percentage of 16-17-year-olds who are NEET since the last quarter, but the percentage remains slightly above target range. The percentage this quarter correlates with a significant reduction in our unknowns, with only 0.8% of our cohort remaining as such. This is a DfE measure that refers to academic year groups 12 & 13. Tracking starts each September, so figures fluctuate slightly.
50. The percentage of care-experienced 16-17-year-olds who are in education, employment or training has increased slightly since the previous quarter and remains within the target range. There is a care experienced steering group held monthly, which is proactively supporting the care experienced young people who are NEET. It's important to note that some young people may be unable to be in EET due to their physical/mental health. There is no comparator data available for this indicator.
51. No new data has been published for gross weekly pay, regional GVA, and level 4 skills since the last Scorecard in 2023/24 Q1.

52. There has been an increase in the gross disposable household income per head of population in the most recent 2021 dataset published this month. This measure remains above the target rate for England and is moving back towards pre-pandemic levels from 2019.

We have vibrant and well-connected communities

53. The number of passenger trips on both the commercial and supported bus network for the last four quarters have increased over the same period of the previous year in line with national trends.

54. No new data has been made available for the number of rail journeys in the county since Q4 2022/23, with the next data release due in November 2023.

55. The publicly funded programme for provision of gigabit broadband coverage is due to begin later this year, but private sector build continues to increase incrementally, rising to 65% coverage in the county by September 2023.

56. The percentage of 4G mobile phone reception indoors from all four providers is anticipated to increase alongside the Shared Rural Services network that is currently in development.

57. The occupancy of car parks based on the number of pay-and-display transactions continues to increase. The increased income for pay and display has been offset by lower demand for season tickets. However, the annual income trend is constant with the forecasted total income being above the budgeted figure.

We take responsibility for the environment

58. In contrast to the previous two years, 2023/24 has seen the continued slight rise in the total household waste generated. It is anticipated that this trend will persist in Q3. This increase is primarily attributed to a significant rise in garden waste collected so far this year, while the amounts of residual waste and mixed recycling picked up at kerbside have decreased compared to the same period in previous years.

59. The recycling rate in Q2 is still on an upward trend compared to the previous year. This is because there has been a substantial increase in the collection of garden waste for composting, which has risen by 26.1% compared to the same full quarter in 2022/23. Usually, the recycling rate experiences a drop after an initial surge at the beginning of the financial year, largely due to the seasonal nature of garden waste.

60. Q2 2023/24 has seen a decrease in the amount of residual waste collected from kerbside, leading to a 3.5% drop in the Waste Recovery rate compared to the same period in the previous year (2022/23). It's important to analyse the Waste Recovery Rate in conjunction with the Recycling Rate, as both factors contribute to the overall diversion of waste from landfills. Any changes in the quantity of waste sent for recovery will influence the percentage of recycling rate, and vice versa.

61. In comparison to Q2 in 2022/23, there has been a slight decrease in Q2 performance of 0.4%. The waste sent to landfills mainly consists of residual waste from Household Recycling Centres (HRCs) and large household items unsuitable for diversion facilities. This waste category also involves household recyclables that were collected but rejected during the sorting process. This situation led to the initiation of the "Recycling: Let's Sort It!" campaign, which focuses on reducing recycling contamination.
62. The number of fly tipping reports in Q2 is down 6.1% on Q1 2023/24 but up 9.3% on Q2 2022/23. However, only 4% of reports have contained evidence during the year to date. Of these, 52% of reports with evidence have resulted in formal actions being taken. This is low due to only 9% of reports with evidence resulting in an action during July 2023 due to staff holiday and on-going investigations. The last two months have seen in excess of 80% of reports with evidence resulting in an action. Despite the increase in enforcement resources and enforcement actions, during times of lower economic activity fly tipping reports are likely to increase as waste producers seek to reduce their waste disposal costs.

We are on the path to carbon neutral (net zero)

63. This report is the first time that Wiltshire's emissions includes additional greenhouse gases (methane and nitrous oxide) and not just carbon dioxide. Use of this wider dataset will align with the Anthesis Pathways report, the recommendations of which were for all greenhouse gas emissions. The measure description has been amended and all data (including historic) shows emissions of these three greenhouse gases for consistency. As a result, the total figure is larger than in previous reports. This new data for emissions until end of 2021 shows the rebound effect as the county recovered from Covid related lockdowns. 2019 is a more meaningful comparator than 2021. Between 2020 and 2021, greenhouse gas emissions increased in 358 out of the 374 local authorities in the UK (96%). This is consistent with the increase in overall UK emissions in 2021, which increased by 5% largely due to COVID-19 restrictions easing and colder temperatures increasing the use of heating in buildings.
64. The number of officers and Councillors who have received carbon literacy training has continued to increase and now includes 75 managers and 55 general staff. Good progress has been made to date and we have achieved the bronze award. However considerable resource will be required to achieve silver by the end of 2025. This target has been amended (from 2024) to be more realistic, based on experience since the programme started. Delivery could be delayed by capacity and availability of staff to run the training.
65. No new data is available for Wiltshire Council's carbon emissions, renewable energy capacity, energy performance certificates at levels A-C, or public electric vehicle charging points.

Risk

66. The Strategic Risk Summary is attached as **Appendix 2** and provides information on the challenges, and potential challenges, the Council faces in delivering its services and ambitions.

67. Included is the Strategic Risk Register, which contains risks that, if they were to become issues, could hamper the Council's ambition to achieve its stated aims, whether that be empowering the people of Wiltshire, building thriving economies or leading the response to climate change. An explanation of the makeup of the Strategic Risk Register can be found in **Appendix 2**.
68. Risks are identified, defined, reviewed, and managed in service areas.
69. A new format for the corporate risk register used by officers was launched in September 2023, part of a series of improvements in response to a recent internal audit on risk management processes.
70. Findings from the internal audit are due to be reported to November's Audit and Governance Committee meeting.
71. Following this change, a number of services conducted comprehensive reviews of corporate and strategic risks as well as current risk scores. As a result, a number of risks were either closed or de-escalated to service-level risk registers.
72. A risk relating to hospital discharges resulting in high cost and highly restrictive packages of care had previously been reported to Cabinet as part of the Strategic Risk Register. Strong mitigations are now in place, including an intensive enablement service with non-restrictive packages and monitoring and planning of patients to arrange discharges if admitted. This risk has now been de-escalated to the service risk register as it is no longer considered necessary to monitor this risk at the strategic level.
73. A risk relating to the failure of safeguarding in children, previously reported to Cabinet as part of the Strategic Risk Register, has also been closed. It was felt that the risk as it was described was too generic and was no longer a current or anticipated risk.
74. As part of the changes to risk management, risk IDs are being permanently assigned to all risks. This will enable longer-term monitoring and a strengthened audit trail for risks, particularly as they are escalated or de-escalated between risk registers or issue logs. Risk IDs have therefore been added to the Strategic Risk Register included as **Appendix 2**.
75. Additional changes to how strategic risks are reported in **Appendix 2** include use of the same digitally accessible RAG colour scheme used in the Corporate Performance Scorecard, with risks highlighted depending on whether they are high risks (scores of 12 or more = red), medium risks (scores of 6-9 = grey) or low risk (scores of 4 or lower = blue). Further, risks are now ranked according to the current risk score with existing mitigating actions in place, rather than the untreated, original risk score, as this is more representative of the current level of strategic risk.
76. There are 210 risks identified and scored in the corporate risk management process at the time of print, not including the national risks that are managed by the Local Resilience Forum. The Strategic Risk Register is made up of those

risks that have either a potential impact on the wider council, or are the responsibility of the wider council to mitigate.

77. Two previous risks – macroeconomic pressures, such as inflation, and staff recruitment and retention – still remain in place as issues, meaning that the potential problems identified have materialised: Inflationary pressures continue, with the current rate holding at 6.7% in September, still remaining above the Bank of England's 2% target, and labour market challenges are also yet to abate.
78. The Council's teams continue to work to mitigate the impact of these issues and will do so until they are no longer having a direct impact on delivery of services.
79. The emerging risk added during Q3 remains, reflecting the potential for additional service pressures in upcoming quarters. These come because of other agencies – with whom the Council has a dependency or interaction – experiencing their own difficulties, such as an increase in demand to their own services or unforeseen workforce challenges.
80. As ever, these continue to be actively monitored and managed to reduce impact, with the Council supporting its partners to deliver the best service they can for Wiltshire's residents.

Future Developments

81. The Corporate Performance Scorecard is anticipated to further evolve as measure descriptions are further refined and data for recently added measures becomes available.
82. Measure descriptions and targets will remain under review, and ongoing changes will be agreed by Cabinet and the Corporate Leadership Team.
83. In particular, a review of the measures under We have the Right Skills to Prosper will be undertaken.
84. Options for presenting educational data split by maintained vs. academy schools will also be explored.
85. A full review of Service Plans remains in progress, incorporating a review of corporate performance targets and also a mapping of planned activities as mitigating actions for corporate risks. This more holistic approach aligns with the Corporate Peer Review action plan.
86. The Strategic Risk Summary will also continue to evolve as improvements are made to the Council's risk management processes as actions from the internal audit are implemented.
87. In September, following a consultation in early 2023, the Government published updated guidance on the Children's Social Care National Framework¹. Local

¹ Department for Education (2023). *Children's Social Care National Framework. A government response to the consultation on principles for practice, expected outcomes and indicators.* Available at

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file

authorities have a one-year implementation period to implement the National Framework. The Framework will include the phased rollout of a new dashboard of performance indicators on outcomes of the Framework from 2024. The Dashboard is intended for use as a learning and benchmarking tool for local authorities and the DfE. However, data published in the Dashboard may be considered as part of future Ofsted ILACS inspections and annual engagements, but will not be used to prompt inspections. The list of indicators and the frequency of publication for each will be updated in December 2023 and is expected to evolve over time. Local authorities may also be able to provide written statements alongside the Dashboard to provide further context to the data.

88. Engagement continues with the Office for Local Government (Oflog) and, this quarter, Wiltshire Council's Chief Executive and Head of Executive Office have met with its Independent Chair, Lord Morse, and Chief Executive Officer, Josh Goodman, and updated them on the Council's successful and stringent approaches to performance measurement and management.
89. Oflog has since informed local authorities² that it is responding to feedback and has made changes to how data is presented for the existing measures in the new Oflog Data Explorer, including a update to how nearest neighbours are selected to align with CIPFA. Oflog has proposed five new areas of performance data to be developed in the next phase of work, including measures around business and economic growth, corporate and finance, planning, roads, and waste management/fly tipping. Oflog is seeking feedback on the exact details of proposed measures in these areas via a series of open-invite workshops during November, and will also run a series of webinars over the next few months to allow local authorities with similar characteristics to share experiences and learn how to use data to improve performances.

Overview & Scrutiny Engagement

90. The Overview and Scrutiny Management Committee (OSMC) are due to consider this report and associated appendices in their meeting on 15th November.
91. At their meeting on 26 September 2023, the Committee asked a number of questions relating to measures on the 2023/24 Q1 Corporate Performance Scorecard.
92. The Committee asked why the percentage of reported antisocial behaviour cases resolved within 60 days was below the current target. This is a new measure and the recording mechanisms are still bedding in. The 60-day indicator results in a lag between the end of the quarter and the accurate performance figure being available. Following the Committee's comments officers worked through figures case by case to review the data. There were a few cases wrongly coded and these have now been updated to differentiate between antisocial behaviour cases and community safety complaints, which related to longer term actions

[/1185764/Children_s_social_care_national_framework_and_dashboard_consultation_response.pdf](#) [accessed 4 October 2023].

² Office for Local Government (2023). *Next steps for Oflog and new draft metrics*. Available at: https://assets.publishing.service.gov.uk/media/653a74cf80884d0013f71be1/Office_for_Local_Government_-_next_steps_and_new_draft_metrics.pdf [accessed 2 November 2023].

such as Public Spaces Protection Orders. The updated figures give a resolution rate in 60 days of 93% and Appendix 1 has been updated to reflect this.

93. The Committee asked what type of accommodation is being used for temporary accommodation and how much this is costing. The temporary accommodation used by the Council is either managed by a housing provider, is our own stock, or is provided through a private sector lease arrangement with a private landlord. Rents and service charges cover the cost of the use of this temporary accommodation. The Council's costs come in when we need to use Bed and Breakfast accommodation. The average cost of a week's placement in a Bed and Breakfast is around £500 a week for a single application. The Council is not currently using Bed and Breakfasts for temporary accommodation.
94. The three main causes of homelessness are still: being asked to leave by family and friends; termination of assured shorthold tenancies; and relationship breakdowns with increasing numbers of domestic abuse. The increasing use of temporary accommodation is due to higher volumes of homeless applications being received. Preventions have become harder as the Council is seeing huge demands on the private sector and increasing rental prices that are well above the Local Housing Allowance, which is making private rented unaffordable for those on benefits. We are also seeing fewer moves into social housing during the prevention stage as demands in the higher bands have significantly increased.
95. The Committee also asked whether the recent increase in the number of working aged adults in residential care was the start of a longer-term trend and, if so, what are the causes and implications. It's important to note that this metric is looking at the number of admissions as opposed to the number of adults. The way that this metric is calculated is looking at the last 12 months (rolling year) and any new admissions in that period. A new admission is valid if where the client was before was not a residential care home or nursing home. This does include where a client was in a residential or nursing care home, had a period in hospital and then was discharged to a residential or nursing care home following discharge. In terms of numbers, for the rolling years to June 2023 (Q1 2023/24) we are looking at 58 admissions, which is very slightly higher than March 2023 (Q4 2022/23) at 52 and December 2022 (Q3 2022/23) at 46. With the introduction of the Moving on Service we did expect to see a slight increase in our data. Reducing this figure is a key priority for our operational and commissioning teams and we are scrutinising this activity through our performance outcomes groups and board. Although this is focussing on working age adults in residential care, these are not all specialist residential placements.

Safeguarding Implications

96. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults.
97. Action is taken where improvements in performance are required or new risks present.

Public Health Implications

98. Not applicable as no decision is required, although many of the performance indicators are a key feature of our public health work.

Procurement Implications

99. Not applicable as no decision is required.

Environmental and Climate Change Considerations

100. Not applicable as no decision is required, although many of the performance indicators are a key feature of our environmental plans.

Workforce Implications

101. There are no direct implications arising from this report. However, it must be recognised that this remains a live issue for the Council when recruiting and retaining staff.

102. Whilst both a national and sectoral issue, active management is underway.

Equalities Impact of the Proposal

103. Not applicable as no decision is required.

Risk Assessment

104. Not applicable as no decision is required.

105. Performance and risk indicators will continue to draw on the framework set out in the Business Plan and will continue to be refined through engagement with the relevant services.

Financial Implications

106. Not applicable as no decision is required.

Legal Implications

107. Not applicable as no decision is required.

Options Considered

108. Not applicable as no decision is required.

Conclusions

109. This report brings together the expanded list of 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.

Perry Holmes

Director, Legal and Governance

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Background reading

Corporate Performance and Risk Policy, February 2019

Appendices

Appendix 1: Corporate Scorecard Q2 2023/24

Appendix 2: Strategic Risk Summary
