Quarterly Strategic Performance Monitoring Report - Annex A

Year End 2015/16

Purpose of the Report

To provide a strategic overview of the Council's performance for End of Year 2015/16.

The following scorecards are enclosed:

Prepared by the Performance and Improvement Team

Key to Symbols

Reporting Basis	
Year to Date	Performance accumulated over the year
Rolling Year	Average performance over a 12 month period
Annual	Performance measured once a year
Latest Quarter	Performance this quarter
Snapshot	Performance at a particular point in time
Forecast	Predicted position at the end of the year

	Performance better than tolerance
	Performance within tolerance
	Performance worse than tolerance
	No information
	Missing target
	No value
	Value Increasing (Smaller is Better)
	Value Decreasing (Smaller is Better)
	Value Increasing (Bigger is Better)
	Value Decreasing (Bigger is Better)
	No change
Bigger is better	A bigger value for this measure is good
Smaller is better	A smaller value for this measure is good
Plan is best	Where it is best for performance to be on target rather than above or below

Key to Symbols - Risk

The Gloucestershire Risk Matrix

Risk	Impact/Consequence				
Likelihood	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Critical
Almost certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Probable (3)	3	6	9	12	15
Possible (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

Risk Rating (calculated by multiplying the Impact with the Likelihood of each risk)

Level of Risk	Score
Low	1 - 6
Moderate	7 – 12
High	13 – 25

Vulnerable Families
Vulnerable Children and Adults are safe from injury, exploitation and harm

Youth Support & Families First

Yearly Trend Analysis - No Target (2 Quarters In Arrears)						
	Good Performance High/Low	Reporting Basis	Q2 (2013/14)	Q2 (2014/15)	Q2 (2015/16)	Comments Q2 (2015/16)
YJ1 Rate of first time entrants to the Youth Justice system (per 100K pop 10-17yrs) in prev 12months	Smaller is Better	Rolling Year	399	377	282	For the latest period reported by the Youth Justice Board, October 2014 - September 2015, Gloucestershire's rate of 282. This compares to the rate of 306 reported in Quarter 1.

Quarterly In Year Trend Analysis - No Target							
	Good Performance High/Low	Reporting Basis	Q1 (2015/16)	Q2 (2015/16)	Q3 (2015/16)	Q4 (2015/16)	Comments Q4 (2015/16)
FF6 No. of families engaged with the Families First Programme (Phase 2)	Bigger is Better	Snapshot	250	330	460	660	

Children's Safeguarding & Assessment

Yearly Trend Analysis - No Target							
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Comments 2015/16
CYPOBP331 Rate of referrals to Social Care per 10,000 U18 population	Plan is Best	Rolling Year	417.6	426.0	492.5	438.1	Children's Social Care are piloting new decision making processes at the front door and this may be a possible reason for the reduction in conversion rates. The Front door project is overseeing these developments and impacts will be monitored under the Vulnerable Children's Programme.
CYPOA4 Rate of Children in Need per 10,000 U18 pop (exc. Child Protection and Children in Care)	Smaller is Better	Snapshot	154.6	147.0	165.1	163.3	
CYPOBP290 No. of children on Child Protection Plans for 2 years or more	Smaller is Better	Snapshot	5	12	4	7	

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
CYP83 % of referrals to Social Care that are re-referrals within 12months for the same reason	Smaller is Better	Rolling Year	26.1 %	25.5 %	24.0 %	25.4 %	22.0 %	▲	Since 2011 the trend line is slightly upwards in this area, though Gloucestershire has seen a fairly stable rolling year position for the last 12-18 months of around 25%. Latest published comparator data for 2014/15 shows a steady increase in this area nationally, which brings our performance now more in-line with other areas. Statistical neighbours have risen to 24.1%, from 20.8%, south west to 25.0% from 23.3%, and national to 24.0% from 23.4%
CYP85 % of (single) assessments completed within 45 working days	Bigger is Better	Rolling Year				79.9 %	90.0 %	▲	4845 Single Assessments were completed within 45 days out of a total of 6062. Although this is below the 90% target it remains above latest (2014/15) statistical neighbour (78.8%) and south west (79.3%) but is below national (81.5%).
CYP33 Rate of children and young people per 10,000 subject to Child Protection plan	Smaller is Better	Snapshot	33.8	35.9	35.0	46.8	37.0	▲	
NI065 % of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time	Smaller is Better	Rolling Year	15.0 %	19.0 %	24.0 %	25.9 %	17.0 %	▲	Rolling year to end March 2016 is 25.9% (down on 26.3% for February), which relates to 165 children. The trend line over time is upwards, the figures have dropped slightly since 27.5% in January. This also remains high compared to latest (2014/15) statistical neighbours at 19.3% (a rise from 16.7% in 2013/14), south west at 19.4% (up on 17.0%) and a national figure of 16.6% (up on 15.8%).

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
NI067 % of Child Protection cases which were reviewed within required timescales	Bigger is Better	Rolling Year	88.5 %	88.0 %	97.0 %	91.7 %	90.0 %		The continued provision of locum Child Protection Chair cover is enabling the team to meet the significant demand for child protection conferences and the figure for this quarter reflects this.

Children in Care

Yearly Trend Analysis - No Target (In Arrears)					
	Good Performance High/Low	Reporting Basis	2013/14	2014/15	Comments 2014/15
CIC47 % of young people aged 19 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Annual	86.0 %	81.3 %	

Yearly Trend Analysis - No Target							
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Comments 2015/16
CYP89 No. of Children in Care in a residential setting (exc. Remands)	Smaller is Better	Snapshot				44	Snapshot at end March 2016.
CIC02 Average weekly cost of external foster placements	Smaller is Better	Latest Quarter	£820	£827	£833	£891	
CIC03 Average weekly cost of internal foster placements	Smaller is Better	Latest Quarter	£537	£560	£556	£575	
FOS01 No. of children becoming subject to special guardianship order or child arrangement order	Plan is Best	Latest Quarter			35	87	

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
CYPOBP608 Rate of Children in Care Per 10,000 U18 population	Smaller is Better	Snapshot	43.3	39.8	42.5	45.3	42.5		Nationally the rate of CiC is 60 per 10,000, our Statistical Neighbours are at a rate of 44.4 and the South West figure is published at 52, so our rate is not high comparatively. It is slightly higher than statistical neighbours but we don't have up to date figures for these and numbers nationally are rising.
NI066 % of Children in care cases which were reviewed within required timescales	Bigger is Better	Rolling Year	91.0 %	93.0 %	91.1 %	95.2 %	95.0 %		505 out of 530 children had all their reviews completed on time during the year - resulting in a performance for the 12 months of 95.2%
NI062 Stability of placements of children in care: number of moves	Smaller is Better	Snapshot	14.4 %	13.8 %	9.7 %	11.8 %	9.7 %		In the 12 months to the end of March, 66 children moved placement 3 or more times. This gives a performance percentage of 11.8%, similar to February, following a steady decrease of the previous 3 months. The trend line is now static over time, and current performance places Gloucestershire broadly in-line with statistical neighbour (12.0%) and national (11.0%) averages published for the 2013/14 financial year.
NI063 Stability of placements of children in care: length of placement	Bigger is Better	Snapshot	62.4 %	60.9 %	65.4 %	65.5 %	65.4 %		Of all children in care for at least 2.5 years (142 children), 65.5% (93) have been in the same placement for at least two years as at the end of March. This is a slightly higher percentage than February (62.9% / 90 children), and maintains a slightly downward trend line since 2011, albeit with noticeable variability month to month. Current performance places us below statistical neighbours (65.9%) and national (67.0%) comparative figures from 2013/14 (latest published for Children in Care).

Long Term Support

People with a disability or limiting long term illness live as independently as possible

Disabled Children and Young People

Yearly Trend Analysis - No Target					
	Good Performance High/Low	Reporting Basis	2014/15	2015/16	Comments 2015/16
DCYP22 Total no. of disabled children receiving a service with a personal budget	Smaller is Better	Snapshot	329	443	

Adult Social Care

Yearly Trend Analysis - No Target						
	Good Performance High/Low	Reporting Basis	2013/14	2014/15	2015/16	Comments 2015/16
BOC2 Number of Adults in Community Care	Plan is Best	Snapshot	3,885	3,580	3,249	
BOC3 Number of Adults in Residential Care	Smaller is Better	Snapshot	1,589	1,471	1,370	
BOC4 Number of Adults in Nursing Care	Smaller is Better	Snapshot	951	833	713	

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
ASCOF 1C pt1 Social care clients receiving self directed support	Bigger is Better	Snapshot	57.3 %	85.4 %	88.4 %	95.4 %	90.0 %	★	

Carers

Yearly Trend Analysis - No Target					
	Good Performance High/Low	Reporting Basis	2014/15	2015/16	Comments 2015/16
ASC2 Total number of Carers provided with support	Bigger is Better	Latest Quarter	8,570	9,043	

Health & Wellbeing

People live healthy lives as free as possible from disability or limiting long-term illness

Adult Social Care

Yearly Trend Analysis - No Target						
	Good Performance High/Low	Reporting Basis	2013/14	2014/15	2015/16	Comments 2015/16
BOC1 Number of Adults in Reablement/Enablement	Bigger is Better	Snapshot	509	425	390	
BOC5 Number of Adults in Other care (i.e Preventative)	Bigger is Better	Snapshot	403	262	281	

Public Health

Yearly Trend Analysis - Against a Target								
	Good Performance High/Low	Reporting Basis	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
PH4 Proportion of all Opiate Users left treatment successfully not representing in six months	Bigger is Better	Latest Quarter	6.6 %	5.5 %	7.7 %	11.5 %		Current performance remains below target, but is improving steadily now being greater than the National Average of 6.9%. We continue to work with the provider regarding this indicator and continued improvements will be seen in coming quarters
PH46 Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Latest Quarter	26.4 %	33.5 %	32.7 %	37.4 %		Current performance remains below target and has shown little movement since the last quarter. We continue to work with the provider to gain improvement, but we do not anticipate significant change in the near term.
PH78 Effective engagement rate of Opiate Users	Bigger is Better	Latest Quarter		94.0 %	95.2 %	85.0 %		
PH79 Effective engagement of Non-Opiate Users	Bigger is Better	Latest Quarter		86.0 %	86.4 %	55.0 %		
PH80 Percentage of clients waiting under 3 weeks for drug treatment intervention	Bigger is Better	Latest Quarter		99.0 %	100.0 %	90.0 %		
PH81 Percentage of clients waiting under 3 weeks for alcohol treatment intervention	Bigger is Better	Latest Quarter		99.0 %	98.5 %	90.0 %		

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)								
	Good Performance High/Low	Reporting Basis	Q3 (2013/14)	Q3 (2014/15)	Q3 (2015/16)	Q3 Target (2015/16)		Comments Q3 (2015/16)
PH1 Total number of pregnant smokers that have achieved a successful 4 week quit	Bigger is Better	Year to Date	90	92	96	92		
PH2 Total number of smokers that have achieved a successful 4 week quit	Bigger is Better	Year to Date	2,351	1,795	1,419	1,700		The footfall through the service continues to be lower than the previous year (in line with national trends) making the overall target a significant challenge for the provider to achieve
PH3 The percentage of eligible patients offered a NHS health check	Bigger is Better	Latest Quarter	5.6 %	6.7 %	2.9 %	5.0 %		Reporting for Q3 15/16. Both invitations and completed checks continue to increase. A number of data errors have been identified in relation to both invitation and completion of tests. These errors will be updated in May and reflected in the full year data release for NHS Health Checks on June 15th.

Communities

People and communities are active, resilient and able to prevent accidents, injury, crime and respond to emergency, disaster and long term environmental change

Fire & Rescue

Quarterly In Year Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q1 (2015/16)	Q2 (2015/16)	Q3 (2015/16)	Q4 (2015/16)	Q4 Target (2015/16)		Comments Q4 (2015/16)
CSD174 % of incidents of dwelling fires attended within 8 minutes - Risk Category 1	Bigger is Better	Latest Quarter	91.7 %	80.0 %	97.0 %	87.0 %	80.0 %		
CSD175 % of incidents of dwelling fires attended within 14 minutes - Risk Category 2	Bigger is Better	Latest Quarter	100.0 %	100.0 %	100.0 %	100.0 %	80.0 %		
CSD176 % of incidents of dwelling fires attended within 14 minutes - Risk Category 3	Bigger is Better	Latest Quarter	94.0 %	98.0 %	97.0 %	90.0 %	80.0 %		

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
Number of Accidental dwelling fires (CSD01)	Smaller is Better	Year to Date	715	725	290	322	275		The first two quarters of 2015/16 saw a slight increase in the number of fires. In Quarter 3 and 4 the number has reduced to the same level as in 2014/15. There is no clear reason for this slight rise in the earlier part of the year.
Number of Deliberate dwelling fires (CSD03)	Smaller is Better	Year to Date	58	63	24	19	23		

Coroners

Coroners - Yearly Trend Analysis - No Target						
	Good Performance High/Low	Reporting Basis	2013/14	2014/15	2015/16	Comments 2015/16
COR01 Cost of Coroners Service per head of population	Smaller is Better	Annual	£1.98	£1.85	£1.85	

Highways & Floods

Highways - Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
Number of potholes repaired (including both 'Safety' and 'Non Safety' defects) (HIG16)	Bigger is Better	Year to Date				60,690	50,000		
NI 168 % of the local authority's principal roads where maintenance should be considered	Smaller is Better	Annual	3 %	4 %	3 %	2 %	4 %		
NI169 % of Non-principal classified roads where maintenance should be considered	Smaller is Better	Annual	8 %	7 %	6 %	4 %	7 %		

Highways - Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
BV224b.05 % of the unclassified road network where structural maintenance should be considered	Smaller is Better	Annual	16 %	14 %	15 %	13 %	15 %	★	

Highways - Yearly Trend Analysis - No Target (In Arrears)						
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	Comments 2014/15
Cost of structural maintenance per km of road (HIG04)	Smaller is Better	Annual	£51,113	£60,080	£62,257	

Floods - Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
Percentage delivery of the annual gulley emptying programme (as published on the website) (ENV O25)	Bigger is Better	Latest Quarter	100.0 %	100.0 %	85.0 %	100.0 %	85.0 %	★	

Road Safety

Yearly Trend Analysis - Against a Target (Calendar Year)									
	Good Performance High/Low	Reporting Basis	2012	2013	2014	2015	Target 2015		Comments 2015/16
Number of killed and seriously injured children (ENV H99bi)	Smaller is Better	Year to Date	11	19	16	20	15	▲	There are no fatalities amongst these casualties. The low number of children injured on our road means the annual KSI total has varied between 9 and 20 over recent years, with totals of 19 in 2011 and 2013. Almost half the casualties are pedestrians, a third pedal cyclists and the remainder car passengers. Nearly three quarters are aged between 9 and 15. In 2016/17, the Road Safety Partnership's aim is that every child attending either an educational or care establishment will receive at least one intervention with the focus on those within the 9 to 15 age group in addition to the Year 6 visits to SkillZONE, which includes an input on road safety,and the 'new journey' initiative.
Number of killed and seriously injured older people (ENV H99ci)	Smaller is Better	Year to Date	48	38	49	63	33	▲	The number of older casalties has shown an increasing trend over recent years. 2005 saw the highest numbers of older car drivers, car passengers, pedestrians and motorcyclists being killed or seriously injured on our roads. A similar increase in older casualties has also been identified nationally, the reasons behind this increase has been attributed to; increasing older population, more licence holders into older age and the increased frailty that often comes with age. The Road Safety Partnership will continue to promote SAGE (50% increase in clients in 2015), contribute to the Dementia Summit and will continue to work with the Gloucestershire Clinical Commissioning Group and, with partners, will develop and action plan for Gloucestershire.
Number of killed and seriously injured people (ENV H99ai)	Smaller is Better	Year to Date	255	213	224	252	196	▲	This total is the sixth lowest result, the number of adults aged 16-59 killed or seriously injured is still following a downward trend over recent years. The 2016/17 Road Safety Partnership Business Plan will continue to focus attention of those ages and the modes of travel that are most highlighted in our casualty data.

Schools, Education & Skills

Young People reach adulthood with the skills and self-confidence they need to make a positive contribution to the economy of the county

Vulnerable children and young people have the basic skills and support they need to live successful lives

Young People

Yearly Trend Analysis - No Target (In Arrears)

	Good Performance High/Low	Reporting Basis	2013/14	2014/15	Comments 2014/15
CIC48 % of young people aged 19 who were looked after not in employment, education or training	Smaller is Better	Annual	39.6 %	40.8 %	

Yearly Trend Analysis - No Target

	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Comments 2015/16
CYPOBP164 Number of young people who are not in education, employment or training (NEET)	Smaller is Better	Snapshot	616	595	533	459	

Yearly Trend Analysis - Against a Target

	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
NI117 % of young people aged 16 to 18 years not in education employment or training (NEET)	Smaller is Better	Snapshot	4.4 %	4.2 %	3.8 %	3.1 %	4.5 %	★	

Schools

Yearly Trend Analysis - No Target

	Good Performance High/Low	Reporting Basis	2014/15	2015/16	Comments 2015/16
EPI09 No. of schools judged as inadequate	Smaller is Better	Snapshot	7	6	The following schools are judged to require special measures: St Anthony's Free School Dean Academy Gloucester Academy Forest High Academy Millbrook Academy Lakers School (LA maintained)
EPI01 % of pupils attending good or outstanding primary schools	Bigger is Better	Snapshot	91.6 %	93.9 %	
EPI02 % of pupils attending good or outstanding secondary schools	Bigger is Better	Snapshot	80.2 %	90.3 %	

Schools - Children in Care Academic Year Trend Analysis - Against a Target

	Good Performance High/Low	Reporting Basis	Academic Year 2012/13	Academic Year 2013/14	Academic Year 2014/15	Target 2014/15		Comments 2014/15
Children in care achieving 5 A*-C GCSEs (or equiv) at Key Stage 4 (inc English & Maths) NI101	Bigger is Better	Annual	15.2 %	6.7 %	11.0 %	13.0 %	▲	Figure relates to percentage of those entered for exam

Home to School Transport

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)								
	Good Performance High/Low	Reporting Basis	Q3 (2013/14)	Q3 (2014/15)	Q3 (2015/16)	Q3 Target (2015/16)		Comments Q3 (2015/16)
CYPOBP162 No. of pupils receiving transport assistance	Smaller is Better	Latest Quarter	8,009	7,648	7,058	7,900		
HTS03 Average daily cost of home to school transport per primary school pupil	Smaller is Better	Latest Quarter	£7.40	£7.71	£8.22	£8.60		
HTS04 Average daily cost of home to school transport per secondary school pupil	Smaller is Better	Latest Quarter	£4.26	£4.49	£4.71	£4.40		
HTS06 Average daily cost of home to school transport per special school pupil	Smaller is Better	Latest Quarter	£29.60	£27.37	£27.21	£31.00		
HTS07 Total Average daily cost of home to school transport per pupil	Smaller is Better	Latest Quarter	£7.35	£7.75	£8.41	£7.90		

Planning, Economy & Environment

Gloucestershire and its communities are attractive places to live, work and invest, now and in the future

People can access training, work and essential services

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)						
	Good Performance High/Low	Reporting Basis	Q3 (2013/14)	Q3 (2014/15)	Q3 (2015/16)	Comments Q3 (2015/16)
Renewable Energy Generation (kWh) from the Council Estate (inc schools)(CLC02a)	Bigger is Better	Snapshot	379,902	378,114	205,023	Reduced renewable energy generation on this time last year; this is likely to be from reduced biomass use in schools for space heating, both as result of the mild winter and gas prices being significantly lower than for biomass. No GCC renewable energy is currently generated as options are being investigated.
Renewable Energy Generation from the Council Estate - % of total energy consumption(CLC02b)	Bigger is Better	Year to Date	0.38 %	0.46 %	0.28 %	Reduced renewable energy generation on this time last year; this is likely to be from reduced biomass use in schools for space heating, both as result of the mild winter and gas prices being significantly lower than for biomass. No GCC renewable energy is currently generated as options are being investigated.

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)								
	Good Performance High/Low	Reporting Basis	Q3 (2013/14)	Q3 (2014/15)	Q3 (2015/16)	Q3 Target (2015/16)		Comments Q3 (2015/16)
Council Carbon Emissions, buildings & transport (inc schools) - Tonnes of CO2 (CLC 03a)	Smaller is Better	Year to Date	31,732	28,981	24,529	23,250		Year to date emissions off target due to energy use in schools, despite the mild winter and reduced demand for space heating.

Parking & Passenger Transport

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
Number of community transport journeys (LPI ENV 62)	Plan is Best	Year to Date	216,234	183,231	155,086	152,179	152,800		
No. of bus services in receipt of subsidy (PUT 02)	Plan is Best	Year to Date	105	105	105	105	105		
Cost per journey (community transport journeys) (PUT 04)	Smaller is Better	Latest Quarter	£2.06	£2.71	£3.01	£2.95	£4.00		

Planning

Quarterly In Year Trend Analysis - Against a Target (1 Quarter in Arrears)								
	Good Performance High/Low	Reporting Basis	Q1 (2015/16)	Q2 (2015/16)	Q3 (2015/16)	Q3 Target (2015/16)		Comments Q3 (2015/16)
SUDS01 % of Sustainable Urban Drainage responses made to Local Planning Authorities within 21 days	Bigger is Better	Latest Quarter	95.0 %	93.9 %	95.3 %	92.0 %		

Finance & Change

Good value for money for local citizens

Human Resources

Yearly Trend Analysis - No Target							
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Comments 2015/16
Total number of staff/headcount exc schools/fire (CDS HR1)	Smaller is Better	Snapshot	3,596	3,074	3,078	3,127	

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
Days lost to sickness per FTE (exc schools) (HR18)	Smaller is Better	Year to Date	7.56	7.61	8.08	7.80	7.30	▲	The trend continues to be a reduction in absence over the year, albeit a gradual one. A season spike in cold and flu related absence over the last quarter pushed us slightly over target for the year. However, HR continues to identify and target hotspot areas, and address underlying issues, to ensure that overall absence levels continue to decrease in the future.

Finance

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
SFOBP01 Forecast Year End Budget Outturn (£000)	Smaller is Better	Forecast	£388,826	£431,668	£427,614	£420,434	£420,434	●	

Meeting the Challenge

Quarterly In Year Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q1 (2015/16)	Q2 (2015/16)	Q3 (2015/16)	Q4 (2015/16)	Q4 Target (2015/16)		Comments Q4 (2015/16)
Total in year savings (£000) delivered through Meeting the Challenge Projects(LPI CDS MTC)	Bigger is Better	Year to Date	£6,413	£14,095	£16,023	£21,527	£25,961	▲	The final out-turn is £21,527 (approx. £4.4m short of the target). Where projects have under-delivered in 15/16, plans have been developed to address the shortfall in 16/17.

ICT/Property

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
Funds raised (£000) from asset sales (Capital receipts) (BM2)	Bigger is Better	Forecast	£8,400	£8,713	£16,658	£22,772	£20,000	★	

Legal

Yearly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Target 2015/16		Comments 2015/16
Number of complaints upheld by Local Government Ombudsman (BM5)	Smaller is Better	Year to Date	0	1	0	0	0		

Waste

Yearly Trend Analysis - Forecast Against a Target									
	Good Performance High/Low	Reporting Basis	Outturn 2012/13	Outturn 2013/14	Outturn 2014/15	Outturn 2015/16	Target Outturn 2015/16		Comments 2015/16
NI191 Residual household waste per household (kgs)	Smaller is Better	Forecast	502	511	531	531	457		Residual waste growth has slowed this year however overall waste volumes have continued to increase. This increase is probably caused by the upturn in the economy with people generating more waste. The stabilisation of residual waste is in part due to the additional recycling diverted from landfill due to the food waste project.
WTE 08 Overall residual waste arisings (except Household Recycling Centres) (Tonnes)	Smaller is Better	Forecast	120,424	122,518	127,286	126,582	121,507		After a decade or so of steady reduction, for the third year running we are seeing an upturn in overall waste volumes. Waste sent for disposal and treatment has stabilised this year rather than increasing as in the previous two years. The stabilisation of residual waste is in part due to the additional recycling diverted from landfill due to the food waste project.
NI 192 Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	48.49 %	47.74 %	47.14 %	47.35 %	53.00 %		The overall recycling rate has effectively flat lined for the last five years with gains in some areas cancelled out by improved light-weighting of packaging and the decline in newspaper circulation. This mirrors both national and regional trends. While marginal improvements might be made through various local campaigns and service enhancements, it is unlikely that the current targets will be achieved without changes to the national policy or further significant service changes.
NI 193 Percentage of municipal waste landfilled	Smaller is Better	Forecast	53.66 %	54.04 %	53.99 %	52.19 %	50.00 %		The majority of waste not recycled or composted is sent to landfill and with static recycling and increased overall arisings the proportion has risen above target. The authority aspires to move away from landfill as a principle disposal solution and is progressing its plans to develop the Javelin Park Energy from Waste Facility.
WTE 01 Average cost to dispose of 1 tonne of residual waste (£ per tonne)	Smaller is Better	Forecast	£97.21	£104.80	£109.95	£111.64	£115.90		

Libraries

Yearly Trend Analysis - No Target							
	Good Performance High/Low	Reporting Basis	2012/13	2013/14	2014/15	2015/16	Comments 2015/16
LIB28 Cost per physical library visit	Smaller is Better	Annual	£1.86	£1.73	£1.66	£1.46	

Customer Services

Yearly Trend Analysis - No Target						
	Good Performance High/Low	Reporting Basis	2013/14	2014/15	2015/16	Comments 2015/16
Number of Customer Services contacts: Total (LPI AS 226)	Plan is Best	Year to Date	79,044	293,986	286,993	
CSVS29 Average cost per Contact Centre transaction	Smaller is Better	Latest Quarter			£2.53	Headcount has remained consistent but there has been a significant increase in contact volumes.

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR1.1	Failure in corporate governance which leads to service, financial or reputational damage or failure.	Bungard, Pete	High 15	Moderate 8	Moderate 8	Moderate 8	Moderate 8	→	
SR1.2	Failure to effectively understand, inform, consult or engage customers, resulting in dissatisfaction, criticism or challenge.	Burns, Jane	High 20	Low 6	Low 6	Low 6	Low 6	→	
Strategic Risk 2: Financial									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 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	Moderate 8	Moderate 8	→	
SR2.3	Breakdown in Treasury Management arrangement leading to a significant loss in investment balances	Walker, Jo	High 20	Low 4	Low 4	Low 4	Low 4	→	
SR2.4	Reductions and changes to future funding in 2016/17 and 2017/18, together with the late notification of such changes and the uncertanties 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	High 15	High 15	→	The risk in relation to 2016/17 has reduced following the settlement and receipt of estimated tax base figures. The 2017/18 position remains high risk.
Strategic Risk 3: Infrastructure									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR3.1	Failure to ensure that the council's technological environment as managed by the ICT Service remains fit for purpose in alignment with the business strategy.	Edgar, Stewart	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10	→	

Strategic Risk 3: Infrastructure									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 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	High 15	High 15	➔	In light of the recent cyber attack on Lincolnshire County Council, we would like to provide GCC with assurances regarding the defences the ICT Service has implemented to help protect council data & information systems against malicious attacks: Sophos Endpoint Security & Control is installed & operational on all council PC's & laptops to detect for malware & viruses; Websense email filtering solution scans emails for malicious content & blocks any suspect attachments before delivery to users; the Exchange email messaging solution was recently updated to better detect & block SPAM email; a number of key council systems & applications have been upgraded to minimise the impact of vulnerabilities inherent in end of life software. Protective monitoring tools have been implemented & the Sopra Steria Cyber Centre proactively monitors all alerts created & responds accordingly; all council systems are regularly patched & updated during scheduled essential maintenance weekends; the number of staff in the council with elevated user access rights have also been steadily reduced over the years to minimise the impact a cyber attack would have. Independent ICT Health Checks are regularly conducted to expose any vulnerabilities & Sopra Steria deal with these within a targeted remediation program. However, technological controls are not enough and user education and awareness is also critical to achieving all round security. At Lincolnshire, the council was locked out of its systems after an email containing the malware was opened by one of its staff. A co-ordinated communications campaign of user awareness should be initiated that advises and encourages staff to be extra vigilant when using ICT at the council.
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	High 15	High 15	➔	The Next Generation Desktop rollout and replacement of end-of-life end user devices (Windows XP) within the Worksmart programme has now completed - over 4000 Windows XP devices have been decommissioned and along with the risk of attack, now removed from the council network The migration of council email accounts from the ageing Exchange 2007 to Exchange version 2013 has begun and is currently scheduled to complete in June 2016. A resilient internet connection has now been installed at the council's new data centre in Corsham and work to configure the complex connectivity solutions is ongoing. The interim ICT Service management team is planning the 2016/17 ICT strategic transformation programme to continue addressing the areas of under-investment in ICT that present the most risk to the council.

Strategic Risk 4: Waste Management

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR4.1	Failure to deliver expected benefits/outcomes from the Residual waste project impacting on future budgets and the environment.	Walker, Jo	High 25	High 20	Moderate 12	High 15	Moderate 10		Planning Conditions approved

Strategic Risk 5: Organisational Change Programmes

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR5.1	Failure to manage the Meeting the Challenge Portfolio effectively, impacting on service outcomes, customer satisfaction, finance and reputation.	Walker, Jo	Moderate 12	Low 6	Low 6	Low 6	Moderate 9		A number of MTC2 projects are at risk of not delivering their savings targets. See detailed MTC2 report.
SR5.2	Failure to secure effective service delivery, impacting on our ability to meet statutory and local requirements.	Burns, Jane	High 15	Low 6	Low 6	Low 6	Low 6	→	
SR5.3	Failure to commission services resulting in the council effectively being unable to deliver its strategic objectives	Uren, Linda	High 25	Low 5	Low 5	Low 5	?	?	

Strategic Risk 6: Collaborative Working

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR6.1	Failure to maintain effective relationships with key partners and organisations impacting on our ability to meet statutory and local requirements.	Bungard, Pete	High 20	Moderate 10	Moderate 10	Moderate 10	Moderate 10	→	

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.1	Failure to protect vulnerable adults in Gloucestershire from abuse neglect in situations that potentially could have been predicted and prevented.	Willcox, Margaret	High 20	Moderate 10	Moderate 10	Moderate 10	Moderate 10	→	
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	High 15	High 15	→	Based on the monitoring of the operational risks, this strategic risk remain high due to its inherent nature.
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	High 16	High 16	→	The risk remains high due to continued demand and a relatively inexperienced workforce but recruitment and retention continue to improve. We mitigate this risk through oversight meetings for key inspection areas, regular case tracking and by encouraging practice learning.
SR7.4	Educational outcomes for vulnerable groups of Children & Young People worsen and the gap widens because of Schools and Academies not meeting their responsibilities to vulnerable groups and the accelerating costs of specialist provision.	Grills, Jo	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	→	
SR7.6	Implications of the implementation of the Care Act 2014 (Parts 1 & 2) - timeframe constraints; - capacity to meet increased demand; - financing of the implementation; and - any changes in the political landscape, after the May 2015 General Election, with regards to requirements of Part 2 of the Act going forward.	Willcox, Margaret	Moderate 10	Low 3	Low 3	Low 3	?	?	This risk is currently under review.

Strategic Risk 8: Workforce Planning & Employee Relations

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR8.1	Workforce skills and capacity gaps/challenges impacting on reduced performance, increased sickness and staff turnover and the reduction in the quality of service provision	Walker, Jo	High 20	Moderate 10	Moderate 10	Low 6	Low 6	→	
SR8.2	Poor employee relations cause a disruption to services, lost productivity and increased costs	Walker, Jo	High 20	Moderate 12	Moderate 12	Moderate 8	Moderate 8	→	

Strategic Risk 9: Gloucestershire Prevent

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 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	High 15	High 15	→	The group are exploring the idea of pooling together monies provided by Government to districts in order to employ a Prevent Co-Ordinator. Discussions around Prevent Training being incorporated into the Council's Safeguarding Training are still ongoing.
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	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 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR10.1	Inability of the Council or a key partner to effectively respond to an incident or event external to the council that results in community disruption and failure to return to normal, within required timescales.	Edgar, Stewart	High 15	Moderate 9	Moderate 9	Moderate 9	Moderate 9	→	

Strategic Risk 10: Emergency Response & Business Continuity Threats									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR10.2	Inability of the Council or a key partner to effectively respond to an incident or event that results in significant service disruption and failure to return to business as normal, within required timescales.	Edgar, Stewart	Moderate 12	Moderate 9	Moderate 9	Moderate 9	Moderate 9		

Strategic Risk 11: Information Governance									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 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	High 16	High 16		

Strategic Risk 12: Climate Change									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 15/16	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR12.1	Failure of the Council/Gloucestershire to adapt to a more volatile climate, with rising temperatures, continually high and increasing energy prices and the increasing need to reduce carbon emissions.	Riglar, Nigel	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10		

Strategic Risk 13: Community Infrastructure Levy									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 15/16	Residual Risk Q2 15/16	Residual Risk Q3 15/16	Residual Risk Q4 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	High 15	High 15		The District Councils continue to seek to introduce CILs. The JCS authorities are most progressed and have already had two consultation exercises. GCC officers will continue to engage with the District Councils to attempt to assure that GCC's views and requirements are known.

Meeting the Challenge 2 Overview - End of Year 2015/16

Project	Sponsor	Manager	2015/16 Actual Savings £000	2015/16 Savings Target £000
Building Better Lives Programme	**Programme Sponsor: Linda Uren/ Margaret Willcox**	**Programme Director: Chris Haynes**		
Electronic Call Monitoring	Chris Haynes	Jane Reid	647	1,500
Brandon Trust Recommissioning	Chris Haynes	Jane Reid	4,148	1,500
Outcome Based Commissioning (including Brokerage)	Chris Haynes	Jane Reid	0	1,000
Reshaping Delivery Function (all age, all disability)	Chris Haynes	Agy Pasek	170	650
Community Enablement & Inclusion	Chris Haynes	Agy Pasek	0	833
Complex & Challenging Behaviour all age	Chris Haynes	Agy Pasek	0	200
Short Break Review	Simon Bilous	Alison Cathles	50	50
		Total	5,015	5,733
Older People & Vulnerable Adults Programme (Single Programme)	**Programme Sponsor: Margaret Willcox**	**Programme Manager: Steve Williams & Louise Holder**		
Reassessments	Margaret Willcox	Kit Whitehead	521	1,460
Reduction in Care Home Admissions	Margaret Willcox	Patrick Graham	65	670
Direct Payments	Margaret Willcox	Deborah Greig	102	300
Review of Urgent Support Plan Usage	Margaret Willcox	Carol Wood	504	390
MD Panel			186	50
Reablement	Margaret Willcox	Donna Miles	1195	1500
Referral Centres	Mark Branton	Iain Cockley-Adams	0	60
Strategic Telecare	Mark Branton	Donna Miles	101	30
Support to Care Home Sector	Margaret Willcox	Debbie Clarke	100	100
Bed Based Care (MtC1&2)	Margaret Willcox	Mark Branton	1906	2300
Integrated Social Care	Margaret Willcox	Dawn Porter	0	1250
Care Act changes/funding (one-off 15/16)			890	890
Domiciliary Care & ECM	Mark Branton	Gillian Leake & Jane Reid	90	90
		Total	5,660	9,090

Meeting the Challenge 2 Overview - End of Year 2015/16

Project	Sponsor	Manager	2015/16 Actual Savings £000	2015/16 Savings Target £000
Vulnerable Children & Families Programme	**Programme Sponsor: Linda Uren**	**Programme Manager: Eugene O'Kane/Clarisse Forgues**		
Commissioning saving	Linda Uren	Sue Hall	446	446
		Total	446	446
Customer Programme	**Programme Sponsor: Nigel Riglar**	**Programme Manager: Becky Ledger**		
Customer Access	Nigel Riglar	Becky Ledger	570	570
Area Based Review	Neil Corbett	Chris Corrigan	2,328	2,400
Registration income			30	30
		Total	2,928	3,000
Transport programme	**Programme Sponsor: Jo Grills**	**Programme Manager: Alan Bently**		
Home to School Transport	Alan Bently	Charlotte Jones	226	150
Staff Travel & fleet	Alan Bently	Lee Bardsley-Taylor	165	170
Social Care Transport	Alan Bently	Wendy McEvoy	21	20
Public & Community Transport	Alan Bently	Alan Barrett	182	300
		Total	594	640
Community Services Programme	**Programme Sponsor: Stewart Edgar**			
Fire and Rescue redesign (MTC2 savings)	Stewart Edgar	Dave Hornibrook/Carole Pittaway	871	871
Road safety redesign	Stewart Edgar	Maria Boon	229	300
Trading Standards Efficiency **or** repositioning	Stewart Edgar	Eddie Coventry	180	180
		Total	1,280	1,351
Highways Programme	**Programme Sponsor: Nigel Riglar**	**Programme Manager: Peter Wiggins**		
Contract Efficiencies	Nigel Riglar	Scott Tompkins	250	250
Additional Income	Nigel Riglar	Scott Tompkins	40	40
Minor Works Revenue Review	Nigel Riglar	Scott Tompkins	1,300	1,300
		Total	1,590	1,590

Meeting the Challenge 2 Overview - End of Year 2015/16

Project	Sponsor	Manager	2015/16 Actual Savings £000	2015/16 Savings Target £000
Infrastructure & Economic Growth Programme				
Decommission Sustainability and Planning	Nigel Riglar	Simon Excell	166	166
Reshape minerals and waste team	Nigel Riglar	Simon Excell	30	30
		Total	196	196
Supporting People				
Supporting People	Linda Uren	Kath Rees	688	688
		Total	688	688
Other Projects				
Adult Mental Health Service Review	Margaret Willcox	Karl Gluck	160	264
Refocus QA function	Margaret Willcox	Louise Brill	100	77
Education	Linda Uren	Stewart King	742	757
Libraries efficiency programme	Nigel Riglar	Jane Everiss	30	30
Countryside and Traveller Sites	Nigel Riglar	Alan Bently	5	5
Communications	Nigel Riglar	Lisa McCredie	200	200
Strategic Finance	Jo Walker	Mark Spilsbury	179	179
People Services 15/16 onwards	Dilys Wynn	Rodney Semple	215	215
ICT	Stewart Edgar	Andy Gilbert	250	250
Property	Jo Walker	Neil Corbett	800	800
Legal	Jane Burns	Gillian Parkinson	150	150
Strategy and Challenge (incl Archives)	Jane Burns	Chris Stock	300	300
		Total	3,131	3,227
		Grand Total	**21,527**	**25,961**

Data Source: Verto

May 2016