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Meeting the Challenge

**Gloucestershire County Council's
Strategy 2011-2015**

(2013/14 update)

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Foreword by the Leader and the Chief Executive

In April 2011, we launched a new Council Strategy and embarked on an ambitious four-year programme of change. This programme was designed to transform the way the Council works by generating around £114m in savings, reducing management and other running costs and focussing our front-line services on protecting the most vulnerable people, supporting active communities and building a sustainable county. This was our response to the significant financial challenges facing the public sector and our contribution to the coalition government's commitment to dramatically reducing the nation's debt.

In this update to our Strategy, we report our progress to date, highlight some of our main achievements and reiterate our commitment to providing the services that Gloucestershire needs at a price its residents can afford.

We are now half way through delivering our Meeting the Challenge programme, and while the size of the challenge has not diminished, the Council is making great progress towards the goals we set ourselves. In areas like youth services, bus services and highways we are taking a radically different approach to the way that our services are provided, by working together with local communities, by joining with our partners in the public, private and voluntary sectors and by focussing on the things that matter most to local people. By March 2013 we will have saved £65m against our target, and are on track to deliver a further £32m in the coming year.

At the same time as delivering the Council's share of public sector savings, we are also investing in economic recovery. By investing £12m in the economy, we know this will bring many times more investment into the county. This investment in the county's future will help young people develop the right skills to get jobs, keep talent within Gloucestershire by helping first time buyers get on the housing ladder and improve the county's infrastructure from roads to broadband.

In the meantime, we recognise that the economic climate is making life tough for many local people and families, so for the third year running will be freezing council tax. Once again, the income this would have generated will be replaced by a grant from the national government.

The wider role of local government is also changing. From April 2013, under the national NHS reforms, the Council will take responsibility for public health. In Gloucestershire, we are building on a strong track record of partnership working with the NHS and other partners and we see this as a further opportunity to put the health and wellbeing of the local population at the heart of everything we do.

Bearing that in mind, the priorities and plans set out in this strategy have been developed in conversation and consultation with thousands of local people who understand the challenges the Council is facing and whose views have helped us design solutions. We are extremely grateful for the way that you have engaged with us to shape this Council strategy and are committed to continuing to work with our partners to provide the services that matter most to local people.

Cllr Mark Hawthorne
Leader

Peter Bungard
Chief Executive

Our Vision and Values

Our vision is to use the resources available to us to improve quality of life for Gloucestershire people.

Our plans are built on 3 clear values that will help to steer us through the years ahead. Applying these values will mean that the Council is not only smaller, but also more flexible and more responsive to local people's needs and expectations.

Living within our means

We believe that it's wrong to spend more than we can afford or to pass financial problems on to the next generation. This means we have to make difficult decisions now and focus on our priorities, manage our budgets and reduce our borrowing. We will do that by:

- Being as efficient as possible and saving money by joining up with our partners
- Making tough but necessary choices about the services we provide and taking responsibility for those choices
- Implementing cuts in government grants locally – where government has had to cut funding streams for specific services, we will not be able to afford to subsidise those services locally
- Reducing our debt and the burden it places on our revenue finances

Providing the basics

In the coming years we will have less money and will have to make sure we spend it where the need is greatest. Our role is to make sure local people get good outcomes from their services and we understand that it is the quality of the service that matters to local people, not who provides it. Our focus should be on:

- Improving outcomes for the most vulnerable children, young people and adults
- Providing the infrastructure and services that keep the county moving and working
- Making decisions that promote long-term sustainability
- Finding the best, most efficient way of delivering services which satisfy customers. If someone else can do a better job or make the money go further, then we should make use of their skill and expertise.

Helping communities help themselves

The Council is at its most effective when it is helping people to live successful lives as independently as possible and helping communities to help themselves. We believe that if you give power to local people you get better results and achieve better value. Our approach will be to:

- Give individuals more say about the services they receive and the support they receive
- Empower communities to do more themselves and giving them the tools they need for community action
- Recognise that some areas need more help than others and that, with a little support, they can get their ideas off the ground
- Support the transfer of buildings and other assets to community ownership so that they can become a hub for local activity - flexible and responsive to local needs.

Our Funding

This strategy is all about how we make a difference for local communities with the available funding.

We have already experienced two years in which the funding we get from Central Government has been reducing, and further radical changes to the way that we are funded will be introduced from April 2013. Not only will the trend of reducing funding continue into the future, but there will also be a number of other changes that will affect the Council's budget.

The main changes are

- Continued overall reductions to the grant funding we receive from Government, which will decrease in cash terms by £19.53 million or 4.6% between 2012/13 and 2013/14. Although the amount of funding we receive from Government will continue to shrink, we are being given more freedom over how we use it, as fewer grants will be restricted to being used for particular services.
- Councils will have responsibility for designing their own rules and system for reducing Council Tax for those who cannot afford to pay it in full. We are working with the District Councils to implement a new scheme, but although we welcome the move to a local scheme, the Government is assuming that we will be able to run it more efficiently, so we are expected to make significant local savings on the existing scheme.
- Along with our District Councils, we will receive a share of any extra money that is generated through growth in business rates.
- Further reforms to the way schools are run will mean that some of the funding that previously contributed to the cost of overseeing the local education system and supporting schools will now be paid directly to schools.
- Responsibility for public health will pass to the County Council, along with a ring-fenced budget.
- We will also receive additional funding for adult social care to reduce the demand on acute hospital care.

For the third year running, we will be freezing council tax. The council tax income we have foregone (equivalent to £4.4 million) will be replaced by a Government grant of £2.5 million and additional savings of £1.9 million.

The impact of some of the most recent changes is still becoming clear. We know that restraints on public spending will continue for the foreseeable future and we will continue to plan for a challenging financial future.

Let's Talk - What You've Told Us

In Autumn 2010, the County Council undertook a major consultation exercise which shaped this strategy. Around 5,000 residents and stakeholders engaged in our 'Let's Talk' campaign. Through this you told us which services local people are most interested in, which services you value most and where you think we should focus our efforts to drive down cost. This included a clear message that we should protect services for the most vulnerable people, with high levels of support for:

- Care for older people, vulnerable adults and vulnerable children
- Fire & Rescue
- Supporting thousands of voluntary carers

However, when faced with the financial challenges we face, people recognised and understood the need to make tough choices across the piece. In particular, people thought we should look first for savings in the following areas:

- Parking
- School transport
- Libraries
- Archives
- Life-long learning
- Trading standards & consumer advice
- Traffic improvement schemes
- Council-funded additional police officers
- Coroners
- Registrars
- Emergency management

Further consultation took place during December 2012 and January 2013 to support the updating of this strategy. This included local people, our key partners as well as staff, trade unions and professional associations. It also included particular consideration of the needs of those groups that are covered by the Public Sector Equality Duty. The results of this consultation will be used alongside the high-level analysis of local needs which we undertook earlier in the year (as set out in *Understanding Gloucestershire*) to understand and where appropriate to mitigate the impact of our decisions and to shape our strategy for future years.

This consultation reinforced the message that the Council should focus its resources on those in most need and, wherever possible, should help people to live independent lives. As a result, we are continuing to protect Adult Social Care budgets as well as focussing services on helping vulnerable people regain their independence.

The consultation also showed overwhelming support for County Council taking action to stimulate economic growth and create jobs for Gloucestershire. In response, we are announcing further investment in the county's skills and infrastructure.

Getting Our Own House in Order

Every pound spent on running the council is a pound that is not spent on front-line services. There is a cost associated with running any council but we will continue to minimise and reduce that cost. We will do everything we can to be as efficient as possible, reduce the council's running costs and get the best value from our assets.

We are making good progress with a fundamental review of the way the Council operates. We have reduced senior management costs and our back-office costs while focusing the Council on its core job of securing good outcomes for local people based on sound evidence of local people's needs.

We will look to share back-office services with other public sector partners, whether that means buying-in services at better cost than we can deliver them ourselves, or generating income or reducing costs by providing services for others.

Although we will employ fewer staff, we will continue to develop our workforce to be skilled and productive so that they can respond effectively to local needs. We will ensure that pay and rewards reflect the needs of the council and the prevailing economic and employment conditions. Technology will be a key, both to reduce the back-office support needed by managers, and to help customers access our services more easily online.

As our workforce gets smaller, we are also freeing up buildings and equipment to reduce running costs and our debt.

By doing all of this, we believe we can make Gloucestershire County Council not only leaner and more focussed but also more effective and responsive to local people's needs.

Since launching this strategy, we have...

- Slimmed down the Council's management structure, reducing the number of Group Director and Director posts by a third, and saving £700k.
- Saved approximately £1 million by negotiating better prices against existing contracts with our major suppliers.
- Reduced back-office costs by joining up with Gloucester City Council to deliver payroll services.
- Frozen member allowances.
- Reduced our levels of borrowing through debt redemption.
- Restricted recruitment to all but essential, front-line posts, and successfully renegotiated staff terms and conditions, saving £1m.

- Reduced our staff numbers by 1461 since March 2010, the vast majority of whom left on a voluntary basis or as a result of a fixed term contract ending.
- Reduced our office accommodation, freeing up surplus buildings such as the Hucclecote Centre and 68 Westgate Street and reducing costs.
- Launched a new, interactive website that allows customers to do more business with us online.
- Refreshed our focus on providing great customer service through our 'Think Customer' campaign.
- Taken advantage of the reduction in external inspection and government target-setting by paring back performance monitoring to those activities that are critical to our business.
- Exceeded our target to reduce carbon emissions by 10% by 2012 (from our 2006/07 baseline) and are on track to achieve our even more ambitious target of a 60% reduction by 2021.

Over the coming years, we will:

Focus on the customer

- Continue to improve the way we manage and report customer comments, compliments and complaints and using these and other sources of information to develop a better understanding of our customers' needs.

Management and administration

- Continue to drive costs out of the organisation's structure.
- Continue to make back-office savings across all areas by pooling resources, centralising specialist teams that are currently distributed across the council and significantly reducing staff numbers.
- Continue to use LEAN techniques and robust programme management to streamline internal processes, focus on customer needs and achieve efficiency savings.
- Consolidate all the Council's transactional services into a single Business Service Centre.
- Rely more on partner provision rather than direct employment.

Buildings and assets

- Reduce our overheads and generate capital receipts from selling surplus office accommodation and recycling or returning spare computers and other equipment.
- Rationalise our estate and share more of our buildings with partners wherever possible.
- Retain a core rural estate of 6400 acres and reduce the number of farms from 88 to 50. The receipts from the disposal will go towards reducing the burden of council debt.

Procurement

- Continue to reduce our energy costs and our carbon emissions.
- Reduce our transport costs by cutting business mileage and working with our partners to integrate the procurement, use and maintenance of vehicles.

How will we measure change?

- The overall savings delivered through Meeting the Challenge
- Total funds generated through sale of assets
- Monitoring of customer compliments, comments and complaints

Protecting Vulnerable People

Protecting vulnerable children, young people and adults is one of our most important areas of work. It accounts for a large proportion of our budget and we know from the 'Let's Talk' feedback that local people support our view that this should be a top priority for the council.

The way we look at social care is changing dramatically. We have begun to give people much more choice about the support they receive including, when possible, giving people direct control of the money we are providing. We need to make best use of available resources, and that means putting power directly in the hands of those receiving care to make good choices about what support they receive.

Over recent years we have improved the way we respond to children and young people who are at risk and are continuing to focus on reducing the pressure on those services by better targeting of preventative work. We have worked with partners to make sure that referrals are made only when appropriate and in the best interests of the child.

We also want to encourage closer working at a local level between different professionals and further integration of services with partners. This can provide a more rounded assessment of children's needs, seamless support tailored to individual needs and to allow safeguarding services to focus on those children who are most at risk. Through our Families First programme we will work with professionals across all sectors to provide focussed, co-ordinated support to families with high levels of need.

Over the coming years more service users will be able to make personal choices about how they use their personal budgets to meet their care needs. This process of change is already resulting in people moving away from traditional forms of support such as day centres and opting for community-based activities and provision. We need to respond to that by shifting resources away from traditional institutions, and into stimulating the market to provide innovative services and solutions that focus on integrating, community based activity.

Since launching this strategy, we have...

- Improved services for our most vulnerable children.
- Completely redesigned our youth services, putting in place a 5-year contract for an integrated service that focuses on targeted work with those young people who are most at risk.
- Further joined up NHS & Council services by preparing for the integration of Public Health into the Council and the creation of a Health & Wellbeing Board, whose priority has been the development of a Health & Wellbeing Strategy.
- Increased the percentage of social care clients who receive personal budgets, allowing them to make choices about what services they receive.

- Joined up the management of front-line NHS and Council services through our partnership with Gloucestershire Care Services, and made progress towards removing artificial boundaries for service users.
- Introduce fairer charging for those who can afford to pay and want to buy extra support.

Over the coming years, we will:

- Continue to increase the number of people who receive personal budgets and are in charge of their own social care.
- Stimulate and develop community capacity, helping organisations and groups to develop the services that social care clients want to use their personal budgets to buy.
- Drive down costs through smarter 'shopping', making more use of providers in the independent sector.
- Continue to transform services for vulnerable children, focussing child protection resources on those children who are at most risk and working in partnership with schools, health and other partners to provide high-quality, preventative support for other vulnerable children and young people.
- Provide flexible, focussed support to families with the highest levels of need through our Families First programme, through which we will deliver the Government's 'Troubled Families' initiative.
- Introduce a new, multi-agency specialist team bringing together social workers, substance misuse and mental health workers, health visitors and a speech and language therapist to provide intensive support to families with very high levels of need where children and young people are at risk of neglect.
- Focus on making sure that the support we provide helps children to either stay in or find safe and stable families.
- Work to reduce the number of people who self-harm or who die by suicide.
- Put a bigger emphasis on helping older people back to independence and recovery, recognising that many can return to full independence following a relatively short period of support.
- Ensure that users are properly involved in decisions about the viability of existing patterns of service.

- Joining up with other councils to develop and deliver care models that better meet people's needs including the development of a wider range of housing options, allowing us to reduce the number of residential care places across the County.
- Help people to stay active and healthy so that they can remain independent and enjoy a good quality of life into old age.
- Focus on targeting funding for housing-based support on people rather than buildings and developing more flexible models of locality-based support.
- Continue to work with partners to implement our Carer's strategy with a particular focus on inter-generational work.
- Improve the quality of life of those people who have dementia by helping to develop dementia-friendly communities.
- Increase our use of technology, including telecare, in helping people to live independently.
- Help older people to remain independent for longer by taking preventative action to reduce accidental falls.

How will we measure change?

- The percentage of social care clients being given control of their own budgets
- The percentage of social care clients receiving short-term services that help them back to independence
- A reduction in children returning into the Child Protection system for a second or subsequent time.
- The percentage of carers who receive a needs assessment and specific services from the Council

Supporting Active Communities

We want to help communities to do more themselves and give them more control over local services like schools, libraries and youth centres.

We know that Gloucestershire's army of volunteers already make a huge difference to thousands of people's everyday lives in their neighbourhoods, towns and villages. We want to work more closely with Gloucestershire's voluntary and community sector to stimulate innovation and encourage communities to step forward and take on new roles in providing local services and solutions.

We support the steps the government is taking to strengthen the autonomy and independence of schools. We will still continue to have an important strategic role in education but will focus our resources on ensuring access to high quality provision and helping those maintained schools which need particular support. We will also continue to offer support and back-office services to schools on a business-like footing, working closely with the schools community.

We recognise that some of the services we will have to stop are still important to local people, so we want to make it as easy as possible for communities to take over local centres or activities. Our commitment is that where we step away from a service, we'll create the opportunity for communities to step forward. This will include releasing assets to community ownership, offering community buildings at peppercorn rents, putting communities in control of services and providing support to make it happen.

We believe that not only is this approach more sustainable in the long-term, but that it will also make them more flexible to local needs.

Since launching this strategy, we have...

- Provided 38 community organisations with grants totalling £58k through the Supporting Active Communities grant scheme, helping them to make a real difference in their neighbourhoods.
- Agreed the takeover of 11 council buildings with community groups through our Big Community Offer.
- Launched "Highways – Your Way" – a Big Community Offer scheme giving towns, parishes and neighbourhoods the opportunity to take on delivery of highways services, seek match funding for high priority local projects and buy in additional services or equipment from the Council.
- Supported the launch of Gloucester Academy, working in partnership with the Academy's sponsor, Prospects Services and Gloucestershire College.
- Opened 4 new fire stations and our new Life Skills Centre.

- Worked with district councils to help community groups and voluntary organisations to provide a range of activities for young people.
- Secured a range of locality-based support and services for families through the re-tendering of our Children's Centre contract.
- Following strong feedback from the public, discontinued the discretionary funding of police officers from 2013.
- Reviewed and redesigned our approach to delivering a library service enabling greater community involvement.
- Scaled back lifelong learning, arts and culture to concentrate the services on areas that attract external funding or where income can cover the full cost.

Over the coming years, we will:

Working with communities

- Encourage people to play an active part in their communities by volunteering.
- Work with Town and Parish Councils to play a more active role where they are keen to do so.
- Support communities to take forward road safety activities and education.
- Encourage communities to promote healthy lifestyles through our schools-based Health Living and Learning programme, for example, our Healthy Living Pharmacy programme, health trainers programme and other health improvement services.
- Continue to provide a county-wide registration service which covers its own costs.
- Make the most of opportunities for a 'one-stop-shop' approach, where a range of services and activities are based in a single building.
- Focus our early years support on children and families who are most in need.

Schools

- Offer a range of value-for-money services to those schools who wish to buy them.

- Continue to ensure sufficient school places and intervene in those maintained schools where outcomes for pupils need improvement.
- As a result of the reduction in Early Intervention Grant, we will reduce our capacity for intervening in schools as more convert to academies.

How will we measure change?

- Total funding provided to community groups through our small grants scheme
- The number of buildings transferred to community ownership

Building a Sustainable County

Gloucestershire County Council is responsible for planning and delivering much of the infrastructure that keeps the county working and moving. The financial challenges mean that we need to find significant savings, but we are committed to doing this in a way that avoids creating problems for future generations.

We will prioritise those services that keep the county running, that make Gloucestershire an attractive place to do business, and that directly protect the public from harm.

Working with local business through our Local Enterprise Partnership, the Council will promote economic growth through an innovative economic stimulus programme attracting investment into critical infrastructure, major transport schemes, work based skills and the housing market.

Our approach to the highways network will see a shift in emphasis to a core maintenance service, to reflect the tighter financial limits over the short to medium term. The service will continue to focus on maintaining the county's roads in a safe condition, cost savings and opportunities for joining up services with partners to better meet the needs of local communities

We want to take a joined up approach to the transport network. We recognise that different solutions are needed for large urban centres, smaller towns and rural villages. We want to make sure that the money we put into passenger transport is being used as effectively as possible and is focussed on getting people to work, school and essential services.

We will also continue our efforts to reduce our carbon emissions and to reduce the amount of waste that we send to landfill.

Since launching this strategy, we have...

- Delegated £10,000 to each County Councillor to spend on local highways schemes and priorities.
- Focussed on essential repairs to our roads, filling 76,201 potholes since this strategy was launched and exceeding our targets for emergency repairs.
- Invested £1m in strengthening roads, including repairs to those roads that were worst affected by the severe winter weather at the end of 2010.
- Completely redesigned our bus network, generating savings of £2m while making sure that people can still access essential services.
- Introduced new, fairer charging policies for home to school transport.
- Signed up to a Joint Waste Committee with District Council partners that will help us to progress towards our long-term recycling targets.

- Invested significant amounts of money into building our resilience to flooding.
- Continued to reduce the levels of waste going into landfill and to progress our plans for a new residual waste facility.
- Reshaped our planning department to focus on our statutory responsibilities.
- Launched a new Local Enterprise Partnership with the local business sector.
- Brought our Emergency Management service into the Fire & Rescue Service and focused our Trading Standards service on enforcement and risk management, reducing costs across both areas.
- Invested £12 million to bring in many times more investment into the county, to help grow Gloucestershire.
- Putting £1million into youth employment and created apprenticeship opportunities across County Council departments.
- Helped keep talent within the county by providing low interest, local authority loans to 42 first-time buyers.
- Contracted with BT to secure the roll out of Next Generation Access Broadband across the County by 2015 (three years ahead of our original target).

Over the coming years, we will:

Supporting business

- Work with our Local Enterprise Partnership to address the infrastructure constraints to economic growth through the government's Growing Places Fund.
- Promote, and where appropriate lead, major transport infrastructure improvements, including the delivery of Cinderford Spine Road and the development of Elmbridge Park and Ride and junction capacity improvements.

Skills

- Help young people develop the skills employers are looking for and make sure young people and employers can access information & support they need.
- Make it easier for young people to get work experience and share the good practice already taking in place in schools and businesses.

Roads

- Continue to provide £10,000 to each County Councillor to spend on local highways priorities.
- Focus on carrying out essential maintenance and repairing potholes, scaling back plans for road building and park-and-ride improvements.
- Concentrate on responding to problems reported by the public and local communities whilst reducing the amount spent on routine inspection and monitoring of street lighting and road condition.
- Work closely with District Councils and Parish and Town Councils to provide joined up services.

Community Safety

- Ensure we have the right fire and rescue equipment, specialist rescue appliances and crewing levels for aerial appliances in order to take advantage of the location of new stations.

Parking

- Reinvest parking revenue in passenger transport and roads, introducing new parking schemes and making savings through smarter procurement and reviewing charges.

Waste Management

- Trust people to make the most of the new collection schemes being introduced by District Councils, integrating promotions and campaigns aimed at persuading the public to recycle more into our mainstream communications.

Renewable Energy

- Move towards a carbon-neutral position across our estate by maximising income from the generation of renewable energy from our property assets.

Flooding

- Continue our huge investment in flood alleviation schemes with an additional £1m, and £1m for flood-related highways repairs.

How will we measure change?

- The number of potholes and road defects repaired
- The reduction in the amount of waste going into landfill
- An increase in the amount of renewable energy generated from the Council's estate over the lifetime of this strategy
- The reduction in carbon emissions from Council buildings and transport

Appendix: How we will measure our performance

As part of our New Operating Model, the Council is introducing an Outcomes Framework that sets out our intent and aspiration for local people. The Council's balanced scorecard has been aligned to this framework to help us to track and manage the performance of the Council at a strategic level.

Outcome 1: Vulnerable children and adults are safe from injury exploitation and harm	
Youth support	Rate of first time entrants to the youth justice system aged 10-17 (NI111)
	Rate of proven re-offending by young people in the youth justice system (NI19)
Children in Care	Average weekly cost of internal & external foster and residential placements
	Looked After Children reviewed within required timescale (NI66)
	Number of looked after children with three or more placements during the year (NI62)
	Stability of placements of looked after children: length of placement (NI63)
Children's Social Care	Percentage of initial assessments carried out within ten working days of referral
	Average spend per child receiving commissioned services/goods through Budget Holding Lead Professional
Safeguarding	Number of children on a Child Protection Plan for two years or more
	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time (NI65)
	Number of children and young people subject to a Child Protection Plan (rate per 10,000)
Outcome 2: People with a disability or limiting long-term illness live as independently as possible	
Adult Social Care	Percentage of social care clients receiving Self Directed Support
	Percentage of Carers receiving needs assessment or review and a specific carer's service, or advice and information (NI135)
	Unit cost of all Adult Social Care services
Outcome 3: People live healthy lives as free as possible from disability or limiting long-term illness	
Adult Social Care	The number of adults of all ages receiving preventative/enablement services in the community funded by Adult Social Care
Public Health	The percentage of pregnant women smoking at the time of delivery
	The number of smokers quit at 4 weeks
	The percentage of eligible patients offered a NHS health check
	The number of drug users that left drug treatment successfully who do not then re-present to treatment again within six months as a proportion of the total number in treatment (aged 18 and over)

Outcome 4: People and communities are active and resilient	
Fire & Rescue	Number of accidental dwelling fires
	Number of deliberate dwelling fires
	Net revenue cost of fire service per head of population
Trading Standards	Cost of service per enquiry / request
Registration	Cost of Registration Service per registration
Coroners	Cost per Coroners Service per head of population
Libraries & Information	Number of unique users
	Cost per user
Highways	Number of potholes and road defects repaired
	Cost of structural maintenance per km
	Principal road condition (NI168)
	Non-principal road condition (NI169)
	Unclassified road condition (BVPI224b)
Road Safety	Number of killed and seriously injured people
	Number of killed and seriously injured children
Floods	Percentage delivery of the gully emptying programme
Outcome 5: People can access education, training, work and essential services	
Public Transport	Number of bus services in receipt of subsidy
	Number of community transport journeys
	Cost per journey (community transport journeys)
	Average cost of five most expensive rural subsidised bus journeys/head
	Average cost of five most expensive urban subsidised bus journeys/head

Outcome 6: Young people reach adulthood with the skills and self-confidence they need to make a positive contribution to the economy of the County	
Outcome 7: Vulnerable children and young people have the basic skills and support they need to live successful lives	
Youth support	Number & percentage of young people aged 16-18 who are not in education, employment or training (NEET)
Children in Care	Looked after children achieving five A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) (NI101)
	Care leavers in suitable accommodation 2 years after leaving care (NI147)
	Care leavers in education, employment or training two years after leaving care (NI148)
Home to School Transport	Number of pupils entitled to school transport
	Average cost of home to school transport per pupil (by category - SEN, Primary, Secondary and Special Schools; and total average daily cost)
Lifelong learning	Total number of learners
Outcome 8: Gloucestershire and its communities are attractive places to live, work and invest, now and in the future	
Climate Change	Renewable Energy Generation from the Council Estate (kWh and percentage of total energy consumption)
	Council Carbon Emissions, buildings & transport (inc schools) (tonnes of CO2)
Waste	Overall residual waste arisings (except household recycling centres)
	Residual household waste per household (NI 191)
	Percentage of household waste sent for reuse, recycling and composting (NI 192)
	Percentage of municipal waste landfilled (NI 193)
	Average cost to dispose of 1 tonne residual waste
Outcome 9: Good value for money for local citizens	
Human Resources	Total number of staff/headcount FTE exc. schools/fire
	Days lost to sickness per FTE (exc. schools)
Finance	Forecast Year End Budget Outturn
	Total in year savings delivered through Meeting the Challenge
Property	Funds raised from asset sales (Capital receipts)
Legal	Number of complaints upheld by Local Government Ombudsman
Customer services	Total number of Customer Services contacts
	Average cost per contact through Customer Services
	Number of social care complaints received this quarter
	Number of social care compliments received this quarter