

**QUARTERLY STRATEGIC PERFORMANCE REPORT 2015/16: QUARTER 2**

<b>Cabinet Date</b>	16 December 2015
<b>Leader of the Council</b>	Cllr Mark Hawthorne
<b>Key Decision</b>	No
<b>Background Papers</b>	Meeting the Challenge 2 – Together We Can: Gloucestershire County Council’s Strategy 2015-18
<b>Location/Contact for Background Documents</b>	<a href="http://www.gloucestershire.gov.uk/CHttpHandler.ashx?id=42252&amp;p=0">http://www.gloucestershire.gov.uk/CHttpHandler.ashx?id=42252&amp;p=0</a>
<b>Main Consultees</b>	Cabinet Members, CoMT, Lead Commissioners
<b>Planned Dates</b>	Overview and Scrutiny Management Committee – 20 November 2015
<b>Divisional Councillor</b>	Not applicable
<b>Officer</b>	Jane Burns, Director: Strategy and Challenge Tel: 01452 328472 Email: <a href="mailto:jane.burns@gloucestershire.gov.uk">jane.burns@gloucestershire.gov.uk</a>
<b>Purpose of Report</b>	To provide Cabinet with strategic oversight of the Council’s performance during 2015/16.
<b>Recommendations</b>	I. to endorse the performance report; II. note the progress made in tracking council priority outcomes; and III. support the actions being taken to address areas of concern
<b>Reasons for Recommendations</b>	<ul style="list-style-type: none"> <li>• The Council’s priority outcomes are set out in Meeting the Challenge 2 Together We Can. Failure to make good progress against key priorities could be damaging for the Council’s reputation.</li> <li>• Good corporate governance requires that risk management is embedded into the culture of the organisation and is seen by Members and Managers as part of their job. The Council’s failure to identify, evaluate and control risks could adversely affect the council’s ability to achieve its objectives and to successfully execute its strategies.</li> </ul>
<b>Resource Implications</b>	This report provides monitoring information. There are no additional resource implications

# Cabinet Strategic Performance Report: 2015/16 Quarter 2

## Introduction

This report has been produced to allow Cabinet to consider our performance against the 2015-2018 Council Strategy, 'Meeting the Challenge 2 – Together We Can'. It draws on a range of evidence including the Core Dataset Performance Indicators (see Annex), Meeting the Challenge 2 (MtC2) projects and programmes, risks and budget monitoring information.

Performance is reported against Cabinet Member's responsibilities.

Leader of the  
Council



### Key:

- ★ *Better than target*
- *On target overall*
- *Mixed performance (some indicators ahead of target, some behind)*
- ▲ *Worse than target*

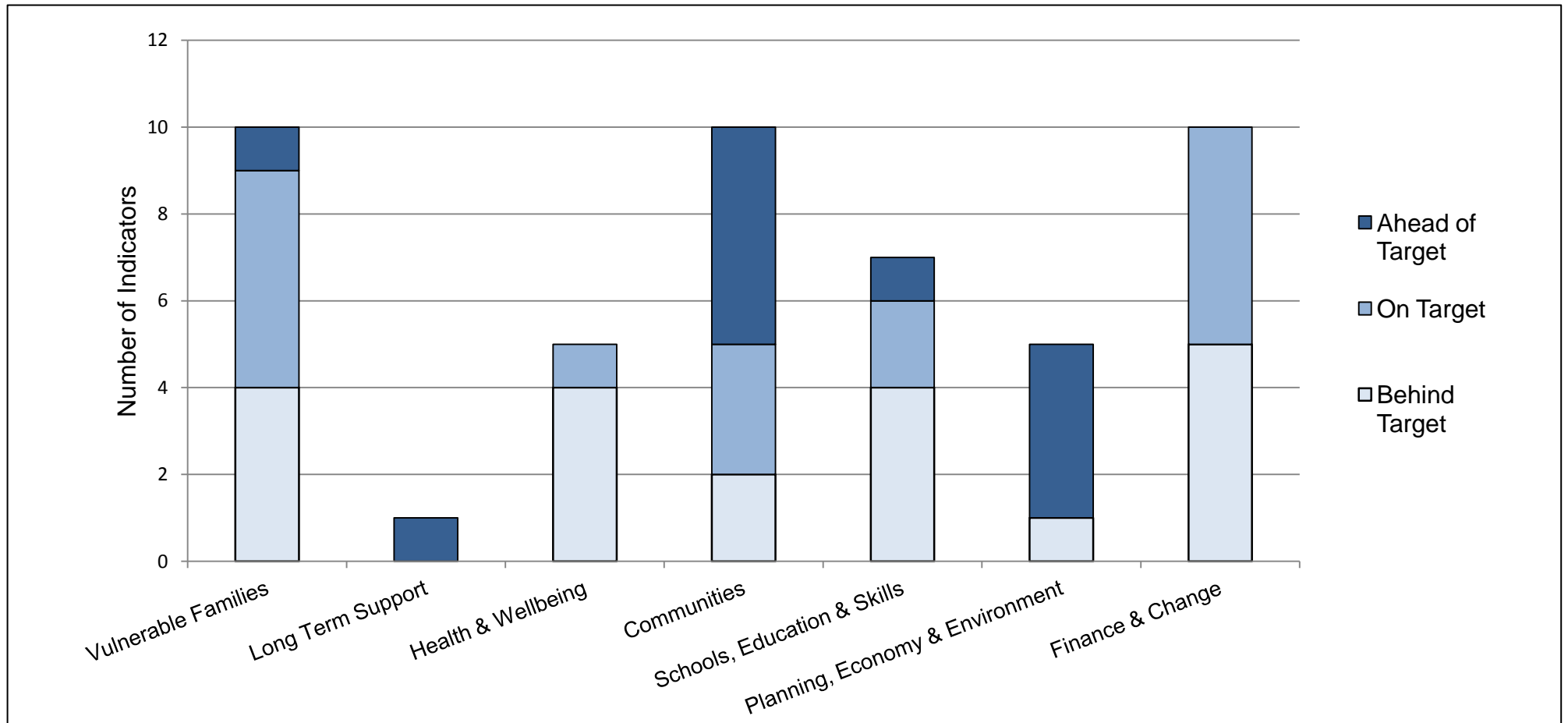
**Performance** summarises whether the aims associated with this priority are being achieved (based on performance Indicators)

**Time** measures whether milestones are being met

**Cost** measures whether this priority is being delivered within budget


## Overview of Performance

The graph below shows progress against our strategic outcomes using the core dataset from our Council Strategy. We have set ourselves ambitious targets to ensure we maintain a focus on what really matters to people living in Gloucestershire. Overall, 58.3% of the indicators identified for tracking progress against our Council Strategy are on or ahead of target at the end of this quarter.








## Performance against Strategic Outcomes

### Children & Young People and Strategic Commissioning

 <p>Cllr Paul McLain</p>	<b>Performance</b>	<b>Time</b>	<b>Cost</b>	<p>Children’s social care continues to face significant pressure from increased demand and the challenges of securing sufficient numbers of suitably qualified and experienced staff. Comparison with last year’s performance demonstrates a visible increase in front door activity, children subject to child protection plans and children in care in particular. Inevitably high workloads can impact on the timeliness and effectiveness of some interventions, but we continue to prioritise securing children’s immediate safety. Our leadership team maintains a focus on improving children’s safeguarding and care services and a new Workforce Development Strategy is in place which includes utilising our new recruitment website ‘Valuing Children – Valuing You’ to attract more social workers. We will be addressing the challenges relating to social work recruitment and retention recently raised by the Scrutiny Task Group.</p> <p>We continue to progress our ambitious improvement agenda to re-shape services and develop new practice models in line with our strategies for Early Help and the DfE Innovations programme. Partners are well engaged in developing local Early Help Hubs and partnerships</p> <p>There were 48 complaints relating to children’s social care this quarter, of which 40 (88%) were resolved. 17 of these complaints were upheld or partially upheld (42.5%). We continue to use complaints positively to change processes or practices where appropriate. The service received 63 compliments this quarter.</p> <p>Trend analysis shows that although we have fewer young people aged 16 to 18 years not in education, employment or training (NEET) compared to the previous three years, the percentage of NEET is higher than anticipated. We predict performance will improve as we follow up the young people in transition.</p> <p>The implementation of the Special Educational Needs and Disability (SEND) reforms is progressing well and the DfE are using Gloucestershire as a model of best practice. Focused work with Early Years providers has helped us identify children who need support much earlier than previously so we can ensure the right support is in place when they start school.</p> <p>Gloucestershire continues to be a high performing county for school achievement with Key Stage 2 and GCSE results above the national average. However, the attainment gap between disadvantaged pupils and their peers continues to remain wide particularly at KS4, Early Years and Post 16. The progress of these pupils is a high priority and an action plan has been developed which focuses on three key areas to drive improvement: raising awareness; sharing best practice; and challenge and support.</p>
	■	●	▲	





			<p>It is encouraging that a higher percentage of pupils are now attending good or outstanding secondary schools compared to previous years. Attendance at good or outstanding primary schools remains strong. Schools have reported an increase in both fixed term and permanent exclusions this year. We are liaising with partners and schools to identify strategies to ensure those children at risk of exclusion are supported.</p> <p>The major budgetary risks are consistent with previous reports as we continue to rely on agency staff to address our recruitment and retention issues, and the need to provide specialist placements for a number of children with complex and challenging needs. There is a proposed reduction in the Youth Justice Grant of approximately 10.6%.</p>
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**Older People and Long Term Care**

				<p>Gloucestershire Care Services NHS Trust supported the transfer of responsibility for professional leadership and operational management of social care workforce in the areas of assessment and support planning back to the Council in August 2015. Work continues to review and reshape the care pathways to ensure integrated care is being delivered across health and social care regardless of management structure. Operational impact and service user experience is being closely monitored by both organisations. Although our new arrangements should strengthen budget monitoring and improve frontline practice, they were not in place in time to impact on quarter 2 performance (June to September). As a result, we are continuing to see a shortfall in the number of people receiving re-ablement, ongoing delays in providing timely assessments and re-assessments, and low uptake of direct payments. A recent independent review of telecare has identified actions to improve the provision of telecare within the county. This will be progressed over the coming months.</p> <p>Although delayed transfers of care remain low, we continue to be an outlier amongst our comparators with fewer older people remaining at home 91 days after leaving hospital. Annual trend analysis confirms fewer older people are now being admitted to nursing care. Detailed work to understand the current placements of people with physical disabilities is being undertaken to ensure each placement meets the care needs of the individual and provides value for money.</p> <p>The Building Better Lives Programme continues to make good progress. We have tendered for a range of all age/all disabilities community-based support services to provide a mixed range of support options. Electronic call monitoring is being implemented with all our providers to facilitate automatic payments and ensure our service users are getting the support we are commissioning for them.</p> <p>We maintain good performance in providing the opportunity for adults with learning disabilities and adults with mental health problems to lead more fulfilling and inclusive lives as they are supported to live in stable and appropriate settings and take up employment. A detailed needs analysis is being undertaken to gain a better understanding of the support and services required for people with physical disabilities to inform our commissioning decisions and shape future services.</p>
<p>Cllr Dorcas Binns</p>				
				
<p>Cllr Kathy Williams</p>				

			<p>We recognise the important role of carers in providing regular and substantial care. Latest performance shows we need to work more closely with Carers Gloucestershire to ensure all carers are offered an assessment and given access to appropriate resources to help and support them.</p> <p>Adult Social Care received 52 complaints this quarter, of which 13 (25%) were upheld. The majority of complaints related to domiciliary care (22) and care management (18) including time taken to assess, reduction in services and communication. The service received 84 compliments from service users and carers.</p> <p>The budget is showing an over-spend. The major budgetary risk for this year continues to be the external care budget. There is also pressure on the Mental Health budget as well as community equipment and telecare. More detail is included in the finance report.</p>
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**Public Health and Communities**

				<p>Although we have fewer smoking quitters overall than planned, we have comfortably achieved the targets for pregnant women, people with mental health problems and routine and manual workers and people in deprived areas who have quit. This confirms we are focussing our efforts in the right areas to address health inequalities. The opening of E-cigarette shops continues to affect overall performance. We are working with the provider to address the shortfall.</p> <p>Performance against drug and alcohol targets remains off track. A recent Health and Care workshop provided Members with assurance that commissioners are effectively managing the contracts and that performance will improve over time.</p> <p>A new enhanced service was launched on April 1<sup>st</sup> 2015, which incentivises completion of health checks as opposed to invitations. As predicted last quarter, changes in the way we collect and analyse activity data has shown a reduction in the number of invitations reported. This is expected to increase as the new contract beds in.</p> <p>Commissioners are concerned with the low Chlamydia diagnosis rate and are working with providers to boost the uptake of Chlamydia screening.</p> <p>Latest performance remains good for the number of people who take up our weight management programme.</p> <p>The details of the in-year reduction to the public health ring fenced budget have been announced. This will mean a 6.2% reduction (£1,543,331). Plans are in placed to accommodate this reduction.</p>
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Cllr Andrew Gravells

## Highways and Flood



Cllr Vernon Smith



Amey's performance continues to improve and KPI results show good performance in almost all areas, particularly on safety defect repairs. Delivery performance has steadily improved, particularly around the delivery of minor works, including Highways Local schemes. Capital programme delivery has gone well with most planned work delivered on time and on track. The winter service plan for 2015/16 is going to Cabinet for approval in November. Salt stocks have been replenished and all vehicles and snow ploughs have undergone annual service and maintenance checks.

We are now in the mobilisation phase of our LED Street Lighting contract as Skanska prepares to begin to install the new LED lighting and remote dimming technology in November. Year to date, parking income remains above expected levels for both pay and display and permits and waivers, allowing us to invest more in maintaining and improving the highways network.

Our flood prevention work is also well established. We responded to 95% of referrals made by local planning authorities on sustainable urban drainage plans within 21 days in Quarter 1, and remain ahead of schedule in emptying gullies, having completed 78% of our work programme already this financial year. We have also recently begun initial work with Cheltenham Borough Council on a study of a flood alleviation scheme which could reduce the flood risk to up to 1,000 businesses and residential properties in Whaddon, Lynworth and Prestbury. The findings of ground investigations and technical and financial appraisals will be sent to the Environment Agency for consideration in due course.

## Fire, Planning and Infrastructure



Cllr Will Windsor-Clive



Gloucestershire Fire and Rescue Service continues to focus on prevention and has completed 2758 home safety visits so far this year, up over 500 on this time last year. The increase is partly due to the successful 'community safe' project that has run over the summer and involved fire crews visiting homes in Northleach and Painswick to fit fire alarms, do safe and well assessments, and fit other specialist devices with the aim of helping people protect themselves from a wide range of dangers in the home – not just fires. The project will continue over winter and spring, and will be expanded across Gloucestershire.

Though the total number of incidents has reduced since last year, there has been an increase in accidental dwelling fires. We are closely monitoring the situation to see how it develops. Good response standards to incidents are being maintained, and we are consulting (Oct - Jan) on some proposed changes to the way services will be delivered in the Painswick and Cirencester areas following the conclusion of our operational response review.

Over 8.6m passenger journeys have been made by bus so far in 15/16, with 73k of these community transport journeys and 3.1m of these concessionary fare journeys. This is slightly below what we were expecting and is due to a fall in passengers on commercial services in comparison with this point in 14/15. However, the number of

			<p>subsidised services has remained on target helping us maintain good public transport access. Our costs per journey for community transport and concessionary fares remain on target.</p> <p>The Elmbridge Court scheme is progressing well with the final application due to be submitted to the Department of Transport in November for work to begin in March 2016. Cabinet has approved for the construction on the Northern Spine Road which should begin in November. The Local Transport Plan will go out for a further period of public consultation (Nov-Feb) in advance of adoption by County Council in June/July 2016. Further consultation on a full draft of the Minerals Local Plan is due to take place in early 2016.</p> <p>The Road Safety Partnership continues to work to improve road safety across the county and reduce the number of people killed or serious injured on our roads. Overall the number of people killed or seriously injured has fallen since this time last year from 115 to 101. Despite more older drivers undertaking Safer Driving with Age (SAGE) assessments, the number of older drivers killed or seriously injured has risen from 24 to 29. A working group including Public Health and the Police and Crime Commissioner's Office is being established to review actions to address the situation, although national data indicates this is not a county-specific issue.</p> <p>Latest emissions from the council's estate (both including and excluding schools) are above target (reported in arrears) although we predict we will meet our long-term 2020 emissions targets as performance will improve in year as LED street lighting work commences and energy efficient improvements to Shire Hall continue to be made. Figures for renewable energy generation appear to show an increase in kWhs generated from this time last year, but it is too early in the year to know if this data is accurate.</p> <p>Regulatory Services are performing well. Trading Standards handled over 4500 enquiries from the public and businesses so far this year, and has maintained achievement of 94% positive outcomes over the last 2 Quarters. The Registration Service continues to offer good availability for appointments, though the actual percentage of deaths registered in 5 days remains an issue, with only 59% registered this quarter. As this is partly down to staffing difficulties, we anticipate that this will improve in future as new recruitments begin to address this issue. The Coroner has done well to maintain focus on clearing new cases waiting for inquest within 6 months (67% against a 60% target), though there is still a backlog on 1 year old cases.</p>
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## Finance & Change



Cllr Ray  
Theodoulou



The current forecast of the year end revenue position, based on actual expenditure at the end of September 2015 and forecasts made in October 2015, is an over-spend of £3.9 million (0.9% of net budget). Full delivery of MTC2 savings is proving challenging, particularly in those service areas which are seeing increased levels of need and demand. Nevertheless, we expect to deliver more than 90% of our targeted savings within the year, and where there is a risk of slippage, are actively reviewing and revising our plans to minimise and/or mitigate that risk. Further financial details are in a report elsewhere on the agenda.

Absence levels this quarter are on track overall but days lost to stress are higher than expected. We continue to work pro-actively with managers to support them to manage stress related absence and refer staff to Occupational Health.

As expected, we are continuing to see an upturn in overall waste sent for disposal and treatment. This mirrors the national trend. Our overall recycling rate has effectively flatlined mainly due to improved light-weight packaging and the decline in newspaper circulation. The Joint Waste Partnership has supported GCC investment in a project to increase householder participation in food waste recycling which involves placing “No Food Waste Please” stickers on residual waste bins and delivering leaflets explaining why food waste recycling is important. While marginal improvements might result from local campaigns and service enhancements, it is unlikely the current targets will be achieved without changes to national policy or significant service changes. The majority of waste not recycled or composted is sent to landfill, and with static recycling and increased overall arisings, the proportion has risen and is above target. The Authority aspires to move away from landfill as the principal disposal solution to the Energy from Waste facility at Javelin Park.

## Leader of the Council



Cllr Mark  
Hawthorne



The Superfast Broadband Project ‘Fastershire’ has installed over 1,000km of network and passed over 55,000 premises in Gloucestershire with fibre. Take up figures continue to rise and BT are pumping in additional resources for civils activity, whilst also focusing on improving Universal Service Coverage (USC: 2 Mbps) capability across 100% of the project intervention area.

As the Accountable Body for the Growth Fund, the council continues to work with the Local Enterprise Partnership (gfirst LEP) to support the implementation of the Strategic Economic Plan (SEP) for Growing Gloucestershire, with the current focus on taking the first phase of delivery projects onto formal funding award. A number of Member-based groups are in place to oversee the commissioning and delivery of the SEP/Growth Deal within the county.

The Customer Access project is moving forward with the outline business case now approved by the Customer Programme Board. ICT WorkSmart has recommenced with complete roll out planned for end of November.

				<p>Gloucestershire local authorities, the Local Enterprise Partnership, the Police and Crime Commissioner and the Clinical Commissioning Group submitted a devolution bid to Government on 4 September. It is published on the weareglos.com website. Since then we have been in detailed discussions with civil servants about our asks of Government and offers in return. There will be a Ministerial Challenge session on 11 November. More details will follow shortly.</p>
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## Budget Overview - Outturn Forecast 2015/16

The 2015/16 budget is £420.434 million. Forecast year end revenue position, based on actual expenditure at the end of September 2015 and forecasts made in October 2015, is an over-spend of £3.9 million (0.9% of net budget). Budget position by service area is provided below:

Service Area	2015/16 Budget	Forecast Outturn	Forecast Variance	Variance %	Forecast Variance Previously reported	Change in variance
	£000	£000	£000	%	£000	£000
Adults	149,260	153,550	4,290	2.9%	3,762	528
Public Health	24,934	24,934	0	0.0%	0	0
Children & Families	99,599	102,221	2,622	2.6%	2,805	-183
Communities & Infrastructure	88,070	89,070	0	0.0%	-91	91
Business Support Services	25,212	24,921	-291	-1.2%	-113	-178
Support Services Recharges	-25,212	-25,212	0	0.0%	0	0
<b>Total for Services</b>	<b>362,863</b>	<b>369,484</b>	<b>6,621</b>	<b>1.8%</b>	<b>6,363</b>	<b>258</b>
Technical & Cross Cutting	57,571	54,824	-2,747	-4.8%	-2,570	-177
<b>Total</b>	<b>420,434</b>	<b>424,3083</b>	<b>3,874</b>	<b>0.9%</b>	<b>3,793</b>	<b>81</b>

## High Strategic Risks & Emerging Risks

Strategic Risk 2: Financial							
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR2.2	The cumulative impact of service pressures, particularly increased demand in relation to the care of vulnerable Children and Adults, and the under delivery of savings plans designed to address the inherent over-spend positions, result in a major over-spend in 2015/16.	Walker, Jo	High 25	High 16	High 16	➔	Demand pressures continue especially re Adults which makes an overspend more likely.
SR2.4	Reductions and changes to future funding in 2016/17 and 2017/18, together with the late notification of such changes and the uncertainties relating to NHS funding make it impossible to set a robust and deliverable budget without impacting significantly on Core Services.	Walker, Jo	High 25	High 15	High 15	➔	Finance settlements not likely to be released before late/mid December and uncertainty remains with regard to whether it will only be a 1 Year settlement.
Strategic Risk 3: Infrastructure							
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR3.2	Failure to protect the council's key information and data as a result of exploited technological vulnerabilities facilitated through malicious attack (internal or external)	Edgar, Stewart	High 25	High 15	High 15	➔	The security of the data & voice network infrastructure and network has always been paramount within the ICT Service but the responsibility for this (as per Health & Safety) lies with everyone who uses ICT. User education & awareness of the risks of using ICT is key and should be implicit in the daily activities of all staff.
SR3.3	Failure of technology managed by the ICT Service impairing the council's ability to communicate.	Edgar, Stewart	High 25	High 15	High 15	➔	So many individual activities rely on these communication methods that there should be an equal balance between the ICT Service maintaining uptime and business managers considering their business continuity arrangements.
Strategic Risk 7: Safeguarding Children & Young People and Adults							
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.2	Failure of GCC to protect CYP from abuse or neglect in situations that could have been predicted or prevented.	Uren, Linda	High 20	High 15	High 15	➔	Based on the monitoring of the operational risks, this strategic risk remain high due to its inherent nature. Increasing demand and inability to recruit experienced workforce, locally and nationally, contribute to this. Effective implementation of our Early Help offer and broader system changes are needed to produce long term, sustainable results.
SR7.3	Failure to meet service standards for children's services results in poor inspection results, impacting on ability to meet statutory requirements, reputation and intervention.	Uren, Linda	Moderate 12	Moderate 12	High 16	🔴	The likelihood has increased due to continued demand and insufficient workforce capacity. Regular oversight meetings on key inspection areas continue, as well as case tracking oversight and additional capacity for practice learning.
Strategic Risk 9: Gloucestershire Prevent							
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR9.1	Failure to deliver outcomes of the Prevent Strategy impacting on the residents and businesses of Gloucestershire	Edgar, Stewart	High 20	High 15	High 15	➔	The Multi-Agency Prevent Board has a new Chairman who has reviewed the Strategy and identified leads for each agency. Discussions around Prevent Training being incorporated into the Council's Safeguarding Training.
SR9.2	Failure to deliver outcomes of the Prevent Strategy impacting on the council's reputation due to exposure in national media	Edgar, Stewart	High 25	High 15	High 15	➔	The Multi-Agency Prevent Board has a new Chairman who has reviewed the Strategy and identified leads for each agency.
Strategic Risk 11: Information Governance							
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR11.1	Failure to protect the confidentiality, integrity and availability of information resulting in inefficient/ineffective service delivery by the Council and its partners, service interruption, harm to individuals, reputational damage, legal action or fines	Burns, Jane	High 20	High 16	High 16	➔	Information security remains a high risk area and we continue to address the risks through appropriate mitigating actions.
Strategic Risk 14: Community Infrastructure Levy							
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR14.1	Emergence of Community Infrastructure Levy (CIL)	Riglar, Nigel	High 20	High 15	High 15	➔	Continuous discussions and engagement in all future consultations with all District Councils

## Key Achievements

- The successful submission of Gloucestershire's statement of intent document for devolution which is now being progressed to the next stage with ministerial support.
- The relocation of the city's central police station to support the ambitious plans to regenerate the Blackfriars area of Gloucester.
- Awarding Skanska the contract to provide Gloucestershire's LED lighting scheme. This will save the council about £22million over the next 12 years and provide an environmentally friendly solution by cutting light pollution, giving a more focused, whiter light and a smaller carbon footprint due to the system using less energy.
- The launch of a pilot scheme by Gloucestershire Fire & Rescue Service where community fire safety volunteers offer fire safety assessments in the home.

## Emerging Issues

- Progressing the next stage of the Devolution Statement of Intent
- Consulting with Members, staff and the public on the Council's draft strategy and budget for 2016/17