

**Adult Social Care and Communities Scrutiny
Committee
Quarter 3 Reporting 2020/21**












The following scorecards are enclosed:

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This report has been prepared by the Performance & Improvement Team using data up to 31/12/2020

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

Key to Symbols

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

Key to Symbols - Risk

The Gloucestershire Risk Matrix

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

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

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

Adult Social Care Performance

Cllr Kathy Williams / Cllr Carole Allaway-Martin

Employment & Settled Accommodation

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Dec-20		Comments Dec-20	Comparator Group
% of Adults receiving secondary Mental Health services in settled accommodation	Bigger is Better	Quarterly	87.0%	87.0%	87.0%	88.0%	80.0%	★		55.2%
% of Adults with Learning Disabilities in settled accommodation	Bigger is Better	Monthly	79.4%	79.2%	79.2%	79.1%	75.0%	★		73.1%

Reablement & Preventative

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20		Comments Dec-20	Comparator Group
% of clients with more than 1 episode of reablement in the last 12 months	Smaller is Better	Latest Quarter	29.3%	32.8%	24.1%	32.2%	35.8%			n/a
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	85.0%	89.4%	90.1%	91.1%	85.1%			n/a

Admissions & Transfers

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Dec-20		Comments Dec-20	Comparator Group
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	9.7	9.2	6.7	8.9	9.2	12.0	★		13.8
Permanent admissions aged 65+ to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	461.6	471.2	458.9	436.3	421.1	472.0	★		579.2

Quarterly Trend Analysis - Against a Target (In Arrears)											
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Target Sep-20		Comments Sep-20	Comparator Group
Delayed transfers of care from hospital due to Adult Social Care per 100,000 population	Smaller is Better	Rolling Year	5.06	5.04	3.70			3.50		DTOC Measures were suspended from 1 March 2020 due to COVID-19.	3.50

Long Term Care

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Dec-20		Comments Dec-20	Comparator Group
% of Service Users who have had a review/ re-assessment of their needs within the last 12 months	Bigger is Better	Snapshot	51.0%	36.4%	32.7%	48.0%	52.0%	50.0%	★		n/a
Average number of weeks an individual waits for a Carers Assessment	Smaller is Better	Snapshot	3.0	2.6	3.1	2.8	2.2	6.0	★		n/a

Adult Safeguarding

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20	Comparator Group
% of Section 42 enquiries this quarter where the risk was reduced or removed	Bigger is Better	Latest Quarter	87.7%	90.4%	90.2%	88.0%	87.3%	84.5%	★		84.5%

Learning Disabilities

Annual - No Target										
	Good Performance High/Low	Reporting Basis	Qtr Mar-16	Qtr Mar-17	Qtr Mar-18	Qtr Mar-19	Qtr Mar-20	Comments Mar-20		Comparator Group
% of Adults with Learning Disabilities in Employment	Bigger is Better	Annual	8.7%	6.8%	6.4%	3.1%	0.8%			4.3%

Adult Social Care: ASCOF

Annual Trend Analysis - No Target (1 Year in Arrears)										
	Good Performance High/Low	Reporting Basis	Qtr Mar-17	Qtr Mar-18	Qtr Mar-19	Qtr Mar-20	Comments Mar-20			Comparator Group
Social care reported quality of life	Bigger is Better	Annual	19.7	19.1	19.6	19.6				19.1
Carer reported Quality of Life	Bigger is Better	Annual	7.4	7.4	7.4	7.4				7.4

Prevention, Wellbeing and Communities

Cllr Tim Harman

Quarterly Trend Analysis - Against a Target (1 Quarter in Arrears)

	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Target Qtr Sep-20		Comments Qtr Sep-20	Comparator
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Latest quarter	77.2%	90.0%	94.0%	88.0%	83.0%	70.0%	★	The number of pregnant women achieving a 4 week quit was 38/46: HLS-38/40 PHE-0/6	n/a
Proportion of adult alcohol misusers who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Snapshot	38.8%	39.9%	38.8%	37.4%	36.8%	35.0%	★		35.0%
Proportion of all Opiate Users in treatment, who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Snapshot Latest Quarter	7.5%	7.4%	6.2%	5.9%	5.4%	6.3%	▲	Performance has slightly reduced in this area and due to covid 19 we are likely to see further reductions in performance across next 2 quarters. This is due to keeping service users in treatment for clinical safety during the pandemic. 19 further successful completions would be required to bring performance into the upper quartile of LA comparator families..	4.9%
Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Latest Quarter	33.4%	35.1%	32.5%	32.2%	29.8%	32.2%	▲	Performance has slightly reduced in this area and due to covid 19 we are likely to see further reductions in performance across next 2 quarters. This is due to keeping service users in treatment for clinical safety during the pandemic. 48 further successful completions would be required to bring performance into the upper quartile of LA comparator families..	30.1%

Annual Trend Analysis - No Target

	Good Performance High/Low	Reporting Basis	Qtr Sep-16	Qtr Sep-17	Qtr Sep-18	Qtr Sep-19	Qtr Sep-20	Comments Qtr Sep-20	Comparator
% Reception Children overweight including obesity	Smaller is Better	Annual	22.2%	24.3%	23.8%	22.0%	23.8%	This latest data is for academic year 2019/20. The NCMP programme was paused in response to Covid-19 and the subsequent published data (released during Q3 20/21) has been deemed sufficient for publication but unreliable for benchmarking purposes. It is anticipated that the measurement programme will not be reinstated until early 2021.	
% Year 6 Children overweight including obesity	Smaller is Better	Annual	32.1%	31.1%	32.1%	31.9%	32.3%	Data shown here is for the academic year 2019/20. Gloucestershire is in the upper middle quartile of the comparator group. NCMP data for this indicator was deemed reliable at publication and the comparison measure is made against only those comparators with reliable data (n=11)	32.1%

Three Year Average Trend Analysis - Against a Target

	Good Performance High/Low	Reporting Basis	Qtr Dec-15 (13-15)	Qtr Dec-16 (14-16)	Qtr Dec-17 (15-17)	Qtr Dec-18 (16-18)	Qtr Dec-19 (17-19)	Target Qtr Dec-19		Comments Qtr Dec-19	Comparator
Suicide rate per 100,000 Population	Smaller is Better	3 Year Average	10.6	10.8	9.8	10.4	10.2	10.1	●	The figure reported covers the three year period (2017-2019). The Gloucestershire rate is in line with the national average; and has remained relatively steady since the 2013-15 reporting period. The Gloucestershire suicide prevention strategy is due to be refreshed in 20/21 and will be informed by the findings of the suicide audit (covering deaths from suicide between 2016 and 2018).	10.9

Public Protection, Parking & Libraries
Cllr Dave Norman

Fire & Rescue

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20
Number of Safe and Well visits undertaken	Bigger is Better	Latest Quarter	1,351	1,089	174	523	579	1,500	▲	The move back into a lockdown in Q3 resulted in slightly fewer referrals being made to the Service. The full-time CSAs focussed on very high risk referrals and the wholetime watches began to undertake Safe and Well more regularly, which increased the number of visits completed. The Service is completing up to 86% of all referrals each month.
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better	Latest Quarter	80.0%	83.0%	81.6%	86.0%	86.4%	75.0%	★	In line with NFCC Strategic Intention v4, GFRS is undertaking Safe and Well visits for people identified as High Fire Risk. This category would meet the definition in the new GFRS risk matrix of high and high-immediate. We have seen an increase in vulnerability during the pandemic which has meant that an increasing % of referrals are in high risk groups.
Number of Safe and Well visits undertaken per 1,000 population (HFSC)	Bigger is Better	Latest Quarter	2.13	1.72	0.27	0.82	0.91	2.35	▲	The move back into a lockdown in Q3 resulted in slightly fewer referrals being made to the Service. The full-time CSAs focussed on very high risk referrals and the wholetime watches began to undertake Safe and Well more regularly, which increased the number of visits completed. The Service is completing up to 86% of all referrals each month.
Number of Accidental Dwelling Fires	Smaller is Better	Latest Quarter	55	66	53	63	62	68	★	Incidents remain better than forecast and our comparator group. Better than target
Average Response times to dwelling fires	Smaller is Better	Latest Quarter			9.32	8.47	10.27	9.00	▲	There has been a stark increase in our average response time to dwelling fires in Q3. This is partly due to 7 incidents having a geographical location that has a pre-determined run time of over the 9 minute target. One of these incidents had a run time of 23 minutes. In all cases our appliances matched the predicted run time, but this will nonetheless have an adverse effect on the average response time in Q3.

Libraries

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Qtr Dec-20
Number of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date	228	161	0	5	1	

Strategic Risk Summary

Strategic Risk 5: Organisational Change Programmes (New Qtr 3 19/20)

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR5.3	Provider failures result in the council being unable to achieve its strategic objectives	Scott, Sarah	High 25	Moderate 10	High 15	High 20	↘	Covid19 has exacerbated the risk associated with provider failure - these include financial risk from reduced placements and packages for new service users / self-funders, the impact of increased loss of service users / service users from Covid19, as well as the ability to deliver safe levels of care with reduced workforce (sickness absence, shielding, caring responsibilities). Integrated Commissioning & Brokerage are working alongside providers, adult social care, CHC, safeguarding colleagues, CQC and others to manage specific risks.

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR7.1	Failure to protect vulnerable adults in Gloucestershire from abuse neglect in situations that potentially could have been predicted and prevented.	Scott, Sarah	High 20	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	→	Safeguarding Adults team continues to screen and triage all concerns raised with GCC. The Safeguarding Adults Board is currently undertaking 4 Safeguarding Adults reviews, to promote further learning across the multi agency partnership in adult safeguarding practice. The Board continues to meet quarterly and all sub groups are meeting regularly via virtual platforms.

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Quarter 1 2018/19)

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR7.6	Unable to support all those who can, to live independently at home, because demand for home care services outstrips available capacity. Resulting in the reliance on temporary respite/alternative bed based care in lieu of home care	Scott, Sarah	High 20	High 15	High 15	High 15	Moderate 12	Moderate 12	→	We continue to develop Home First with the Lead Provider GHC in order to maximise home based packages for all of those who need them. Where we do not have the capacity within the service then GHC are working with Winter Alliance of providers who are providing care hours to bolster the existing service. With people coming home with more acuity, the assessed packages are larger, but GHC will work to bring them down once they are at home where their needs can dramatically reduce. With the development of the Transfer of Care Bureau which triages patients as they are discharged, most people who need a bed based service will transfer to one. Community referrals amount for 40% of the current business, but GHC are still able to meet the demand for these packages. COVID is affecting the rate of referrals making them artificially low however, so commissioners will extend the Winter Alliance scheme to cover off gaps in provision if demand outstrips supply. General packages of care are still being supported by providers. Where there have been provider issues, commissioners have been able to find alternative provision.

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Quarter 3 2019/20)

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR7.8	Risk of legal action being taken against the Local Authority due to failure to complete a Deprivation of Liberty assessment within the stated time lines. Since a significant and sudden change in the law due to a Supreme Court Judgement in March 2014 there is an excessively high demand for best interest assessments to be carried out for Deprivation of Liberty (DoLS) authorisations.	Scott, Sarah	High 20	Moderate 9	Moderate 9	Moderate 9	→	The DoLS service continues to prioritise all applications in line with ADASS guidance. Two new practitioners have recently been recruited, which will assist in addressing the backlog of applications and in preparing for the implementation of the Mental Capacity (Amendment) Act in April 2022.

Strategic Risk 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR10.1	Failure of the Council or a key partner to effectively respond to a major incident such as flooding that results in community disruption and failure to return to normal, within required timescales.	Bowcock, Wayne	High 20	Moderate 9	Moderate 9	Moderate 9	High 15	Moderate 12	↓	Whilst seasonal inclement weather still poses a risk, the recent localised flooding was managed within planning guidelines and the impact was minimised. Although several properties suffered flooding and roads closed there was a coordinated response which supported communities and prioritised and protected the vulnerable. The response to this has already been debriefed and reviewed and further changes to the partnership response protocols updated and strengthened.

Strategic Risk 10: Emergency Response & Business Continuity Threats (New Qtr 3 19/20)

Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR10.4	Due to insufficient business continuity management arrangements failure of the Council or a key partner to effectively deliver their statutory services, resulting in community disruption and failure of corporate objectives.	Bowcock, Wayne	High 16			Moderate 12	Moderate 12	Moderate 12	→	<p>The agreed business continuity management (BCM) programme which runs through to summer 2022 is progressing and is on track. Membership of the corporate BCM Assurance Board (BCMAB) has been finalised and work to compile accurate management information (MI) for consideration by BCMAB is near completion. As it stands, the MI shows that only approx. 25% of existing business continuity plans are up-to-date, with approx. 6% of all GCC / GFRS services and functions admitting that they do not have any form of BCP in place. These figures confirm the current risk impact assessment.</p> <p>In line with best practice, robust and accurate business impact analyses (BIAs) need to be conducted before BCPs are developed / updated. A new BIA process has therefore been developed and this has been successfully trialed with GFRS Logistics & Resources; a further trial with the GCC Archives Service is scheduled for January 2021. BIAs will then be rolled out across GCC / GFRS, using an existing understanding of priority / criticality to inform which BIAs need to be addressed first.</p> <p>As the project progresses, more BIAs and BCPs will be updated across the organisation and processes will be implemented to ensure that plans are rehearsed and tested, resulting in greater confidence in the robustness of each service's BCM arrangements and a reduction in risk impact. The planned business continuity activities may also reduce risk likelihood over time although it should be noted that CLT has agreed, per the corporate Business Continuity Policy, that it is neither feasible nor practicable to entirely eliminate low frequency but high impact disruption risks at source (the appropriate response to such risks being for GCC to plan to react effectively should the risks be realised - preparing to minimise the impact of the incident and to promptly recover the affected activities, i.e. business continuity planning).</p> <p>Additionally, a range of work is progressing with the GCC Strategic Procurement Service to ensure that a significant BCM risk - arising from a reliance on third parties, suppliers and delivery partners - is adequately addressed throughout the procurement life-cycle, from the beginning of the procurement process (e.g. defining requirements and drafting tenders), through supplier selection and the agreement of contracts, ongoing contract / relationship management activities and, ultimately, the orderly exit from relationships with key suppliers.</p>