Quarterly Strategic Performance Monitoring Report - Annex A

Quarter 3 2014/15

Purpose of the Report

To provide a strategic overview of the Council's performance for Quarter 3 2014/15

The following scorecards are enclosed:

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Prepared by the Challenge and Performance Team

Key to Symbols

	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
YTD	Year to date (Sum)
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
DoT	Direction of Travel

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

Early Help - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
CIC07 Av. Spend per child on services/goods through Common Assessment funding (BHLP)	Plan is Best	£222.65	£115.75	£196.83	£184.73	£175.00	£130.71	

Early Help - Quarterly Trend Analysis - No Target (In Arrears)

	Good Performance High/Low	Q1 (2012/13)	Q1 (2013/14)	Q1 (2014/15)	Q4 (2013/14)	Comments Q1 (2014/15)
YJ1 Rate of first time entrants to the Youth Justice system (per 100K pop 10-17yrs) in prev 12months	Smaller is Better	529	458	379	398	The latest period of reporting from the YJB is July 2013 to June 2014. Gloucestershire's rate is 379. This is a reduction on the rate reported in quarter 4 of 398.

Families First - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
FF2 No of families achieving reduced offending & Anti-Social behaviour & increased school attendance	Bigger is Better	142	621	479	402	This is the cumulative figure since the start of the programme.
FF3 No. of families with at least one adult moving from Out of Work benefits to cont. employment	Bigger is Better	15	70	66	62	This is the cumulative figure since the start of the programme.
FF4 Total number of families turned around by the Families First programme	Bigger is Better	154	691	545	464	As one of the highest performing authorities Gloucestershire has been invited to join the national expanded Troubled Families programme early. Gloucestershire joined in January 2015. This means identifying and working with more families (3000 over 5 years) with a broader spectrum of need arising from domestic violence, physical and mental health.
FF5 Number of families with at least one adult volunteering for the work programme	Bigger is Better	14	44	42	35	This is the cumulative figure since the start of the programme.

Families First - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
FF1 Number of families engaged with the Families First Programme	Bigger is Better	660	900	862	★	900	884	We have now identified and worked with our target number of 900 families for Phase 1 of the programme. We are on course to 'turn around' all 900 families (this means reduced crime/anti-social behaviour, parents in work and children in school) by the end of the programme in April 2015.

Children's Safeguarding & Assessment - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Number of children on a Child Protection Plan for 2 years or more (CYPOBP290)	Smaller is Better	21	9	12	5	7	3	
Rate of children and young people subject to a Child Protection Plan (Rate Per 10,000) (CYP33)	Smaller is Better	33.48	35.00	35.90	36.90	34.40	33.80	The current rate of children on Child Protection Plans is slightly above our statistical neighbour average but below the South West and national averages. Our focus is to ensure that those children subject to Child Protection Plans are the right ones. Stringent oversight of cases continues through multi agency reviews of cases, regular audits and management oversight of cases to ensure only those children that need to be on a plan, remain on a plan.

Children's Safeguarding & Assessment - Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
CYPOBP288 % of Initial Assessments completed within 10 working days	Bigger is Better	80.0 %	82.1 %	74.1 %	49.9 %	71.0 %	▲	43.2 %	56.6 %	This shows a slight improvement from Q2 performance. Urgent child protection matters are being dealt within 24 hours. The decline in performance is linked to high caseloads and continued challenge of recruiting experienced social workers. To tackle this, a caseload reduction strategy has been formulated and some additional family support capacity is being deployed.
CYPOBP462 % of children subject to Child Protection Plans for 2nd or subsequent time within 2yrs	Smaller is Better	13.1 %	7.7 %	7.1 %	13.1 %	9.0 %	▲	11.9 %	12.0 %	Work has started to understand the reasons for the level of children in this category. A data analysis has now been completed and a deep dive file audit will be undertaken to look at particular issues on individual cases. Actions based on the overall findings will be in place by the end of Q4 to ensure improved performance in Q1 of 2015/16
NI065 % of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time	Smaller is Better	17.2 %	15.1 %	16.7 %	24.2 %	16.0 %	▲	20.5 %	19.6 %	Work has started to understand the reasons for the level of children in this category. A data analysis has now been completed and a deep dive file audit will be undertaken to look at particular issues on individual cases. Actions based on the overall findings will be in place by the end of Q4 to ensure improved performance in Q1 of 2015/16

Children in Care - Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
NI066 % of Children in care cases which were reviewed within required timescales	Bigger is Better	95.0 %	92.6 %	93.5 %	91.5 %	95.0 %	▲	94.1 %	98.5 %	There is a higher percentage of timeliness for reviews than initial conferences, because the multi agency group are able to schedule in the review months in advance. If a review is delayed, reasons and any risk management issues are always discussed by the Chair with a Social Care Manager. Peer Challenge has been arranged to support improvement on this indicator.
CIC03 Average weekly cost of internal foster placements	Smaller is Better	£517	£540	£524	£573	£535	▲	£522	£557	The increase in this unit cost has mainly been caused by spend on the new TASK foster scheme. This scheme has been designed to provide a flexible and local resource to support young people and families to develop and maintain positive links and prospects for reunification. TASK foster carers are paid a retainer when a child is not in placement, hence, a temporary increase in cost. this does not however translate into an increase in placements. In fact, during Q3, the total number of placements have decreased. Therefore, increased temporary costs (for retainer) divided by lower placement numbers have resulted in a higher unit cost.
CIC02 Average weekly cost of external foster placements	Smaller is Better	£782	£833	£837	£824	£832	●	£842	£843	
NI062 Stability of placements of children in care: number of moves	Smaller is Better	14.0 %	12.7 %	12.6 %	7.9 %	12.0 %	★	12.4 %	11.8 %	Work is being undertaken by the fostering support team and diversion & placement support team to provide wrap around service to children in care to prevent disruption. Cases that are vulnerable to disruption are presented to the edge of care or placement panel to see what additional support can be provided by all agencies to prevent a breakdown and placement move
Stability of placements of children in care: length of placement (NI063)	Bigger is Better	67.9 %	66.7 %	59.3 %	65.1 %	65.0 %	●	68.3 %	64.9 %	

Long Term Support

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

Adult Social Care - Long Term Support - Quarterly Trend Analysis - No Target							
	Good Performance High/Low	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
BOC2 Number of Adults in Community Care	Plan is Best		3,549	3,274	3,474	3,510	This figure could be impacted by delays in data entry on to the system.
BOC3 Number of Adults in Residential Care	Smaller is Better		1,592	1,510	1,531	1,569	This figure could be impacted by delays in data entry on to the system.
BOC4 Number of Adults in Nursing Care	Smaller is Better		901	859	919	920	This figure could be impacted by delays in data entry on to the system.

Adult Social Care - Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
ASCOF 1C pt1 Social care clients receiving self directed support	Bigger is Better		58.2 %	76.7 %	89.2 %	80.0 %		87.5 %	90.5 %	

Adult Social Care - Carers - Quarterly Trend Analysis - No Target						
	Good Performance High/Low	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
ASC2 Total number of Carers provided with support	Bigger is Better		7,046	6,951	6,527	There is a 1.3% increase in carers receiving services this quarter. It is likely that a number of carers will be accessing a range of preventative services to inhibit the escalation of support need (eg they will receive a carers assessment, be enrolled on the Carers Emergency Scheme and take up the Positive Caring Programme). Carers Gloucestershire has deployed additional staff to ensure that the backlog of carers assessments is completed. This has led to an increased number of completed assessments.

Health & Wellbeing

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

Adult Social Care - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
BOC1 Number of Adults in Reablement/Enablement	Bigger is Better	504	573	554	581	This figure could be impacted by delays in data entry on to the system.
BOC5 Number of Adults in Other care (i.e Preventative)	Bigger is Better	349	280	349	304	This figure could be impacted by delays in data entry on to the system.

Public Health - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
PH4 Proportion of all Opiate Users left treatment successfully not representing in six months	Bigger is Better	8.0 %	4.9 %	11.5 %	▲	4.5 %	5.5 %	There has been a small improvement in Q3 on this target but it remains unlikely that this will be achieved during the present contract. The provider is exploring innovative ways of working with the client group including stronger pathways with other local providers Successful completions are steadily increasing and representations to treatment are improving vastly and in this quarter are in the top quartile of national performance. However, Turning Point have also increased the number of drug users in treatment which impacts their performance on completions.
PH46 Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	26.0 %	30.1 %	46.3 %	▲	24.9 %	22.2 %	There has been sustained improvement in this indicator and it is likely this will continue to improve over the next 6 months. However the 46.3% target will not be achieved during this contract

Public Health - Quarterly Trend Analysis - Against a Target (In Arrears)

	Good Performance High/Low	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2013/14)	Comments Q2 (2014/15)
PH1 Total number of pregnant smokers that have achieved a successful 4 week quit	Bigger is Better	51	67	65	62	●	35	
PH2 Total number of smokers that have achieved a successful 4 week quit	Bigger is Better	1,818	1,674	1,231	1,212	●	675	
PH3 The percentage of eligible patients offered a NHS health check	Bigger is Better	5.3 %	5.6 %	6.7 %	5.0 %	★	5.1 %	

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 Trend Analysis - Against a Target									
	Good Performance High/Low	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Number of Accidental dwelling fires (CSD01)	Smaller is Better	222	214	202	221		120	49	Year to date figure
Number of Deliberate dwelling fires (CSD03)	Smaller is Better	17	19	17	17		11	7	Year to date figure.

Highways - Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Number of potholes/defects repaired (HIG03)	Plan is Best	8,816	9,957	8,294	6,796	10,000		8,798	8,013	The figure is lower than forecast due to the milder weather through quarter 3.

Floods - Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Percentage delivery of the gulley emptying programme (as published on the website) (ENV O25)	Bigger is Better	75.0 %	75.0 %	85.0 %	85.0 %	85.0 %		85.0 %	85.0 %	

Road Safety - Quarterly Trend Analysis - Against a Target (Calendar Year to Date)										
	Good Performance High/Low	Q3 (2011)	Q3 (2012)	Q3 (2013)	Q3 (2014)	Q3 Target (2014)		Q2 (2014)	Q1 (2014)	Comments Q3 (2014)
Number of killed and seriously injured children (ENV H99bi)	Smaller is Better	14	9	18	13	11		8	3	Estimated total as July to September to be finalised.
Number of killed and seriously injured older people (ENV H99ci)	Smaller is Better		37	29	33	21		24	14	Estimated total as July to September yet to be finalised. Poor perfomance in quarter 1 has affected the results for the remainder of the year. The dominant types of road user involved are car drivers and pedestrians. We will continue to promote SAGE and Streets Ahead.
Number of killed and seriously injured people (ENV H99ai)	Smaller is Better	169	197	152	170	155		115	55	Calculated total based on number of collisions. July to September data to be finalised

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 - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Number of young people who are not in education, employment or training (NEET) (CYPOBP164)	Smaller is Better	789	639	564	519	449	

Young People - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
% of young people aged 16 to 18 years not in education employment or training (NEET) NI117	Smaller is Better	5.1 %	4.8 %	4.2 %	3.7 %	4.5 %		5.4 %	3.5 %	

Schools - Quarterly In Year Trend Analysis - No Target

	Good Performance High/Low	Q1 (2014/15)	Q2 (2014/15)	Q3 (2014/15)	Comments Q3 (2014/15)
EPI01 % of pupils attending good or outstanding primary schools	Bigger is Better	92.0 %	92.0 %	90.3 %	90.3% primary aged pupils attend good or outstanding schools in Gloucestershire. Gloucestershire is currently ranked 1st in the South West on this measure and 21st nationally. 89.3% primary schools in Gloucestershire are currently judged to be good or outstanding. Gloucestershire is ranked 1st in the South West and 22nd nationally.
EPI02 % of pupils attending good or outstanding secondary schools	Bigger is Better	71.0 %	72.0 %	80.2 %	80.2% secondary aged pupils attend schools that are currently judged good or outstanding. Gloucestershire is ranked 10th in the South West on this measure and 63rd nationally. 73% secondary schools in Gloucestershire are judged good or outstanding, ranking 12th in the South West and 75th nationally.
EPI09 No. of schools judged as inadequate	Smaller is Better	6	7	7	7 Gloucestershire schools are currently judged *Inadequate* (4 maintained Primary schools and 3 Academies).

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

	Good Performance High/Low	Academic Year (2012/13)	Academic Year (2013/14)	Target (2013/14)		Comments (2013/14)
NI101 % of children in care achieving 5 A*-C GCSEs (or equiv) at Key Stage 4 (with English & Maths)	Bigger is Better	15.2 %	6.7 %	20.0 %		The 20% target related to 6 students from a cohort of 30. Out of these 6 students, 2 achieved the 5A*-C including English and Maths. From discussion with students, issues surrounding placement stability and lack of exam confidence have been highlighted as a factor in not achieving target grades.

Home to School Transport - Quarterly Trend Analysis - Against a Target (In Arrears)

	Good Performance High/Low	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 2013/14	Comments Q2 (2014/15)
CYPOBP162 No. of pupils receiving transport assistance	Smaller is Better	9,253	8,290	7,788	8,300		7,997	
HTS03 Average daily cost of home to school transport per pupil - Primary	Smaller is Better	£8.22	£8.31	£8.58	£8.60		£9.46	
HTS04 Average daily cost of home to school transport per pupil - Secondary	Smaller is Better	£3.78	£4.39	£4.47	£4.40		£4.34	
HTS06 Average daily cost of home to school transport - Special Schools	Smaller is Better	£28.69	£29.88	£30.59	£31.00		£31.76	
HTS07 Total Average daily cost of home to school transport per pupil	Smaller is Better	£7.00	£7.67	£7.84	£7.90		£7.87	

Lifelong Learning - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
LPI AS 224 Total number of learners	Bigger is Better	59	235	402	520	225		1,822	1,749	Following lower than forecast volumes of learners last quarter, recruitments to 31st December have significantly increased. The indicator is now 1,001 unique learners over the year to date forecast and on track to exceed the target.

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 - Yearly Trend Analysis - No Target (In Arrears)						
	Good Performance High/Low	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
Renewable Energy Generation (kWh) from the Council Estate (inc schools)(CLC02a)	Bigger is Better	340,104	143,175	101,679	60,408	As expected the milder autumn appears to have reduced the use of renewable biomass heating in schools for Q2. Gas prices are also significantly lower than for biomass and so school use for space heating is expected to remain low. No GCC renewable energy generation as options are being investigated.
Renewable Energy Generation from the Council Estate - % of total energy consumption(CLC02b)	Bigger is Better	0.69 %	0.28 %	0.27 %	0.27 %	As expected the milder autumn appears to have reduced the use of renewable biomass heating in schools for Q2. Gas prices are also significantly lower than for biomass and so school use for space heating is expected to remain low. No GCC renewable energy generation as options are being investigated.

Climate Change - Yearly Trend Analysis - Against a Target (In Arrears)								
	Good Performance High/Low	Q2 (2013/14)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Council Carbon Emissions, buildings & transport (inc schools) - Tonnes of CO2 (CLC 03a)	Smaller is Better	19,712	19,712	14,856	14,500	●	8,503	Schools historically under-report in early quarters. Q3 expected to stay low due to mild autumn but cold snap in Q4 will affect with increased demand for space heating.

Parking & Public Transport - Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Number of community transport journeys (LPI ENV 62)	Plan is Best	55,387	49,100	51,901	41,702	42,000	★	35,806	37,737	
No. of bus services in receipt of subsidy (PUT 02)	Plan is Best	109	105	105	105	105	★	105	106	
Cost per journey (community transport journeys) (PUT 04)	Smaller is Better	£2.35	£2.52	£2.37	£2.60	£3.00	★	£2.62	£2.44	
Average cost of 5 most expensive urban subsidised bus journeys/head (LPI ENV 172)	Smaller is Better		£2.46	£2.12	£1.32	£2.00	★	£2.52	£2.22	
Average cost of 5 most expensive rural subsidised bus journeys/head (LPI ENV 173)	Smaller is Better		£7.52	£9.78	£13.22	£8.00	▲	£17.03	£14.38	These are a weekly shoppers service between Oddington and Bourton (810) for which we have plans to revise as part of a wider revision of services in the area, 35/23a (a single contract) providing evening journeys in the Forest of Dean for workers between Coleford and west Dean communities which is to be incorporated into a revised lower cost 35, and a group of services under one contract in the east Cotswolds (802,803,804,809 and 832) for which plans are in place to revise the group of services using developer funding and interworked with school services.

Finance & Change

Good value for money for local citizens

Human Resources - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Total number of staff/headcount exc schools/fire (CDS HR1)	Smaller is Better	3,606	3,185	3,080	3,092	3,061	

Human Resources - Quarterly Trend Analysis - Against a Target (Year to Date)

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Days lost to sickness per FTE (exc schools) (HR18)	Smaller is Better	6.25	5.45	5.35	5.83	5.40		3.67	1.94	Absence levels in quarter 3 have marginally increased, with more cases of short term absence due to cold and flu reported across all service areas. Work continues to be undertaken with frontline services where overall absence levels are highest, and this will continue into the next quarter.

Finance - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Total in year savings (£000) delivered through Meeting the Challenge Projects(LPI CDS MTC1)	Bigger is Better	£27,141	£29,464	£20,867	£12,437	£10,820	£9,520	In year Meeting the Challenge (MtC) project savings to date are £12,437k. Total MtC project savings to date are £88,915k against the total MtC Project Savings target (2011/12-2014/15) of £95,559k.

Finance - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
SFOBP01 Forecast Year End Budget Outturn (£000)	Smaller is Better	£391,284	£389,500	£434,140	£429,355	£428,922		£428,342	£428,196	The current forecast of the year end revenue position based on forecasts made in January 2015 is predicting an over-spend of £0.43 million.

ICT/Property - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
Funds raised (£000) from asset sales (Capital receipts) (BM2)	Bigger is Better	£5,933	£8,400	£12,000	£16,166	£16,166		£16,166	£16,166	

Legal - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q3 (2011/12)	Q3 (2012/13)	Q3 (2013/14)	Q3 (2014/15)	Q3 Target (2014/15)		Q2 (2014/15)	Q1(2014/15)	Comments Q3 (2014/15)
Number of complaints upheld by Local Government Ombudsman (BM5)	Smaller is Better	0	0	0	0	0		0	0	

Waste - Quarterly Trend Analysis - Forecast Against a Target

	Good Performance High/Low	Outturn (2011/12)	Outturn (2012/13)	Outturn (2013/14)	Forecast Outturn (2014/15)	Target Outturn (2014/15)		Comments Q3 (2014/15)
NI191 Residual household waste per household (kgs)	Smaller is Better	511	502	511	525	457		Residual waste is continuing to show an upward trend. This increase is probably caused by the upturn in the economy with people generating more waste. In addition, recycling schemes have matured and in the absence of further changes, some households may have lost the impetus to recycle.
WTE 08 Overall residual waste arisings (except Household Recycling Centres) (Tonnes)	Smaller is Better	124,233	120,424	122,518	127,683	121,507		After a decade or so of steady reduction, for the second year running we are seeing an upturn in overall waste disposed. This increase mirrors a national trend and is due to a combination of household growth and the economic upturn with the associated consumption of goods.

Waste - Quarterly Trend Analysis - Forecast Against a Target								
	Good Performance High/Low	Outturn (2011/12)	Outturn (2012/13)	Outturn (2013/14)	Forecast Outturn (2014/15)	Target Outturn (2014/15)		Comments Q3 (2014/15)
NI 192 Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	47.23 %	48.49 %	47.74 %	47.53 %	53.00 %		The overall recycling rate has effectively flatlined for the last four 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 the current targets will be achieved without changes to national policy or significant service changes
NI 193 Percentage of municipal waste landfilled	Smaller is Better	55.18 %	53.66 %	54.04 %	54.02 %	50.00 %		The majority of the 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. Note: the Secretary of States decision on the Energy from Waste facility at Javelin Park was recieved on 6/1/2015.
WTE 01 Average cost to dispose of 1 tonne of residual waste (£ per tonne)	Smaller is Better	£89.91	£97.21	£104.80	£111.08	£120.15		

Customer Services - Quarterly Trend Analysis - No Target						
	Good Performance High/Low	Q3 (2013/14)	Q3 (2014/15)	Q2 (2014/15)	Q1 (2014/15)	Comments Q3 (2014/15)
CUS03 Cost per transaction for Adult Helpdesk	Smaller is Better	£11.09	£10.75	£10.75	£10.75	
CUS04 Cost per transaction for Childrens & Families Helpdesk	Smaller is Better	£3.45	£3.97	£3.97	£3.97	
CUS32 Cost per transaction for Council Direct Services & Switchboard	Smaller is Better	£1.30	£1.27	£1.27	£1.27	
Number of Customer Services contacts: Total (LPI AS 226)	Bigger is Better	73,459	66,285	82,073	70,915	

Strategic Risk Register Summary

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
Strategic Risk 1: Corporate Governance								
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		
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		
Strategic Risk 2: Financial								
SR2.1	Reductions and changes in relation to 2015/16 make it impossible to set a robust and deliverable budget without impacting significantly on Core Services.	Walker, Jo	High 20	High 15	High 15	Low 5		Financial settlement, tax base and surplus figures now received for 2015/16 and a balanced budget set.
SR2.2	Ineffective Budgetary Control including MtC realisation leading to a major overspend	Walker, Jo	High 25	Moderate 8	Moderate 8	Moderate 12		Overspend now being forecast
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		
SR2.4	Reductions and changes to future funding in 2016/17 and 2017/18, and risks and uncertainties relating to NHS funding make it impossible to set a robust & deliverable budget without impacting significantly on Core Services.	Walker, Jo	High 25	High 15	High 15	High 15		Given that there will be no further financial settlements issued before the general election this remains a high risk.
Strategic Risk 3: Infrastructure								
SR3.1	Failure to provide fit for use ICT Services impacting on our ability to meet our statutory and local requirements	Jones, Peter	High 25	Moderate 10	Moderate 10	Moderate 10		The risk rating remains unaltered since last quarter
SR3.2	Non alignment of the Property Asset Management Strategy with the business impacting on poor investment decisions and impaired ability to operate and deliver services.	Jones, Peter	Moderate 9	Low 6	Low 6	Low 6		
Strategic Risk 4: Waste Management								
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	High 20	High 20		Secretary of State granted permission on 6th January 2015
Strategic Risk 5: Organisational Change Programmes								
SR5.1	Failure to manage the Meeting the Challenge Programme effectively, impacting on service outcomes, customer satisfaction, finance and reputation.	Burns, Jane	Moderate 12	Low 6	Low 6	Low 6		
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		
Strategic Risk 6: Collaborative Working								
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	High 15		Well documented negative relationship with hospital leadership.
Strategic Risk 7: Safeguarding Children & Young People and Adults								
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	High 15		The Adult Serious Case Review about sexual and financial abuse is due to be published on February 26th and public interest may be significant.
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		Due to its inherent nature, this risk remains high. High demand and workforce capacity issues continue to impact on our ability to consistently meet all quality standards required. The national shortage of experienced social workers and high caseloads are having a direct impact on the quality of service offered. In order to prevent and address inconsistent level of service, strategies are in place to improve our recruitment and retention of social worker and our caseload management. A robust and routine audit framework is in place as well as dissemination of learning from serious case reviews.

Strategic Risk 7: Safeguarding Children & Young People and Adults								
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.3	Poor outcomes for vulnerable children and young people lead to poor inspection results, impacting on ability to meet statutory requirements, reputation and intervention.	Uren, Linda	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➔	
SR7.4	Educational outcomes for vulnerable groups of Children & Young People worsen and gap widens because of Schools and Academies not meeting their responsibilities to vulnerable groups and the Local Authority not clear about it's role in Schools, academies, colleges and training providers	Grills, Jo	High 16	Moderate 12	Moderate 12	Moderate 12	➔	

Strategic Risk 7: Safeguarding Children & Young People and Adults New Qtr 3						
Ref.	Risk	Owner	Inherent Risk		Residual Risk Q3 14/15	Mitigating Actions for High or Changed Residual Risks
SR7.5	Risk of legal action being taken against the Local Authority due to failure to complete a Deprivation of Liberty assessment with the stated time lines. Significant and sudden change in the law due to a Supreme Court Judgement March 2014 there is an excessivly high demand for best interest assessments to be carried out for Deprivation of Liberty (DoLs) referrals.	Godfrey, Helen	Moderate 10		Low 5	New Strategic Risk
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		Moderate 10	New Strategic Risk

Strategic Risk 8: Workforce Planning & Employee Relations								
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	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	Wynn, Dilys	High 20	Moderate 10	Moderate 10	Moderate 10	➔	
SR8.2	Poor employee relations cause a disruption to services, lost productivity and increased costs	Wynn, Dilys	High 20	Moderate 12	Moderate 12	Moderate 12	➔	

Strategic Risk 9: Public Health								
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR9.1	GCC failure to embed Public Health into its business will result in failure to meet its responsibilities under the Health & Social Care Act 2012, including poor health outcomes and widening health inequalities.	Brambleby, Peter	Moderate 12	Moderate 12	Moderate 8	Moderate 8	➔	Public health structural review fully implemented - further work needed to achieve fully integrated working arrangements.

Strategic Risk 10: Emergency Response & Business Continuity Threats								
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	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 that results in community disruption and failure to return to normal, within required timescales.	Edgar, Stewart	High 15	Moderate 9	Moderate 9	Moderate 9	➔	
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	➔	

Strategic Risk 11: Information Governance								
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	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	➔	Work continues to develop measures to address risks.

Strategic Risk 12: Climate Change								
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	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	➔	2014 was the UK's warmest year on record and the 4th wettest year in records dating back to 1910. This has been reflected in our emissions performance, with reduced demand for space heating, especially in schools although there is likely to be some under-reporting. In summary for Q2 (reported in arrears): - GCC estate emissions are ahead of target and Q3/4 should benefit from the completion of works to Shire Hall Block 3 and completion of early LED street lighting works in Gloucester. - Schools emissions are expected to stay low for Q3 due to the mild autumn but the Q4 cold snap will have increased demand for space heating. - Energy spend (GCC & Schools) whilst on target is expected to be off target for the year, due to schools underinvestment in energy efficiency with increasing ICT use, and reducing budgets mean that energy spend could increase as a proportion of total spend, especially with the cold snap for Q4. - Renewable energy generation continues to be low due to reduced heating demand in schools and low gas prices compared to biomass. No GCC renewable energy generation as yet; options are being investigated.

Strategic Risk 13: Welfare Reform Fund								
Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Residual Risk Q3 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR13.1	Increased demand for council assessment and support services following the implementation of the Welfare Reform Act	Uren, Linda	High 20	Low 6	Low 6	Low 6	➔	

Meeting the Challenge (MTC) Savings Overview Q3 2014/15 (September - December 2014)

Ref.	Project Name	2014/15			Total	
		MtC Project Target	MtC Project Actual Savings to date	MtC End of Project Forecast	MtC Project Savings to date	Revised MTC Project Target 2011/12 - 2014/15
		(£000s)	(£000s)	(£000s)	(£000s)	(£000s)
BMB1	Occupational Health and Safety (OHS)	0	0	0	**130**	**130**
BMP1	Business Service Centre (BSC)	0	0	0	**456**	**456**
BMP2	ICT	0	0	0	**2,640**	**2,640**
BMP3	Finance	290	290	290	**1,080**	**1,080**
BMP4	HR	167	167	167	**1,515**	**1,515**
BMP5	Legal and Democratic Services (LADS)	40	0	0	**117**	**117**
BMP6	Asset Management and Property Services - farms	0	0	0	**100**	**100**
BMP7	Asset Management and Property Services – disposal of assets	650	647	1,600	**3,531**	**4,500**
BMP8	Procurement	0	0	0	**0**	**250**
BMP9	Rationalisation of Staff Pay and Benefits, Phase I & 2	0	0	0	**1,000**	**1,000**
		1,147	**1,104**	**2,057**	**10,569**	**11,788**
CACDB1	Renegotiate or re-tender contracts	500	500	500	**5,383**	**5,383**
CACDB11	Control and Redesign of Adult Social Care	2,000	2,000	2,000	**6,000**	**6,000**
~~CACDB12~~	~~Independent Commission on Longer Term Care~~ (replaced by Bed Based Care - see below)	~~0~~	~~0~~	~~0~~	~~**0**~~	**0**
PR000386	Bed Based Care for Older People	3,360	0	0	**0**	**3,360**
CACDB13	Downsizing GCC funding element of Lifelong Learning services	0	0	0	**500**	**500**
CACDB2	Improved Debt Recovery	0	0	0	**500**	**500**
CACDB3	Reduce preventative grant	0	0	0	**150**	**150**
CACDB4	CACD Charging	0	0	0	**221**	**300**
CACDB5	De-prioritise Non-essential posts	0	0	0	**92**	**50**
CACDB6	Increased deflator (personalised budgets)	2,000	2,000	2,000	**4,970**	**4,970**
CACDB7a	Physical Disability Deflator	0	0	0	**500**	**500**
CACDB7b	Learning Disability Deflator	0	0	0	**500**	**500**
CACDB8	Supporting People	1,500	1,073	1,500	**6,428**	**7,000**

Ref.	Project Name	2014/15			Total	
		MtC Project Target	MtC Project Actual Savings to date	MtC End of Project Forecast	MtC Project Savings to date	Revised MTC Project Target 2011/12 - 2014/15
		(£000s)	(£000s)	(£000s)	(£000s)	(£000s)
CACDB9	Equalities	0	0	0	**90**	**90**
CACDP1a	Customer Journey	0	800	800	**2,000**	**2,000**
CACDP1b	Accommodation	2,000	2,000	2,000	**5,000**	**5,000**
CACDP1c	Reablement	0	0	0	**2,000**	**2,000**
CACDP2	Closure of In-house Day Services	500	250	250	**1,630**	**2,000**
CACDP3	Restructure GCC and NHS (reduction in commissioning costs)	20	20	20	**110**	**110**
CACDP4	Restructure localities and management structure	0	0	0	**750**	**750**
CACDP5	Cease/Charge for Transport	0	0	0	**617**	**617**
CACDP6	Outsourcing Adult Education	0	0	0	**0**	**0**
CACDP7	Libraries	0	0	0	**1,460**	**1,800**
CACDP8	Outsourcing Gloucestershire Music Service	0	0	0	**0**	**0**
		11,880	**8,643**	**9,070**	**38,900**	**43,580**
CCPR1	Future Operating Model	0	0	0	**1,500**	**1,500**
CESUP2	Customer	0	0	0	**350**	**350**
CCPR2	Review of Transport	580	350	580	**850**	**1,080**
CCPR3	Renewable Energy	0	0	0	**0**	**0**
		580	**350**	**580**	**2,700**	**2,930**
CESUP1	Redesign of CESU functions	0	0	0	**800**	**800**
		0	**0**	**0**	**800**	**800**
CSP1	Trading Standards Service Transition	0	0	0	**880**	**880**
CSP2	Redesign & Merge of Emergency Management Service into GFRS	0	0	0	**200**	**200**
CSP3	Fire and Rescue Redesign	474	542	542	**1,980**	**1,912**

Ref.	Project Name	2014/15			Total	
		MtC Project Target	MtC Project Actual Savings to date	MtC End of Project Forecast	MtC Project Savings to date	Revised MTC Project Target 2011/12 - 2014/15
		(£000s)	(£000s)	(£000s)	(£000s)	(£000s)
CSP4	Police Contract	0	0	0	**2,150**	**2,150**
CSPB1	Reduction of Community Safety Team	0	0	0	**100**	**100**
CSPB2	Future-Proofing Gloucestershire Registration Service	0	0	0	**440**	**410**
CSPB3	Removal of Area Based Grant	0	0	0	**659**	**659**
PR000233	Road Safety Partnership	0	0	0	**125**	**125**
		474	**542**	**542**	**6,534**	**6,436**
CYPB1	Home to school transport entitlement	700	177	700	**1,047**	**1,500**
CYPB2	Recovery against grants	0	0	0	**1,800**	**1,800**
CYPB3	Area Based Grant	0	0	0	**7,190**	**7,190**
CYPB4	Learning & Development	0	0	0	**1,200**	**1,200**
~~CYPPR2~~	~~Right First Time Programme~~ (remaining savings delivered through the Medium Term Financial Strategy)	~~1,800~~	~~0~~	~~0~~	~~**1,100**~~	~~**1,100**~~
PR000294	Early Years Strategic Planning	500	500	500	**500**	**500**
CYPPR3	Targeted Young People's Services	0	0	0	**3,600**	**3,600**
		3,000	**677**	**1,200**	**16,437**	**16,890**
ENVB1	Waste (non PFI)	150	150	150	**250**	**250**
ENVPR1	Parking and Buses	0	0	0	**3,040**	**3,200**
ENVPR2	Economy and Environment	121	121	121	**2,025**	**2,025**
ENVPR3	Highways – redesign provision	850	850	850	**7,660**	**7,660**
		1,121	**1,121**	**1,121**	**12,975**	**13,135**
	Total MTC Project Savings & Target	**18,202**	**12,437**	**14,570**	**88,915**	**95,559**

Additional savings delivered through the Medium Term Finacial Strategy (MTFS) 2011/12 to 2014/15	Additional Cost Reductions included within Approved MTFS 2011/12 to	**27,472**	**27,472**
TOTAL MTC Savings (includes MTC Projects & MTFS)	TOTAL MTFS COST REDUCTIONS 2011/12 to 2014/15	**116,387**	**123,031**