

Meeting the Challenge 2:
Together We Can

Gloucestershire County Council's
Strategy 2015-2018

(2016/17 update)

18 January 2016

Contents

	Page
1. Foreword	3
2. Our Vision and Values	4
3. Our Context	6
4. Our Funding	7
5. Our Approach and Your Response	9
6. Active Individuals	11
7. Active Communities	13
8. Getting People Back to Independence	15
9. Being There When We're Needed Most	17
10. Providing the Infrastructure for a Thriving Economy	20
11. Getting Our Own House in Order	22

1. Foreword by the Leader and the Chief Executive

These are times of unprecedented change for Gloucestershire County Council and our partners. We are facing considerable challenges at the same time as enormous opportunities. The challenges take the form of rising demand for the services we provide to the most vulnerable children, adults and families at the same time as facing continued reductions to our funding. The opportunities are about our relationships – with local people and communities, with our partners and with Central Government.

The Chancellor's Autumn statement signalled a fundamental change in the way Local Government is funded with the announcement that grant-funding from central government will be phased out, while councils will retain the rates raised from local business.

Alongside this, we have been at the forefront of negotiations with Whitehall for a devolution package which, if agreed, will provide us with the tools and incentives to drive economic growth and join up public services with our partners to a degree that hasn't been possible before.

Gloucestershire County Council is in a great position to benefit from these changes. Having delivered £114m of savings from our budget since 2011, last year we launched the next phase of our strategy Meeting the Challenge: Together We Can.

We consulted extensively on this strategy last year and received overwhelming support for our proposed approach. A year on this strategy is helping us to change the way we think about, plan and deliver support for vulnerable people.

We are working with partners to provide people with information, advice and guidance that will help them live healthy lives and plan effectively for their future. We are working alongside communities and local groups to help them support local people to live independently. Where people need the Council's support, our first focus is on short-term interventions that help people back to health, wellbeing and independence and where our long-term support is needed, we are working in ways that help people to stay connected to and supported by their communities.

Alongside this, we are working to ensure that Gloucestershire continues to be a great place to do business, by negotiating significant investment into the county, securing and delivering major infrastructure improvements and by helping local people develop the skills that will fuel our local economy.

This update of our strategy reflects the progress we have made and sets out our response to the new challenges that have arisen and the new opportunities that have presented themselves.

Cllr Mark Hawthorne
Leader

Peter Bungard
Chief Executive

2. Our Vision and Values

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

Our plans are built on three clear values that have informed the direction we are taking and the decisions that we will make in implementing this strategy:

- Living within our means
- Doing the right thing
- Helping communities help themselves

Living within our means

We simply can't afford to spend money we haven't got. This means we have to focus on our priorities in order to manage our budgets and reduce our borrowing.

We will do that by:

- Being as efficient as possible and saving money by joining up with partners to increase our buying power and reduce costs.
- Making tough but necessary choices about the services we provide and about what we will and won't do.
- Implementing reductions to government grants locally – where government reduces funding for specific services, we will not be able to afford to subsidise those services locally.
- Reducing our debt and the cost it places on our revenue finances.

Doing the right thing

In the coming years we will continue to have less money and will have to make sure we spend it where the need is greatest and where we know it will make the biggest difference. We want 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 will be on:

- Understanding what matters most to local people and finding the best, most efficient way of improving them.
- Making a difference for the most vulnerable children, young people and adults.
- Providing the infrastructure and services that keep the county moving and working.
- Making decisions that take account of the long-term, as well as immediate challenges.
- Finding the best, most efficient way of delivering services. 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 giving power to local people gets better results and better value.

We will:

- 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.
- Work with communities and partners to build their capacity so that they can do more for themselves.

3. Our Context

For most people in Gloucestershire outcomes are good and, if you look at the county as a whole, we have high levels of educational attainment and employment, good health and a high quality of life.

Nevertheless, we know that this is not everyone's experience, and that for those in greatest need, outcomes are much poorer. A significant number of people rely on the County Council and our partners to help to meet their needs and then to live fulfilling lives. The number of vulnerable people is growing, creating more demand on Council services. This is because:

- The population is growing and people are living longer – The number of people in Gloucestershire aged over 85 whose day to day activities are limited a lot by long term illness and disability is predicted to rise by over a quarter by 2021.
- Medical advances – Children who are born with a disability are more likely to survive into adulthood and people can live much longer with a serious disability.
- Changes to community and family life – Families are more likely to live further away from each other than in previous generations. That makes it more difficult to care, for example, for an elderly parent who is beginning to struggle.
- Changing public expectations – The growth of the internet and social media mean that public services are much more visible to local people. The publicity surrounding a single incident somewhere in the country can increase demand for our services overnight. This is particularly true of those services that are concerned with keeping vulnerable children or adults safe.
- Despite its overall affluence, we still have areas of Gloucestershire amongst the most deprived 10% in the country.

While much of this change is positive, it does mean that our services were designed in a completely different era. If we carry on trying to respond in the same ways, those services will become overwhelmed, cost more than we can afford, and deliver increasingly poor results for the people that rely on them.

Instead, we need a response that is suited to today's opportunities and challenges – one that fits with the way people live their lives, builds on the strengths of our communities and focuses the Council's resources where they can be most effective.

4. Our Funding

Currently, funding for Council services comes from two main sources: grant funding from Central Government and Council Tax from local residents. Although we only have a grant settlement from Central Government for 2016/17, based on announcements about public sector spending as a whole, we know that this funding will continue to reduce over the coming years. In addition to reducing our overall level of grant income from Central Government, the latest settlement removed £2.1 million from our Public Health Grant and made significant changes to the way that education budgets are allocated.

We also know that we will face unavoidable cost increases as a result of inflation, increased demand for council services and other service pressures.

However, over the same period, changes to the way that councils are funded will give us more autonomy, more control over our income and more incentives to grow the local economy.

Overall, we know that we will have less money to spend, and that the remaining money will have to go further. At the beginning of last year, we estimated that taken together, these factors would require us to deliver savings worth £75m over the period of this strategy

As the diagram below shows, services for children and families and vulnerable adults together make up well over half of the Council's 2015/16 budget. For this reason, we cannot afford to exclude them from the need to make savings, but we do believe that, by focussing relentlessly on outcomes, we can improve the way we support the most vulnerable people as well as reducing spending in these areas.

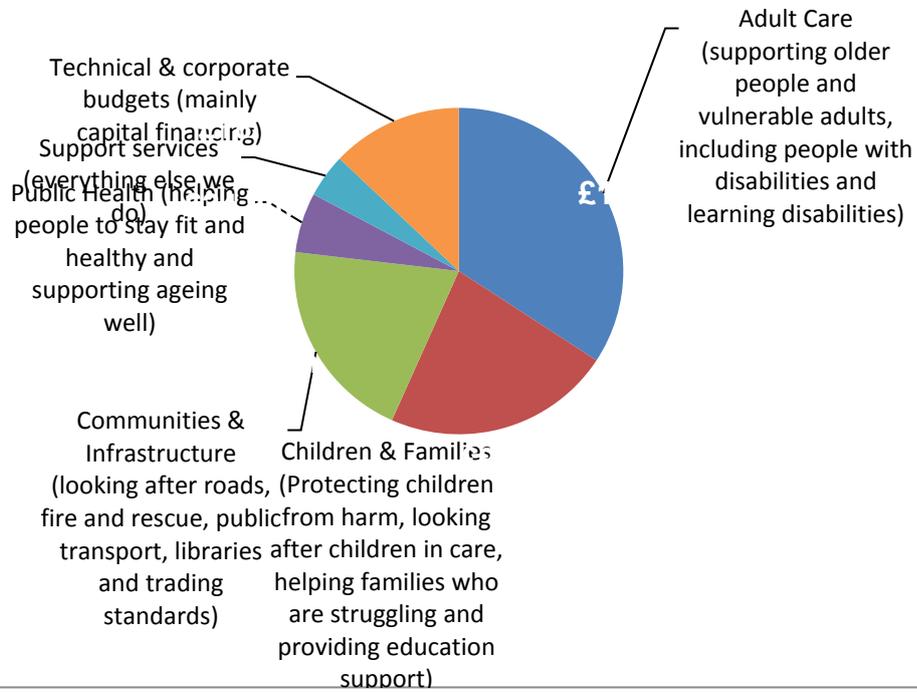
One year on, demand for our services is continuing to grow. Although thanks to some of the changes we are making, the number of adults needing long-term support from the Council has not increased, the cost of providing care to meet their needs is getting higher and that places additional pressure on our budget.

In line with national trends, we are also seeing higher demand for services for vulnerable children. The past year has seen an increase in the number of referrals to safeguarding services, an increase in the number of children who need our support and ultimately an increase in the number of children coming into our care.

In recognition of these national pressures, the Government has offered us the opportunity to raise an additional 2% levy on Council Tax to fund the growing cost of social care. As a result, having frozen Council Tax since 2010/11 we have decided that we cannot afford to miss this opportunity to protect services for the most vulnerable members of our community.

We will not allow this to slow the pace of change, and we remain committed to keeping Council Tax low and relentlessly pursuing every opportunity to reduce costs, improve the efficiency of all of our services and focus on the things that make the most difference for local people.

2015/16 Budget*



* As per the approved MTFS Feb 2015

5. Our Approach and Your Response

Faced with the need to continue to make the money we receive go further, we are, of course exploring every opportunity available to us. We will continue to focus on “getting our own house in order” - delivering services as efficiently as possible in order to minimise the impact of savings on our service users.

However, we believe that efficiency alone is not enough, and along with other councils up and down the country, that we need to make a fundamental shift in the way we deliver services to make them suited for today’s challenges and opportunities.

We have a 4-stage approach that describes how the Council works with individuals, families and communities to make sure that we are able to be there for the most vulnerable people when they most need our help.



Being there when we're needed most:

- Providing specialist support for those who really need our help
- Targeting long-term care on people with complex needs

Getting people back to independence

- Providing intensive support for a quick recovery following injury or trauma
- Effective short-term interventions that let families help themselves

Active Communities

- Investing in community capacity and building on existing support
- Providing support for people to do more for themselves, their families and their communities

Active Individuals

- Helping people to make the right life choices like being fit and healthy
- Signposting people to what they need within their own communities

Throughout this approach we will focus on making a difference for local people. The Council's Outcomes Framework is included as an appendix to this strategy and describes our ambitions for local people and some of the measures we will use to monitor progress.

We recognise that not only is this 4-stage approach a significant change in the way the Council thinks and works, but also that it has implications for Council partners, local communities and service users. In particular, we are working jointly with the Gloucestershire Clinical Commissioning Group (GCCG) to ensure that our strategies align and a number of the objectives within this strategy are shared objectives that are also reflected in GCCG's draft Sustainability and Transformation Plan.

In short, we know that we can't deliver this strategy alone. For that reason, last year we undertook an extensive engagement and consultation exercise involving over 2,700 local people through roadshows, community and staff workshops and an online questionnaire.

The results showed clear and consistent support for our proposed approach, and a willingness to work with us to make it happen. The results also helped us to identify those areas where we need to do further work to refine or develop our proposals. In particular, people gave us the following messages:

- When reviewing those buildings and areas of land that the Council no longer needs, we should consider all options for their future use including transferring them to community ownership and using them to generate income, as well as selling them in order to pay off debt.
- While people overwhelmingly support a move to provide more Council services and information online, we do need to keep opportunities for face-to-face or telephone contact for those people who do not have internet access and for those instances when personal contact is important.
- Individuals and communities are willing to take on a bigger role in helping people to stay independent longer, but the Council has an important role to play in acting as a catalyst and making it easier for people and groups to take on new roles.
- The Council needs to give communities time and practical help to step forward in areas where we are stepping back.

All of the feedback received has helped us to develop this strategy further and to ensure that we are meeting our responsibility under the Public Sector Equality Duty to pay due regard to the needs of those groups whose characteristics are protected under the Equality Act¹.

The following chapters describe how we will apply our proposed approach and what we think it will mean for communities, services and service users.

¹ Full details of the consultation are available online at http://togetherwecan.gloucestershire.gov.uk/repository/documents/MTC2_Phase_1_Consultation_Report.pdf

6. Active Individuals

Everyone can take steps to reduce the chances that they will need to rely on council support in future. By making healthy lifestyle choices, keeping active and planning for the future, people are less likely to end up needing care and support from the state.

The County Council can help people stay active by providing access to information advice and support that can help them make the best choices for themselves and their families. When people have to deal with a crisis in their lives or need to make changes in order to remain independent, we will make sure they can access the advice they need.

Our evidence suggests that more people would prefer to use the Council's websites to access information, find out about a service or report an issue than are currently able to do so. When people want to do things like report a pothole or a broken streetlamp, find equipment to help them live independently or follow up a request for a service, it makes sense for the public and the Council if information can be easily accessed online.

We know that not everyone has internet access, and some people will still want to deal with a real person, so we won't phase out other ways of getting in touch entirely. By making more services available online, not only will we make it more convenient for those who prefer to access services via the internet, but we will also be able to save the Council money and free up phone lines for those who need them.

Since launching this strategy in April 2015, we have:

- Upgraded our People's Network PCs, making it easier for people to get online who don't have internet access at home.
- Introduced free Wi-fi to all our libraries.
- Made improvements to specific areas of the Council's to make it easier to access services online. This has included improving the process for van bookings for our Household Recycling Centres, and making it easier to find out about Adult Education courses.
- Launched a new mobile application to help people with a Learning Disability into employment.
- Mapped the county to identify all those places where members of the public can access the internet securely and safely and targeted training on those areas of the county with the lowest levels of internet use.

Over the coming years, we will:

- Continue to increase the range of services available over the Council's website and via social media whilst preserving other channels for those that cannot access services via the internet. The next phase will include making it easier to report problems with the county's roads online.

- Review all of the information, advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help.
- Carry out a place-by-place review of the Council's presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties.
- Continue to build on the Council's strong track record of helping people with disabilities into paid employment and suitable accommodation.
- Review the concessionary travel scheme to ensure it promotes independence and keeps valued services commercially viable.
- Review how we support public and community transport so we can continue to help people get to essential services at a price taxpayers can afford.
- Review and challenge all the Council's public health contracts to focus on those which do most to improve the health of our local population and reduce dependence on social care in the long-term.
- Continue to improve signposting of services for vulnerable people and their carers, making sure that people have access to good quality information and advice.

We will measure success by:

- An increase in the number of people who access services on the Council's website.
- A reduction in the transactional costs associated with contacting the Council.
- An increase in the number of people with learning disabilities who are in sustained employment.

7. Active Communities

Despite the fact that it accounts for an increasing share of our budget, it is relatively unusual for people to need the council's help in order to live independently. With the help of family, friends and neighbours, most manage without the council intervening. Thousands of people across the county provide formal or informal care and without that support, the council would be completely unable to meet the demand for its services.

We also know that loneliness and isolation can quickly lead to a loss of independence and people coming to rely on the council's help. We believe that, working closely with colleagues from the NHS, we can help communities to identify those individuals who are at risk of becoming lonely or isolated, then help those individuals to find support within their own communities.

Similarly, an unexpected change or other event or emergency can lead to parents struggling to cope with the everyday demands of family life. When this happens, we want them to be able to find help, support and advice within their own communities.

We know not every community can respond in this way, and that the Council has an important role to play in supporting community capacity building, promoting volunteering and helping community groups.

The Council also has a role in working with local communities to shape their local identity, build resilience and cohesion and maintain the physical environment. Our approach is to be as flexible and adaptable as possible to local need, working in partnership with parish councils and other community organisations at a local level.

Since launching this strategy in April 2015, we have:

- Supported a huge variety of grassroots community activity by providing over 300 Active Together Grants worth £1.6m.
- Provided 60 grants worth £90k for activities for children and young people.
- Agreed an 'Active Communities' policy with partners to make sure that we work together to harness the energy of local communities to help themselves and provide support for people at risk of becoming lonely or isolated .
- Agreed a new Integrated Risk Management Plan for our Fire and Rescue service, focussed on working with communities to prevent emergencies and keep vulnerable people safe
- Launched a pilot scheme through the Fire and Rescue service where fire safety volunteers can offer fire safety assessments in people's homes
- Carried out £560k worth of repairs and improvements to local roads through 181 Highways Local schemes, with more planned for completion before the end of the financial year.

- Worked with local schools to make sure there are enough places for a growing population of children and young people.

Over the coming years, we will:

- Continue to make funds available at a local level to respond to the specific needs of local communities.
- Continue to work with the Health Community Team to help GPs and other professionals to signpost to sources of help within communities.
- Introduce a joint-commissioning framework with Health for Children and Young People, so that we can continue to offer flexible, comprehensive, community-based support that targets prevention on those children and families who need it most.
- Continue to focus the Fire & Rescue Service on prevention, making our priority preventing emergencies before they happen, helping reduce fires and accidents and making more use of retained and community fire-fighters where possible to build community resilience.
- Work jointly with health partners on asset based community models, led by service-users, that build their capacity and give a strong voice to their members.
- Expand existing children's centres childcare facilities to meet government proposals to increase the nursery education entitlement to 30 hours a week for 3 and 4 years olds of working parents.
- Maintain the current network of Gloucestershire children's centres as the basis for early education and childcare for targeted families, informal support for families delivered by communities and bases for professionals who work with families
- Use the results of the current consultation to shape and reconfigure children's centre and Families First Plus staff teams to provide a locality based and integrated family support response in the most deprived areas.
- Continue to use our Supporting People programme to provide targeted housing-based support for vulnerable adults and young people and to build capacity at a community level.

We will measure success by:

- Evaluating the impact of locally delegated budgets
- The number of community projects supported

8. Getting People Back to Independence

When people need our help, following an accident, emergency hospital admission or other crisis in their lives, our focus will be on giving them support to help them back to independence.

We already provide Reablement to people following a stay in hospital, but we do not do as well as some councils in helping people return to and remain in their homes. We think this is an area where we could do better, both through making better use of Telecare technology, and by providing more intensive support, focussed on re-building their confidence and helping them to look after themselves.

In the case of Children and Families, our focus will be on more short-term help to make a lasting difference. Families can get caught up in referral and assessment processes when what they really need is quick access to help and support. We want to keep families together within the community wherever possible, preventing family breakdown by providing more effective early support and more decisive intervention in the lives of children who are at risk.

Since launching this strategy in April 2015, we have:

- Continued to work closely with local hospitals to make sure that people are discharged as quickly as possible once their medical treatment is finished and they are ready to return home or move into another care setting, keeping delays amongst the lowest in the country.
- Begun the process of re-commissioning our Domiciliary Care services to ensure that they focus on improving people's outcomes and, whenever possible, increasing their levels of independence.
- Implemented the Children & Families Act, replacing Statements of Special Educational Need with new Education, Health and Care plans based on a more rounded view of a child's needs.
- Introduced a completely new approach to helping vulnerable children and young people get to school, college or training to make sure that access to education is considered as part of the wider needs of the young person and their family and our support is targeted where it is most needed.
- Won an award from the Municipal Journal in recognition of the joint work between service users and our Disability Team in reviewing the quality of service provision.

Over the coming years, we will:

- Extend the provision and speed up the delivery of Telecare technology to promote independence and personal safety
- Recommission our Reablement service to improve performance and provide a stronger focus on helping people back to independence

- Continue to work with schools, health and other partners to establish a clear, comprehensive early help offer for children and families
- Continue to ensure that social workers can focus more on intervention and less on assessment, providing specialist support for those who really need our help.
- Complete the recommissioning of Domiciliary Care contracts
- Seek to move investment away from lengthy placements for children and families and into evidence-based programmes and interventions
- Work with our partners in the criminal justice sector to join up public protection and safeguarding practice in order to tackle child sexual exploitation, domestic abuse and sexual violence, reduce youth offending and improve outcomes for some of our most vulnerable children and families, using our devolution bid to develop a whole systems budget approach.
- Work with commissioners and providers across the whole health and social care system to deliver joined up care and contain the costs associated with a rapidly ageing population, seeking devolved powers from central government to shift resources to best solve local problems.
- Review all mental health contracts to ensure the right balance between community-based support, short term support and longer term care.
- Review our public health budget in order to deliver the grant reductions from Central Government while ensuring that the remaining investment supports the Council's priorities within the strategic approach we have agreed with partners.

We will measure success by:

- An increase in the number of people remaining at home following Reablement
- A reduction in re-referrals and re-registrations in Children's Services and a reduction in the average length of time spent in care.

9. Being There When We're Needed Most

We want to be there for those who need us the most, even if that means making difficult decisions about what else we do and how much we spend doing it.

We also believe we can improve the way we provide long-term care to vulnerable people and those with physical and learning disabilities. Gloucestershire supports far more people in nursing care than similar authorities. This reduces their independence and separates them from their friends, families and communities. It also often costs more than the alternatives. We want to reduce the number of people we admit to nursing care, not only because it makes financial sense, but also because it is the right thing to do for the individual concerned. We want to focus on providing community-based care that works alongside the support people get from their families and neighbours.

We also want to increase the choice people have over the care they receive. We are doing well in providing service users with personal budgets, but do not currently make as much use as we can of direct payments – putting people's budgets directly in their control.

We will continue to champion the needs of children across the Education system, working in partnership with schools to achieve good standards and to make sure Gloucestershire children get the start in life that they deserve.

We want to be there for children and families when they are struggling to cope. Our aim is to reduce the number of children in care by helping families to avoid getting to the point of crisis and by reducing the length of episodes in care by focussing on helping children and young people find safe, secure homes either with their natural families or through adoption.

Since launching this strategy in April 2015, we have:

- Maintained a focus on performance and quality in the face of increased demand for both adult and children's services.
- Reduced high levels of admissions to residential and nursing care, bringing us in line with similar areas.
- Recruited an additional 50 children's social workers in order to reduce turnover and lay the foundations for a more stable, experienced workforce in the future.
- Secured £1.5m through the Department of Education's Innovations Programme to develop different ways of working with vulnerable young people to improve their outcomes and reduce risk.
- Implemented a transformation plan for Children's mental health with the Clinical Commissioning Group and other partners and piloted a schools-based approach to improving children's mental health.

- Strengthened the line management of adult social care teams to ensure a strong focus on achieving the best possible outcomes with our resources.
- Renegotiated some of biggest contracts with social care providers to ensure that we continue to secure the best possible value for money for our most vulnerable service users.
- Created a specialist brokerage team to purchase all placements to ensure that the Council gets the best possible value for money.
- Rolled out Electronic Call Monitoring to all providers of Learning Disability services to make sure that service users get the support they need, to provide extra reassurance to families and to help with the accurate processing of payments.

Over the coming years, we will:

- Invest significant additional resources into Children's social care in order to keep a strong focus on quality of practice in the face of increased demand.
- Continue to make more use of community-based care and rely less on residential and nursing care in order to bring us broadly into line with similar areas.
- Extend Electronic Call Monitoring to providers of services for older people and people with physical disabilities.
- Standardise the way we purchase and provide transport for vulnerable adults in order to get the best possible deal for the Council.
- Bring together services for children and adults with disabilities into a single, all-age, all-disability service.
- Develop the capacity and capability of providers to care for and address the needs of adults, children and young people with challenging behaviour.
- Reduce the time it takes for children in care to either be able to return home or to be placed with an adoptive family.
- Develop alternative options for children, especially teenagers, to avoid them needing to come into care.
- Simplify the administration of direct payments across personal social care and health budgets.
- Review our Fire and Rescue Service's operational response in order to provide a more flexible service based on a thorough understanding of the actual risk to people within our communities, using technology where appropriate.

We will measure success by:

- A reduction in the number of older people in residential and nursing care
- A reduction in the number of looked after children
- Feedback from service users about the quality of the care they receive
- An increase in the use of direct payments

10. Providing the Infrastructure for a Thriving Economy

Jobs, business and growth are crucial to the wellbeing of Gloucestershire people. As a council we will continue to work hard to support Gloucestershire businesses and employers.

We have a particular responsibility, working with partners in both the private and the public sector for creating the infrastructure and environment for a thriving economy. This includes maintaining safe, functioning roads, disposing of the county's rubbish, promoting economic development and growth, helping people to develop the skills for a thriving economy and securing investment in critical infrastructure.

As the national economy recovers, it is important that the County is ready to respond to the opportunities this presents. That means making sure we have an infrastructure that works and is attractive to potential investors, and that we have coherent, well-reasoned plans ready in order to attract grant funding from central government.

Since launching this strategy in April 2015, we have:

- Continued to roll out superfast fibre broadband to nearly 90% of local homes and secured a further £2m of funding from Government for the next phase.
- Won Large Project of the Year award at the Institute of Highway Engineers West Mercia Awards for our work on improvements to the 'Cheltenham and Gloucester' and 'Walls' roundabouts.
- Continued to invest at least £2.1m a year in flood alleviation.
- Achieved full planning permission and agreed to project manage the Cinderford Northern Quarter road, with work anticipated to start imminently.
- Received full planning permission for the Elmbridge roundabout project with work scheduled to begin on site in Spring 2016.
- Secured Government confirmation that a solution to the A417 'Missing Link' scheme will be brought forward and construction is due to start in 2020.
- Attracted over £4m in Government funding and negotiated a deal with the Police and Crime and Commissioner that will unlock the regeneration of the Blackfriars area of Gloucester City Centre and the refurbishment of Shire Hall.
- Awarded a contract to Skanska to introduce LED street lighting across the County, which will reduce the Council's carbon footprint and save £22m over the next 12 years.

Over the coming years, we will:

- Join with our partners to negotiate a 'devolution deal' with Central Government in order to accelerate economic growth and improve productivity.

- Seek devolved powers over national funding streams for training, skills and apprenticeships in order to target resources more effectively, tackle worklessness and support vulnerable young people into employment by helping them to develop the skills that local employers need and value.
- Continue the roll out of next generation broadband across County with the aim that everyone in Gloucestershire will have access to the broadband services they need.
- Deliver further transport improvements across Gloucestershire, funded via the Government's Growth Deal process.
- Continue to work with District Councils to reduce and reuse waste, improve recycling rates and stop waste going to landfill
- Use the money available to ensure investment in highways is spent where it's most needed and that we maintain a safe and functioning road network
- Save money through the new highway contract
- Support Gloucestershire's Local Enterprise Partnership to deliver its Strategic Economic Plan
- Maximise resources secured through the planning system for investment in critical infrastructure, such as highways and schools.
- Use land the Council owns to create economic growth and employment opportunities.

We will measure success by:

- The amount of external funding secured to support the County's infrastructure
- Coverage of next generation access broadband
- A reduction in the rate of residual household waste
- The number of apprenticeships created

11. Getting our Own House in Order

We will keep the Council's running costs to a minimum. That means, as the Council's overall budget decreases, so should the amount that is spent on activities that do not directly provide services to the public.

Over the past five years, we have done exactly that, making significant savings. We will do the same in the future.

Our support services are increasingly focussed on supporting the delivery of the Council's strategic programmes, managing areas of highest risk and driving change on the front-line.

We want Gloucestershire County Council to continue to be a well run council that is transparent, accountable and focussed on what matters to local people.

Since launching this strategy in April 2015, we have:

- Delivered over £20m in savings
- Rolled out new ICT through the Worksmart programme to support flexible working across the Council's workforce and provide opportunities to reduce the amount of office space needed.
- Continued to generate revenue savings through the sale of Council property that is no longer needed.
- Established a new partnership with Gloucester City Council, including the appointment of a shared Managing Director/Commissioning Director.
- Submitted a devolution bid to central government that, if agreed, will give local partners the powers, tools and incentives to accelerate economic growth, improve health and social care, make communities safer.

We will:

- Continue to negotiate with Government for devolved powers for the Council and its partners in order to join up local public services, improve efficiency and deliver savings for local people.
- Continue to develop our workforce to respond to the changing needs and challenges faced by the Council and the people it serves.
- Continue to use money from the sale of redundant Council buildings and land to repay debt and free up money for frontline services.
- Keep the Council's structure under review to ensure that it remains fit for purpose, focussed and affordable.
- Continue to reduce the council's running costs and the cost of support services.

- Aim to increase the amount of income the Council generates in order to bring it broadly into line with similar councils.
- Continue to offer traded services to schools and other partners where that can help to generate efficiencies of scale, make services more sustainable or create mutual benefit.
- Continue to reduce the county's carbon footprint and take opportunities to generate of renewable energy from the Council's land.

We will measure success by:

- The proportion of the budget spent on 'non-frontline' services
- The amount of revenue saved through debt redemption
- A reduction in the Council's Carbon emissions

Appendix: Our Outcomes Framework

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 years in previous 12 months
Children in Care	Average weekly cost of internal foster placements
	Average weekly cost of external foster placements
	Average weekly cost of residential placements funded by Social Care
	Percentage of Children in Care cases which were reviewed within required timescales
	Stability of placements of Children in Care: Number of moves
	Stability of placements of Children in Care: Length of placement
Children's Social Care	Percentage of initial assessments completed within 10 working days
	Average spend per child on services/goods through Common Assessment funding
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
	Rate of children and young people subject to a Child Protection Plan
	Percentage of children subject to Child Protection Plans for second or subsequent time within two years
Families First	Number of families engaged with the Families First Programme
	Number of families achieving reduced offending & anti-social behaviour & increased school attendance
	Number of families with at least one adult moving from Out of Work benefits to continued employment
	Total number of families turned around by the Families First Programme
	Number of families with at least one adult volunteering for the work programme
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
	Total number of Carers provided with support
Outcome 3: People live healthy lives as free as possible from disability or limiting long-term illness	
Adult Social Care	Number of Adults in Reablement/Enablement
	Number of Adults in Community Care
	Number of Adults in Residential Care
	Number of Adults in Nursing Care
	Number of Adults in Other Care (i.e. Preventative)
Public Health	Total number of pregnant smokers that have achieved a successful 4 week quit
	Total number of smokers that have achieved a successful 4 week quit
	The percentage of eligible patients offered a NHS health check
	Proportion of all Opiate Users left treatment successfully not representing in six months
	Proportion of all Non-Opiate Users in treatment, not representing six months after completion
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 & Rescue 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
	Non-principal road condition
	Unclassified road condition
Road Safety	Number of killed and seriously injured people
	Number of killed and seriously injured children
	Number of killed and seriously injured older people
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 of young people aged 16-18 who are not in education, employment or training (NEET)
	Percentage of young people aged 16-18 years not in education, employment or training (NEET)
Schools	Percentage of pupils attending good or outstanding primary schools
	Percentage of pupils attending good or outstanding secondary schools
	Number of schools judged as inadequate
Children in Care	Percentage of children in care achieving 5 A* - C GCSEs (or equivalent) at Key Stage 4 (with English and Maths)
	Care leavers in suitable accommodation 2 years after leaving care
	Care leavers in education, employment or training two years after leaving care
Home to School Transport	Number of pupils entitled to school transport
	Average daily cost of home to school transport per pupil – Primary
	Average daily cost of home to school transport per pupil – Secondary
	Average daily cost of home to school transport per pupil – Special Educational

	Needs
	Average daily cost of home to school transport per pupil – Special Schools
	Total average daily cost of home to school transport per pupil
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 (kWh) from the Council Estate
	Renewable Energy Generation (kWh) from the Council Estate - % of total energy consumption
	Council Carbon Emissions, buildings & transport (inc schools) (tonnes of CO2)
	Council Carbon Emissions, buildings & transport (inc schools) - % change on previous year
Waste	Overall residual waste arisings (except household recycling centres)
	Residual household waste per household
	Percentage of household waste sent for reuse, recycling and composting
	Percentage of municipal waste landfilled
	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
	Cost per transaction for Adult Helpdesk
	Cost per transaction for Children & Families Helpdesk
	Cost per transaction for Council Direct Services & Switchboard