Quarterly Strategic Performance Monitoring Report - Annex A

Quarter 2 2013/14

Purpose of the report

To provide a strategic overview of the Council's performance for Quarter 2 2013/14 against the MTC Council Strategy.

The following scorecards are enclosed:

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

Key to symbols - risk

The Gloucestershire Risk Matrix

Risk	Impact/Consequence				
Likelihood	1 Insignificant	2 Minor	3 Moderate	5 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	Colour
Low	1 - 6	Green
Moderate	7 – 12	Blue
High	13 – 25	Red

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

Youth Support - Contextual Indicator (no target) Reporting a quarter behind - Trend Analysis

	Good Performance High/Low	Q1 2011/12	Q1 2012/13	Q1 Actual 2013/14	Comments Q1 2013
Rate of first time entrants to the youth justice system aged 10-17 (NI111.09)	Smaller is Better	118.00	512.00	475.00	The latest data published by the Youth Justice Board is for the period April 2012 to March 2013. This gives a figure of 265 First Time Entrants, which translates to a rate of 475.

Children in Care - Indicators monitored against a target with Trend Analysis & In Year Performance

	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13/14
Average weekly cost of external foster placements (CIC 02)	Smaller is Better	£786.00	£817.00	£860.00	£783.00		£862.00	We are undertaking further analysis to benchmark market costs for external foster care placements as initial analaysis indicates our spend target for this area is possibly too low. We will revise the target for next quarter based on our findings.
Average weekly cost of internal foster placements (CIC 03)	Smaller is Better	£534.00	£524.00	£537.00	£565.00		£525.00	
Stability of placements of looked after children: length of placement (NI063)	Bigger is Better	58.40 %	65.90 %	63.80 %	68.00 %		59.90 %	Stability of placement continues to present real challenges. Of the 129 children who have been looked after for 2.5 yrs or more, 50% of these children have been in the same placement for a year or more, 29% have been in the same placement between 18 - 24 months. The majority of these children (67%) are aged over 10 years. We are undertaking further analysis to understand what is impacting on long term stability for these children, although we are aware that delayed administrative tasks associated with adoption has previously adversely affected performance.

Children in Care - Indicators monitored against a threshold with Trend Analysis & In Year Perf.

	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Lower threshold	Upper threshold	Q2	Q1 Actual 2013/14	Comments Q2 2013/14
NI062 Stability of placements of looked after children: number of moves	Smaller is Better	13.05 %	10.50 %	14.10 %	10.00 %	13.50 %		14.20 %	Analysis has identified that our older children in care have a higher likelihood of placement instability. Actions to improve performance in this area include: Further monitoring and analysis with commissioners to include links to legal status and provider factors (e.g. internal/external placements; residential vs. fostering; fostering vs. supported living); Improvements to care plan format to better identify risks of placement breakdown and development of risk management plans; Identification of cases who have already had 2 placements to ensure support is focussed on highest risk cases.
Average weekly cost of residential placements funded by social care (CIC 04)	Smaller is Better	£2,805.00	£2,568.00	£3,305.00	£3,300.00	£3,600.00		£3,314.00	The data shows a reduction of £400 since 31st March.
Looked After Children reviewed within required timescale (NI066)	Bigger is Better	93.83 %	94.80 %	94.60 %	93.00 %	95.00 %		97.20 %	473 of our 500 children who are looked after had timely reviews. Lateness resulted from: reviewing team not being informed of the child being accommodated in time to hold the first review in a timely fashion (12 children); Independent Reviewing Officer not being available to review the case in a timely fashion (12 children).

Children's Social Care - Indicator setting a baseline (as of Quarter 1) with In Year Performance

	Good Performance High/Low	Q2 Actual 2013/14	Q1 Actual 2013/14	Comments
FF1 Number of families engaged with the Families First Programme	Bigger is Better	443.00	322.00	Please note these figures are currently draft and are not yet confirmed.
FF2 Number of families achieving reduced offending & ASB and increased school attendance	Bigger is Better	111.00	14.00	Please note these figures are currently draft and are not yet confirmed.
FF3 No. of families with at least one adult moving from Out of Work benefits to cont. employment	Bigger is Better	37.00	13.00	Please note these figures are currently draft and are not yet confirmed.
FF4 Total number of families turned around by the Families First programme	Bigger is Better	161.00	27.00	Please note these figures are currently draft and are not yet confirmed.
FF5 Number of families with at least one adult volunteering for the work programme	Bigger is Better	13.00	0.00	Please note these figures are currently draft and are not yet confirmed.

Children's Social Care - Contextual Indicator (no target) with Trend Analysis & In Year Performance					
	Good Performance High/Low	Q1 2011/12	Q1 2012/13	Q1 Actual 2013/2014	Comments Q1 13/14
Average spend per child receiving commissioned services/goods through BHLP (CIC 07)	Smaller is Better	£125.20	£129.32	£134.13	As the year progresses more items and services are purchased for some of the same children, therefore the average spend per child will increase.

Children's Social Care -Indicators monitored against a target with Trend Analysis & In Year Perf.								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13/14
Percentage of initial assessments carried out within 10 working days of referral (CYPOBP288)	Bigger is Better	54.12 %	82.47 %	75.10 %	80.00 %		78.60 %	Although the recent internal peer review shows we have improvement in the quality of practice, recent performance shows a slight drop in meeting targets for timescales. Rising demand and complex caseloads are putting pressure on front line teams, however, pro-active steps are being taken to ensure we recruit and retain qualified and experienced social workers.

Safeguarding - Contextual indicator (no target) with Trend Analysis & In Year Performance					
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/2014	Comments Q2 13/14
Number of children on a Child Protection Plan for 2 years or more (CYPOBP290)	Smaller is Better	23	14	8	

Safeguarding - Indicators monitored against a threshold with Trend Analysis & In Year Performance									
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Lower threshold	Upper threshold	Q2	Q1 Actual 2013/14	Comments Q2 2013/14
Number of children and young people subject to a Child Protection Plan (rate per 10,000) (CYP33)	Plan is Best	33	34	41	30	35		39	The number of children becoming subject to child protection plans continues to be high. Although this is a concern in Gloucestershire, there is also a national trend with a similar picture of rising demand across the country. Further work is being undertaken by Gloucestershire Safeguarding Children's Board (GSCB) to understand the reasons for the rise in demand.
CYPOBP462 % of CYP becoming subject to CP plans for 2nd or subsequent time within 2 years	Plan is Best	29.8 %	9.1 %	6.9 %	7.0 %	10.0 %		7.5 %	Work is being undertaken by the Gloucestershire Safeguarding Children's Board (GSCB) to understand the rise in demand. An audit is also taking place of the children who become subject to plans for a second or subsequent time within a two year period to understand why this is happening and to put measures in place to ensure that children are not removed prematurely from child protection plans.
% of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time (NI065)	Plan is Best	35.77 %	14.80 %	20.00 %	13.00 %	15.00 %		16.40 %	Work is being undertaken by the Gloucestershire Safeguarding Children's Board (GSCB) to understand the rise in demand. An audit is also taking place of the children who become subject to plans for a second or subsequent time within a two year period to understand why this is happening and to put measures in place to ensure that children are not removed prematurely from child protection plans

Long-term Support

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

Adult Social Care - Indicators monitored against a target with Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
ASCOF 1C pt1 Social care clients receiving Self Directed Support (prev NI130)	Bigger is Better	14.4 %	53.4 %	81.7 %	80.0 %		80.9 %	
Carers receiving needs assessment/review and specific carer's service, or advice and info (NI 135)	Bigger is Better	37.5 %	75.2 %	72.1 %	70.0 %		71.4 %	

Health & Wellbeing

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

Adult Social Care - Indicator monitored against a target Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Adults receiving preventative services funded by Adult social care (LPI AS 201)	Bigger is Better	12,287	12,340	13,679	12,326		13,326	

Public Health - reporting a Quarter behind with In Year Performance					
	Good Performance High/Low	Q1 Actual 2013/14	Q1 Target 2013/14	Q1 2013/14	Comments Q1 13
PH1 Number of pregnant smokers quitting	Bigger is Better	27.00	25.00		
PH2 The number of smokers quit at 4 weeks	Bigger is Better	818.00	813.00		

Public Health - new reporting as of Quarter 1 2013/14 with In Year Performance						
	Good Performance High/Low	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
PH3 The percentage of eligible patients offered a NHS health check	Bigger is Better	?	20.00 %		19.89 %	Data not available until the end of November.
PH4 Proportion of all Opiate Users left treatment successfully not representing in six months	Bigger is Better	9.40 %	7.80 %		10.69 %	

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 - Indicators monitored against a target with Trend Analysis & In Year Performance

	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Number of Accidental dwelling fires (CSD01)	Smaller is Better	146	133	146	135		68	78 in Q2 (target of 70).
Number of Deliberate dwelling fires (CSD03)	Smaller is Better	16	11	14	10		6	8 in Q2, against a target of 5. No patterns emerging, but monitoring is ongoing.
Net revenue cost of fire service per head of population (FRS3)	Smaller is Better		£32.74	£28.92	£28.92		£32.74	revenue budget 12/13 (cipfa data) £17,416,000 Pop'n = 602,200 (ONS mid year 2012)

Registrations - Indicator against a target with Trend Analysis & In Year Performance

	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Cost of Registration Service per registration (REG1)	Smaller is Better	£3.80	£11.00	-£9.00	£0.00		-£69.50	

Highways - Annual indicators

	Good Performance High/Low	10/11 Actual	11/12 Actual	12/13 Actual	Target 2012/13	12/13	Comments
Cost of structural maintenance per km of road (HIG04)	Smaller is Better	?	£59,000.00	£51,113.00	£59,000.00		
Unclassified road condition (BVPI 224b)	Smaller is Better	17.00 %	17.00 %	16.00 %	18.00 %		

Highways - Indicators monitored against a target with Trend Analysis & In Year Performance

	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Number of potholes/defects repaired (HIG03)	Smaller is Better	10,408	12,143	10,717	12,084		19,643	

Road Safety - Indicators monitored against a target with Trend Analysis & In Year Performance

	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Number of killed and seriously injured children (ENV H99bi)	Smaller is Better	9	3	9	8		8	
Number of killed and seriously injured people (ENV H99ai)	Smaller is Better	100	118	79	108		36	

Floods - Indicator monitored against a target with Trend Analysis & In Year Performance

	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Percentage delivery of the gulley emptying programme (as published on the website) (ENV O25)	Bigger is Better	50 %	50 %	50 %	50 %		25 %	

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 - Indicators monitored against a target with Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
% of young people aged 16 to 18 years not in education employment or training (NEET) NI117	Smaller is Better	5.60 %	5.30 %	4.60 %	4.50 %		4.40 %	Although we are slightly off target for this measure, with 535 young people in NEET resulting in a percentage of 4.6%, trend analysis shows overall improvement over time. Tracking work is being completed for young people who have left School/College, allowing more accurate data to be available following completion of this work.

Young People - Indicators with no Targets with Trend Analysis & In Year Performance					
	Good Performance High/Low	Q2 2012/13	Q2 Actual 2013/14	Q1 Actual 2013/14	Comments Q2 13
Number of young people who are not in education, employment or training (NEET) (CYPOBP164)	Smaller is Better	616	535	596	Please see comments for % NEET.

Home to school transport Indicator against a target (a quarter behind) with Trend Analysis & In Year							
	Good Performance High/Low	Q1 2011/12	Q1 2012/13	Q1 Actual 2013/14	Q1 Target 2013/14	Q1	Comments Q1 13
Number of pupils entitled to school transport (CYPOBP162)	Smaller is Better	9,823	9,421	8,757	8,600		The total for the quarter includes 255 students who were provided with transport assistance after it was awarded at Appeals and Stage 2 reviews.

Home to school transport - threshold indicator (a quarter behind) with Trend Analysis & In Year Perf							
	Good Performance High/Low	Q1 2012/13	Q1 Actual 2013/14	Lower threshold	Upper threshold	Q1	Comments Q1 13
HTS03 Average daily cost of home to school transport per pupil - Primary	Smaller is Better	£8.33	£9.65	£7.60	£9.00		Reviews looking at the capacity of existing vehicles will be carried out throughout this academic year and vacant seats on buses will be sold to non entitled children generating income to counteract additional cost.
HTS04 Average daily cost of home to school transport per pupil - Secondary	Smaller is Better	£4.31	£4.48	£3.90	£4.60		
HTS05 Average daily cost of home to school transport per pupil - Special Educational Needs	Smaller is Better	£36.44	£31.79	£33.00	£35.50		
HTS06 Average daily cost of home to school transport - Special Schools	Smaller is Better	£31.88	£30.81	£28.00	£33.50		
HTS07 Total Average daily cost of home to school transport per pupil	Smaller is Better	£7.37	£8.00	£6.90	£8.00		

Lifelong Learning - Indicators monitored against a target with Trend Analysis & In Year Performance							
	Good Performance High/Low	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q1 13
Total number of learners (LPI AS 224)	Bigger is Better	5,297	3,780	3,600		1,769	

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 - YTD Indicators without a target (a quarter behind) with Trend Analysis					
	Good Performance High/Low	Q1 YTD 2011/12	Q1 YTD 2012/13	Q1 YTD Actual 2013/14	Comments Q1 13
Renewable Energy Generation (kWh) from the Council Estate (inc schools)(CLC02a)	Bigger is Better	391,713	201,605	106,455	Following estate rationalisation, all generation is now from biomass for schools heating. Changes to the government Feed In Tariff (FIT) have caused delays in finalising the Photo Voltaic (PV) Framework contract, delaying installations. This is close to being resolved. A desk-top analysis of 100 sites has been undertaken to prioritise them for installation. The decrease in renewable energy generation compared to 2012/13 is because gas is currently cheaper than biomass, and so many schools have reverted to using gas for space heating.
Renewable Energy Generation from the Council Estate - % of total energy consumption(CLC02b)	Bigger is Better	1.59 %	0.67 %	0.34 %	As above.

Climate Change - YTD Indicator against a target (a qter behind) with Trend Analysis							
	Good Performance High/Low	Q1 YTD 2011/12	Q1 YTD 2012/13	Q1 YTD Actual 2013/14	Q1 YTD Target 2013/14	Q1 YTD	Comments Q1 13
Council Carbon Emissions, buildings & transport (inc schools) - Tonnes of CO2 (CLC 03a)	Smaller is Better	9,812	11,009	10,655	9,200		It is unlikely that the outturn for the year will be on target, as schools performance is historically poor given their lack of enthusiasm to invest in energy efficiency opportunities and the increasing use of ICT in schools.

Public Transport - Indicators monitored against a target with Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Number of community transport journeys (LPI ENV 62)	Bigger is Better	52,025	51,459	43,000	45,500		50,608	Passenger numbers down by over 1,000 following work undertaken with a provider in co-operation with ITU (Integrated Transport Unit) regarding eligibility criteria for travel.
Cost per journey (community transport journeys) (PUT 04)	Smaller is Better	£2.37	£2.47	£2.79	£2.80		£2.47	
Number of bus services in receipt of subsidy (PUT 02)	Plan is Best	162	105	105	105		105	

Public Transport - Indicators monitored against a target with Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Average cost of 5 most expensive rural subsidised bus journeys/head (LPI ENV 173)	Smaller is Better	£11.02	£6.64	£8.09	£7.50		£8.18	Action plans in hand for three of the five worst performing services: - 1. S106 contribution for Rissington Airfield development and revison to service 802 to serve Kingham Station and Stow-on-the-Wold so significantly enhancing passenger base and therefore scope for patronage growth. 2. Cirencester -South Cerney - Swindon service to be revised to run as Cirencester local service. 3. Transfer of Cotswold shoppers buses to the Community Transport sector is in hand
Average cost of 5 most expensive urban subsidised bus journeys/head (LPI ENV 172)	Smaller is Better	£1.66	£2.22	£1.69	£2.20		£2.46	

Finance & Change

Good Value for money for local citizens

Human Resources - Indicator without a Target with Trend Analysis & In Year Performance					
	Good Performance High/Low	Q2 2012/13	Q2 Actual 2013/14	Q1 Actual 2013/14	Comments Q2 13
Total number of staff/headcount exc schools/fire (CDS HR1)	Smaller is Better	3,693.00	3,171.00	3,242.00	

Human Resources - Indicators monitored against a target with Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Days lost to sickness per FTE (exc schools) (HR18)	Smaller is Better	3.85	3.16	3.24	3.70		1.52	

Finance - Indicators monitored against a target with Trend Analysis & In Year Performance							
	Good Performance High/Low	Q2 Actual 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
SFOBP01 Forecast Year End Budget Outturn	Smaller is Better	£391,570	£434,116	£431,216		£435,861	The current forecast of the year end revenue position, is an over spend position of £2.9 million (0.7% of the net budget)

Finance - Indicators with no target with Trend Analysis & In Year Performance						
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q1 Actual 2013/14	Comments Q2 13
Total in year savings delivered through Meeting the Challenge (LPI CDS MTC1)	Bigger is Better	£26,136	£20,981	£19,421	£17,940	Total in year Meeting the Challenge (MtC) savings achieved to date are £19,421m. The 2013/14 savings target is £26,015m.

Property - Indicator (£000) monitored against a target with Trend Analysis & In Year Performance							
	Good Performance High/Low	Q2 Actual 2012/13	Q2 Forecast Outturn 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Funds raised from asset sales (Capital receipts) (BM2)	Bigger is Better	£8,400	£15,000	£20,000		£15,000	The target is £20m and the current full year forecast is £15m. As of 30/9/13, £1,637,000 has been raised. The £46m target for the total Meet the Challenge disposals programme is still forecasted to be achieved by the end of 14/15.

Legal - Indicator monitored against a target with Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 Actual 2011/12	Q2 Actual 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Number of complaints upheld by Local Government Ombudsman (BM5)	Smaller is Better	0	0	1	0		0	The finding of maladministration was in respect of a children's social care case.

Waste - Indicators monitored against a target with Trend Analysis & In Year Performance								
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q2 Target 2013/14	Q2	Q1 Actual 2013/14	Comments Q2 13
Overall residual waste arisings (except Household Recycling Centres) (WTE 08)	Smaller is Better	135,121	121,646	122,286	121,507		122,604	The Joint Waste Partnership continues to predict residual waste is going to be higher than forecast for this year based on latest in-year performance.
Percentage of household waste sent for reuse, recycling and composting (NI 192)	Bigger is Better	47.95 %	48.96 %	48.00 %	52.00 %		48.00 %	There are still signs that waste is going to be higher than forecast, based on six months actual data.
Percentage of municipal waste landfilled (NI 193)	Smaller is Better	54.72 %	53.29 %	54.31 %	50.00 %		54.42 %	There are still signs that waste is going to be higher than forecast, based on six months actual data.
Residual household waste per household (NI 191)	Smaller is Better	503.64	504.48	506.00	472.00		509.00	There are still signs that waste is going to be higher than forecast, based on six months actual data.
Average cost to dispose of 1 tonne of residual waste (WTE 01)	Smaller is Better	£90.28	£97.14	£105.36	£104.40		£105.41	

Customer Services - Indicators without a Target with Trend Analysis & In Year Performance						
	Good Performance High/Low	Q2 2011/12	Q2 2012/13	Q2 Actual 2013/14	Q1 Actual 2013/14	Comments Q2 13
Number of Customer Services contacts: Total (LPI AS 226)	Bigger is Better	112,017	82,523	77,859	83,844	

Customer Services - New Indicators without a Target with In Year Performance				
	Good Performance High/Low	Q2 Actual 2013/14	Q1 Actual 2013/14	Comments Q2 13
CUS03 Cost per transaction per for Adult Helpdesk	Smaller is Better	£10.82	£10.73	Benchmarking evidence is to be investigated in order to establish value for money.
CUS04 Cost per transaction for Childrens & Families Helpdesk	Smaller is Better	£3.74	£3.87	Benchmarking evidence is to be investigated in order to establish value for money.
CUS26 Cost per transaction for Council Direct Services & Switchboard	Smaller is Better	£1.13	£1.05	Benchmarking evidence is to be investigated in order to establish value for money.

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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	Moderate 12	Moderate 12	Moderate 12	→	

Strategic Risk 2: Financial

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
SR2.1	Reductions and changes in future funding (Local Government Resource Review, Localisation of Council Tax Benefit, Slow Economic Recovery, Academies, NHS funding, Localism Act, Adults Demand led Budgets) impacts on potential fraud and the ability to deliver core services.	Walker, Jo	High 20	High 20	High 20	High 20	→	Ongoing reductions in future funding were confirmed in the 2013 Spending Review. The Council continues to work through the implications and develop a budget for 2014/15 and beyond.
SR2.2	Ineffective Budgetary Control including MtC realisation leading to a major overspend	Walker, Jo	High 25	Low 4	Moderate 12	High 20		A significant overall overspend will result if the actions being taken to reduce spending on adults is ineffective.
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	→	

Strategic Risk 3: Infrastructure

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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	High 15		Government security requirements for connectivity to the Public Sector Network (PSN) has increased along with a Zero Tolerance approach to non-compliance. This could impact in terms of restrictions to the way we use ICT impacting on business processes. Following an ICT Health Check, an action plan has been developed to address the necessary requirements and progress will be tracked through the PSN Programme Board.
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

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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	→	On 18 June 2013, the contractor lodged an appeal with the Secretary of State against the planning decision to refuse the application for the Javelin Park Energy from Waste facility.

Strategic Risk 5: Organisational Change Programmes

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
.SR5.1	Failure to manage the Meeting the Challenge Programme effectively, impacting on service outcomes, customer satisfaction, finance and reputation.	Burns, Jane	Moderate 12	Moderate 8	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	Moderate 12	Moderate 12	Moderate 12	→	

Strategic Risk 6: Collaborative Working

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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	→	

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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	→	
SR7.2	Risk of system, processes and Council services failing to respond appropriately to reduce the risk of children being seriously harmed or killed.	Uren, Linda	High 20	High 15	High 15	High 15	→	This risk remains moderately high because of the continued increase in demand particularly the rising numbers of child protection plans and of looked after children, hence the strain on the system. There are still difficulties in recruting and retaining experienced frontline staff, particularly in the high need areas. This reflects the national picture. Mitigating actions include: review of social work salaries and payscales, strengthened support for newly qualified social workers, ensuring consistency of practice and decision making across the county, the intitiaves of the Safeguarding Board in relation to active learning from the serious case reviews and having a shared understanding of increasing demand in child protection.

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
SR7.3	Poor inspection results lead to poor outcomes for vulnerable children and young people, impacting on ability to meet statutory requirements, reputation and intervention.	Uren, Linda	Moderate 12	Moderate 8	Moderate 8	Moderate 12		We remain confident that service improvements so far are sustainable. However, the new Ofsted judgement criteria has changed, the bar is raised and if we remain at the same level, we will require improvement, which will have reputational risks. We are currently assessing ourselves against the new criteria but given the new requirements, this risk is likely to increase.
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 and Academies	Grills, Jo	High 16	Moderate 12	Moderate 12	Moderate 12		

Strategic Risk 8: Workforce Planning & Employee Relations

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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 15	Moderate 10	Moderate 10	Moderate 12		Industrial action is limited to specific areas i.e. Fire Service and Schools. In both cases not all the workforce are involved. The disputes are with the relevant Government ministers, not with GCC. Business Continuity Plans are in place, and HR has provided advice and guidance, aimed at minimising the impact of the industrial action, and to avoid local escalation.

Strategic Risk 9: Public Health (Revised Q2 2013)

Ref.	Risk	Owner	Inherent Risk		Residual Risk Q2 13/14	Mitigating Actions where the Residual Risk is High
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.	Walsh, Alice	Moderate 12		Moderate 12	

Strategic Risk 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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.	Hall, Jon	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.	Hall, Jon	Moderate 12	Low 6	Low 6	Low 6		

Strategic Risk 11: Information Governance

	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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	Moderate 12	Moderate 12	High 16		The Government's recent adoption of a zero tolerance approach to councils achieving PSN (Public Services Network) accreditation is requiring accelerated improvements and developments to take place.

Strategic Risk 12: Climate Change

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
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		

Strategic Risk 13: Welfare Reform Fund

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q4 12/13	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Direction of Travel	Mitigating Actions where the Residual Risk is High
SR13.1	Increased demand for council assessment and support services following the implementation of the Welfare Reform Act	Uren, Linda	High 20	Moderate 9	Moderate 9	Moderate 9		

Meeting the Challenge Projects Overview - Quarter 2 (July - September 2013)

Key :

None
On Target
At Risk
Compromised
Completed

Implementation(MtC Projects)									
Project Sponsor	**Project Manager**	**Project Name**	**Project Ref.**	**Project Status**	**Progress Update**	**2013/14 Savings (£000's)**	**2013/14 Target (£000's)**	**Savings Achieved to Date (£000's)**	**Total Target (£000's)**
Andrew McCartney	Gareth Steer	ICT	BMP2	On Target		232	450	2,488	2,640
Jo Walker	Mark Spilsbury	Finance	BMP3	On Target		290	290	790	1,080
Dilys Wynn	Ian Turner	HR	BMP4	On Target		293	293	1,348	1,515
Andrew McCartney	Neil Corbett	Asset Management and Property Services (AMPS) – disposal of assets	BMP7	On Target		164	2,000	2,176	4,400
Mark Branton	Louise Flaherty	Renegotiate or re-tender contracts	CACDB1	On Target		1,633	1,633	4,883	5,383
Margaret Willcox	Mark Branton	Control and Redesign of Adult Social Care	CACDB11	At Risk	The project has achieved this year's savings.However, the full savings linked to this project may not be achievable. Alternative options are being explored as part of the NHS Funding for Social Care initiative	2,000	2,000	4,000	6,000
Margaret Willcox	Mark Branton	Increased deflator (personalised budgets)	CACDB6	On Target		1,500	1,500	2,970	4,970
Linda Uren	Kath Rees	Supporting People	CACDB8	At Risk	A significant amount of change has already been delivered within the programme. However, a transitional approach is being taken in other areas to allow for the remodelling of other services. This may have a negative impact on the achievement of the 2013/14 savings target.	701	1,500	4,701	7,000
Mark Branton	Steve Tubb	Customer Journey	CACDP1a	At Risk	There is a risk that the 2013/14 savings may not be delivered due to the impact of other transformational activities within Adult Social Care.	200	1,000	1,200	2,000

Project Sponsor	Project Manager	Project Name	Project Ref.	Project Status	Progress Update	2013/14 Savings (£000's)	2013/14 Target (£000's)	Savings Achieved to Date (£000's)	Total Target (£000's)
Mark Branton	Jill Kearsley	Accommodation	CACDP1b	On Target		2,000	2,000	3,000	5,000
Mark Branton	Chris Haynes, Helen Bown	Closure of In-house Day Services	CACDP2	On Target		265	500	1,000	2,000
Margaret Willcox	Mark Branton	Restructure GCC and NHS (reduction in commissioning costs)	CACDP3	On Target		20	20	90	110
Tina Reid	Sam Mongon	Restructure localities and management structure	CACDP4	On Target		122	250	750	750
Jo Grills	Peter Holmes	Outsourcing Delivery of Adult Education	CACDP6	On Target		0	0	0	0
Duncan Jordan	Steve Smart	Customer	CESUP2	At Risk	This project is being picked up as part of the wider Customer Programme.	0	500	350	1,000
Jon Hall	Eddie Coventry	Trading Standards Service Transition	CSP1	On Target		0	0	880	880
Jon Hall	Geoff Sallis	Fire and Rescue Redesign	CSP3	On Target		1,459	1,438	1,459	2,906
Jon Hall	Geoff Sallis	Fire and Rescue Redesign	CSP3	On Target		1,459	1,438	1,459	2,906

Project Sponsor	Project Manager	Project Name	Project Ref.	Project Status	Progress Update	2013/14 Savings (£000's)	2013/14 Target (£000's)	Savings Achieved to Date (£000's)	Total Target (£000's)
Peter Holmes	Sue Prosser	Home to school transport entitlement (part of the Future Schools Programme)	CYPB1	On Target		103	300	627	1,500
Linda Uren	Stewart King	Recovery against grants	CYPB2	Completed		500	500	1,800	1,800
Linda Uren	Eugene O'Kane	Right First Time Programme	CYPPR2	Completed		300	300	1,100	4,900
Jo Walker	Tony Childs	Waste (non PFI)	ENVB1	On Target		0	0	100	250
Nigel Riglar	Philip Williams	Parking and Buses	ENVPR1	Compromised	Although income from parking schemes has not achieved anticipated levels, we are beginning to see better parking enforcement as we actively manage our improvement plan with APOCA and Gloucester City.	375	1,000	2,345	3,200
Nigel Riglar	Simon Excell	Economy and Environment	ENVPR2	On Target		274	274	1,904	2,025
.	Nigel Tomlinson	Highways – redesign provision	ENVPR3	On Target		3,035	3,035	6,810	7,660
					Total	**16,924**	**22,222**	**48,230**	**71,875**

Benefits Realisation(MtC Projects)

Project Sponsor	Project Manager	Project Name	Project Ref.	Project Status	Progress Update	2013/14 Savings (£000's)	2013/14 Target (£000's)	Savings Achieved to Date (£000's)	Total Target (£000's)
Dilys Wynn	Jane Livesey	Rationalisation of Staff Pay and Benefits, Phase I & 2	BMP9	Completed		500	500	1,000	1,000
					Total	**500**	**500**	**1,000**	**1,000**

Closed(MtC Projects)					
Project Sponsor	**Project Manager**	**Project Name**	**Project Ref.**	**Savings Achieved (£000's)**	**Total Target (£000's)**
Dilys Wynn	Rodney Semple	Occupational Health and Safety (OHS)	BMB1	130	130
Dilys Wynn	Cheryl Chambers	Business Service Centre (BSC)	BMP1	456	456
Peter Jones	Nigel Roberts	Legal and Democratic Services (LADS)	BMP5	117	117
Andrew McCartney	Neil Corbett	Asset Management and Property Services (AMPS) - farms	BMP6	100	100
Andrew McCartney	Claire Smart	Procurement	BMP8	0	250
Jo Grills	Peter Holmes	Downsizing GCC funding element of Lifelong Learning services	CACDB13	500	500
Gill Vickers	Tina Reid	Improved Debt Recovery	CACDB2	500	500
Mark Branton	Brenda Yearwood	Reduce preventative grant	CACDB3	150	150
Gill Vickers	Tina Reid	CACD Charging	CACDB4	221	300
Gill Vickers	Mandy Tingle	De-prioritise Non-essential posts	CACDB5	92	50
Margaret Willcox	Helen Bown	Physical Disability Deflator	CACDB7a	500	500
Mark Branton	Chris Haynes	Learning Disability Deflator	CACDB7b	500	500
Jon Hall	Gill Oxley	Equalities	CACDB9	90	90
Mark Branton	Julie Goodenough	Reablement	CACDP1c	2,000	2,000
Margaret Willcox	Chris Haynes, Helen Bown	Cease/Charge for Transport	CACDP5	617	617

Project Sponsor	Project Manager	Project Name	Project Ref.	Savings Achieved (£000's)	Total Target (£000's)
Jo Grills	Sue Laurence	Libraries	CACDP7	1,460	1,800
Jo Grills, Peter Holmes	Malcolm Pollock	Outsourcing Gloucestershire Music Service	CACDP8	0	0
Jane Burns	Vicki Hazard	Future Operating Model	CCPR1	1,500	1,500
Jane Burns	Rob Ayliffe, David Penney	Redesign of CESU functions	CESUP1	800	800
Jon Hall	Iain Bryson	Redesign & Merge of Emergency Management Service into GFRS	CSP2	200	200
Nigel Riglar	Heike Fanelsa	Police Contract	CSP4	2,150	2,150
Jon Hall	Maria Boon	Reduction of Community Safety Team	CSPB1	100	100
Eddie Coventry	Sally Bye	Future-Proofing Gloucestershire Registration Service	CSPB2	440	410
Jon Hall	Faye Sibson	Removal of Area Based Grant	CSPB3	659	659
Linda Uren	Stewart King	Area Based Grant	CYPB3	7,190	7,190
	Stewart King, Jo Grills	Learning & Development	CYPB4	1,200	1,200
Linda Uren	Francis Gobey	Targeted Young People's Services	CYPPR3	3,600	3,600
Jon Hall	Maria Boon	Road Safety Partnership	PR000233	125	125
			Total	**25,397**	**25,994**