

REPORT TITLE: Finance, Performance and Risk Monitoring Report 2022/23

Cabinet Date	21 st June 2023
Cabinet Member	Cllr Lynden Stowe, Deputy Leader/Cabinet Member for Finance and Change Cllr Mark Hawthorne, Leader
Key Decision	Yes
Purpose of Report	<ul style="list-style-type: none"> To consider the Council's outturn expenditure for 2022/23, agree recommendations and approve changes to the Capital Programme in 2022/23 and future years. To report on the Council's performance and risk during Quarter 4 of 2022/23
Recommendations	<p>That the Cabinet:</p> <ol style="list-style-type: none"> Notes the 2022/2023 revenue budget underspend of £910k and recommends that £910k is transferred to General Reserves. Approves the £1.748 million carry forward of the Covid 19 Emergency Grant funding and a further £405k of carry forwards, as detailed in annex 1. Notes other technical reserve movements for 2022/23 as set out in annex 3. Notes delivery of the £9.342 million of savings against a target of £10.987 million in 2022/23 or 85.03% Transfer £568k to the Business Rates Reserve in relation to the GCC share of the surplus on the Business Rates Retention Pool. In addition, approve a transfer of £710k to the Business Rates Reserve, ring fenced for the Strategic Economic Development Fund as a result of the Business Rates Pool surplus for 22/23. Transfer £4.92 million to the Business Rates Reserve following reconciliation and distribution of the DLUHC Levy Account from 2021/22. Notes the capital outturn position for 2022/23 of £122.771 million against a budget of £149.279 million, giving in year slippage of £26.508 million. Approves an increase of £41.638 million in the Capital Programme and reallocation of capital funds as detailed in section G of the report. It is recommended that the cabinet approve a drawing of £795k from the general reserves in 2023/24 to support a reduction in the SEND backlog and case loads

	10. Considers this report of the Council's performance and risks and identifies any areas of concern requiring further analysis, assurance or action.
Reasons for recommendations	<ul style="list-style-type: none"> To ensure that Councillors and the public are made aware of the Council's outturn finance and Quarter 4 performance and risk position. To note changes to the Capital Programme approved by Council in February.
Resource Implications	These are detailed within the report
Background Documents	MTFS Report to 16 th February 2022 County Council and Financial Monitoring Report to Cabinet 21 st September 2022, 23 rd November 2022 & 25 th January 2023
Statutory Authority	
Divisional Councillor(s)	County Wide
Officer	<p>Paul Blacker, Finance Director (01452) 328999 paul.blacker@gloucestershire.gov.uk</p> <p>Jayne Fuller, Corporate Finance Manager (01452) 328926 jayne.fuller@gloucestershire.gov.uk</p> <p>Rob Ayliffe, Director of Policy, Performance and Governance (01452) 328506 rob.ayliffe@gloucestershire.gov.uk</p> <p>Kelly Headley, Performance and Improvement Manager (01452) 328443 kelly.headley@gloucestershire.gov.uk</p>
Timeline	Not applicable

Revenue Expenditure 2022/23

A. Outturn Position

1. The overall revenue outturn position for 2022/23 is an underspend of £910k (or - 0.17% of the total budget). It is proposed that this underspend is transferred to the General Reserve to support the financial impact of future unexpected pressures.
2. The Council's cost of responding to the Covid-19 pandemic (excluding expenditure funded from specific grants) is £6.926 million in 2022/23. Covid-19 funding available to support this expenditure is £8.674 million which was carried forward from the 2020/21 Emergency Grant. Approval is requested that the remaining balance of £1.748 million of Section 31 Covid-19 Emergency Grant is carried forward to fund the future years commitments of recovery from the pandemic in 2023/24.
3. Details of the outturn and Covid-19 position are provided in Table 1

Table 1 – Outturn Position 22-23**Cabinet Outturn Position - Proposed Outturn Figures 2022-23**

Service Area	2022/23 Budget	Current Outturn including Technical Carryforwards	Forecast Outturn Variance	Carryforward Requests	Covid-19 Outturn and Grant Carryforward Request	Final Outturn Position excluding Covid-19
	£000	£000	£000	£000	£000	£000
Adults	165,621	163,109	-2,512	0	0	-2,512
Prevention & Wellbeing	35,777	35,993	216	0	514	-298
Children & Families	145,224	163,594	18,370	0	5,769	12,601
EE&I	85,575	84,107	-1,468	325	244	-1,387
Community Safety	21,761	22,122	361	0	8	353
Corporate Resources	41,835	42,085	250	80	391	-61
Total for Services	495,793	511,010	15,217	405	6,926	8,696
Technical & Countywide	25,537	15,931	-9,606	0	0	-9,606
Additional Funding Covid-19 to be allocated	8,674	0	-8,674	0	-8,674	0
Total	530,004	526,941	-3,063	405	-1,748	-910

Commentary and main reasons for the outturn positions are provided in the following sections.

Adult Social Care

4. Adult Social Care (ASC) is reporting an underspend of £2.512 million. The outturn includes unachieved MTFS savings targets totalling £1.684 million for 2022/23 and £2.528 million brought forward from 2021/22. No request is being made to Cabinet to carry forward any of the ASC £2.512 million underspend.
5. The receipt of £2.108 million of Discharge Funding in the final quarter of 2022/23 which had to be spent by 31st March 2023 on improving hospital discharges had a positive impact on the final outturn position. Along with the Discharge Funds positive impact, where costs were funded from the GCC Discharge Fund or set against the ICB's Discharge Fund or drawn down from an additional Discharge Fund that the ICB had access to, we also maximised the Market Sustainability Grant. Further underspends were incurred from vacancies not filled by the year end or were filled later than anticipated. Some projects were delayed or put on hold whilst the priority was Hospital Discharges or they were not progressed as anticipated. Some areas improved such as Mental Health, Occupational Therapy and EIO.
6. Some significant ongoing financial risks had to be managed during the year including the ongoing broader impact of COVID-19, responding to winter/hospital pressures and the additional funding, the Adult Transformation Programme (ATP) and Assurance Self Evaluation report.
7. At the end of 2022/23 Adult Social Care reserves stand at £11.926 million. £9.164 million as Vulnerable Adults Reserve, £2.144 million Care Act Reserve, and £618k Ordinary Residents Reserve. There is no request to drawdown from reserves as previously reported.
8. Learning Disabilities (LD) External Care including the Transforming Care Programme (TCP) is a £1.788 million underspend, with £1.078 million of savings. This acknowledges that some of the current individuals under the TCP did not move during 2022/23, which is an underspend of £1.788 million. The LD External Care budget, excluding the TCP underspend, is a balanced position. The underspend relating to the TCP is a one-off underspend, being used to cover the overall overspend against Disabilities in 2022/23, as the funding will be required when the individuals move in future financial years.
9. Older People (OP) and Physical Disabilities (PD) External Care is reporting a £5.473 million overspend, with £1.592 million of achieved savings. The overspend is split across individual service budgets with OP at £425k and PD £5.047 million. Though there is an overall reduction, the movement between service budgets is connected to higher cost PD services, with significant increases within Gloucester and Stroud, and banked savings in Q4 predominantly within OP but originally forecast across both groups. The overspend relates to the brought forward underlying financial position, voids relating to homes run by a major provider (£2 million, partially covered by COVID grant last financial year) and has significantly reduced since the four home closures, increased cover for bad debts and additional demand and winter/hospital pressures.
10. The Mental Health position, as calculated by the Gloucestershire Health and Care NHST Finance Team, is a £394k overspend. A long-term plan continues to be developed with Gloucestershire Health and Care NHS Trust to address the underlying overspend. The S117 backdated refunds for former residents discharged from the service amounted to £769k in 2022/23 which left £708k remaining. This will continue to be progressed in 2023/24 with £367k forecast as required.

11. Community Equipment Service and Telecare is reporting a £306k underspend. Funding held by the Head of Integrated Commissioning – Enhanced Independence Offer is reporting an underspend of £609k, with Telecare underspend of £231k and Community Equipment having an overspend of £535k.
12. Housing has reported a balanced position. Discussions continue between the NHS Gloucestershire Integrated Care Board and Adult Social Care to secure permanent funding for the Housing Strategy in 2023/24.
13. Other Services comprise of staffing budgets for Adult Social Care, as well as several specific commissioned contracts. Outturn for these services net to a £4.315 million underspend, with increased underspends impacted by allowable use of the Discharge Fund grant, including the following significant variances:
 - £1.505 million overspend relating to unfound 2022/23 MTFs savings.
 - £5.820 million significant underspends, mainly due to vacancies during the financial year that are actively being recruited into: £827k Head of Integrated Commissioning EIO part covered by Discharge Fund grant in Q4; £356k iBCF part covered by Discharge Fund grant in Q4; £269k Safeguarding; £333k Gloucestershire Integrated Brokerage; £1.833 million Integrated Social Care Management (ISCM); £700k LD Assessment, Support Planning & Management Teams; £333k In House LD Provision; and £1.170 million net underspend comprising of smaller variances and includes additional Discharge funding.
14. The Unallocated Budget is reported as £1.969 million underspent, currently being used to offset the External Care overspend. This has increased from £1.588 million due to a number of projects not being progressed because the priority has been Hospital Discharge and fully utilising the associated funding, along with the need to cover overspends within Adult Social Care.

Partnership Working

15. The Council manages £256.113 million on a partnership basis with NHS Gloucestershire Integrated Commissioning Board ('the ICB') through Joint Funding Agreements. These agreements are funded from a combination of partner organisations' base budgets and grants, including the Better Care Fund. The financial position for services covered by the agreements is included both within partners' own Finance Reports, and in a combined report to the Joint Finance Partnership Executive (JCPE).
16. The reported outturn position reported to JCPE in May 2023 was an overspend of £9.656 million, of which £3.837 million relates to overspends within GCC services (£2.425 million Children & Families, £1.735 million Adults, £0.323 million underspend in Prevention and Wellbeing). These GCC variances are included in the outturn position in this report, not in addition to it.

Prevention and Wellbeing

17. Services within this area include Public Health, Supporting People and a number of smaller budgets covering the prevention hub team and grants. In total Prevention Services are £216k over-spent but this includes £514k of Covid-19 general expenditure related to the build back better project which is funded from the general COVID grant. After excluding COVID expenditure, the underlying position is £298k under-spent with the significant part of the variance due to supporting people framework lots not being called off due to grant funding being used prior to further procurements.

18. The Covid-19 grants (COMF and Test and Trace) carried forward from 2021/22 totalled £8.262 million and this funding was committed to supporting the recovery of vulnerable groups and communities following the impact of the pandemic. Remaining balances of £4.967 million at year end have been carried forward to 2023/24 to continue the support to vulnerable groups and communities and tackle health inequalities.
19. In total, excluding COVID expenditure, Prevention and Well Being is £1.398 million under-spent in year. This takes account of funding part of the child weight management pilot project in-year. Public Health services are funded by a ring-fenced grant which, if unspent, is required to be carried forward in a specific reserve. The Public Health (PH) position is £1.1 million under-spent because of lower than projected activity related costs and subsequent underspend in sexual health, substance misuse and healthy lifestyles contracts, and lower staffing costs in year. All balances have been transferred to the PH reserve at year end therefore the under-spend, net of the transfer to the PH Reserve, is £298k.

Children and Families

20. The year-end revenue position as at March 2023 for non-DSG funded services is an over-spend of £18.37 million (12.65% of budget). Included within these figures is the additional cost of the impact of Covid-19 on budgets which totals £3.35 million giving an underlying over-spend of £15.020 million. The over-spend position has been reduced further by £2.419 million by applying one-off unallocated Covid grant giving a reported overspend of £12.601 million. The variance has increased by £1.653 million since the previous report due to the cost of placements, including for unaccompanied asylum seeker young people, disability services and the support into commissioning activities.
21. Additional expenditure linked to the impact of Covid-19 covered two areas which were the additional cost of accommodation for care leavers and support to vulnerable pupils.
22. The most significant over-spend is against the external placements budget of £15.809 million (39.3% above budget) due to the numbers of children in care and the cost of placements due to limited market availability, both of which are national issues. Referrals in 2022/23 are below the 2021/22 average but children in care numbers in March were 865, compared to 2021/22 average of 830. Gloucestershire's number and rate of children in care (66 per 10,000 children in care) is above statistical neighbours (59) but below the England average (70).
23. The external placement budget variance includes the impact of Covid-19 on care leavers which totals £3 million, resulting in an underlying over-spend of £12.809 million. The underlying over-spend is due to the number and cost of residential placements (64 FTEs), support packages for young people and the cost of supported living placements. The six most complex placements cost £5 million in 2022/23. At the end of March there were 466 external placements, of which 130 were residential and 128 supported living placements.
24. The limited market availability for placements has given a year end cost pressure of £982k against the cost of supporting unaccompanied asylum seeker young people with the grants from the Home Office only offsetting part of the total cost.
25. Services for children with disabilities are over-spent by £2.028 million due to the increased cost of care packages, including s.76 contracts with Health, and disability service staffing costs.

26. Safeguarding staffing budgets were over-spent by £639k (3% above budget). Turnover of staff has reduced towards the year end and has been between 20.3% and 24.6% over the last six months. At the end of March there were 133 agency workers in post, and this compares to 85 agency workers in August 2021. Allocating newly qualified staff into established posts after their first six months of experience will reduce the number of agency worker at the start of 2023/24.
27. Other areas which over-spent include section 17 and discretionary payments (£754k), legal costs (£618k) and commissioning support costs (£997k). These variances reflect the demand pressures in social care activity during the year.
28. Home to school transport is overspent by £933k due to the additional cost of contract uplifts for providers to support the sustainability of the market due to rising costs and ensure the availability of provision. Funding is provided in the 2023/24 MTFS to cover this cost pressure.
29. Offsetting variances include in-house fostering and adoption services which are under-spent by £1.536 million due to activity being below budgeted assumptions and also funding allocated for commissioning development being released to offset placements costs (£1.5 million).
30. To address the significant over-spend position the senior leadership team has been meeting on a weekly basis to review the budget recovery position. In addition to this there is a new team in commissioning providing support and challenge to the management of external placements.
31. Further impetus is being provided by a Financial Recovery Oversight Group comprising of the Council Leader, Chief Executive and Section 151 Officer, along with children's services senior leadership. The financial recovery strategy aligns with the improvement strategy by focussing on early intervention to avoid the need for a costly social care response and bringing the child in care population more in line with statistical neighbours over the coming years. This involves a range of workstreams, each with a designated lead, which aim to impact on both numbers and associated costs, including:
 - Further developing our edge of care offer to support children at home and avoid entry into care, linking with youth support and early help teams.
 - Continuing to develop our permanence planning to reduce drift and delay by achieving permanence or reunification as appropriate in a timely manner.
 - Reviewing the entire children in care population to ensure care packages continue to reflect needs, ensuring value for money and taking advantage of where costs can be reduced while continuing to deliver the right outcomes for the young person. This will include work with partners around their contributions.
 - Reviewing all post 18 placements (including unaccompanied asylum seekers) to ensure all support and accommodation costs are appropriate and value for money.
 - Transformation of the in-house fostering service to drive up capacity, improve matching and increase family/connected carers.
 - Continuing to develop our own placement capacity with providers to exert a greater influence on the market and control costs.
 - Detailed review of staffing establishment, supply lines for practitioners and use of agency workers.

Dedicated Schools Grant (DSG) position

32. Dedicated Schools Grant (DSG) funded services are over-spent by £28.584 million in 2022/23, which includes the deficit brought forward of £17.043 million. Within the total deficit position, the High Needs block is £30.852 million in deficit offset by other block balances. The High Needs budget was £3.714 million above the deficit budget that was set and is due to the number of Education, Health and Care Plans being requested and granted. Tops ups were overspent by £2.79 million and the pressure on special school places has resulted in the independent special school budget reporting an overspend of £1.538 million.
33. The Early Years block was under-spent by £1.4 million due to lower spend against the budget for free entitlement for nursery places for three- and four-year-olds and also due to unused balances brought forward from the previous financial year.
34. Gloucestershire's High Needs block, like most local authorities nationally, is in deficit. The increase in the allocated funding for 2023/24 of an additional £8.782 million will be required to meet forecast demand pressures for additional special school places and to provide support to mainstream schools. The additional funding in the MTFS 23/24 to provide additional capacity within SEND teams will seek to reduce the pressure on the budget. This work will support the DfE programme of reviewing Local Authority expenditure on SEND through 'Delivering Better Value.' The review will further assess local processes and plans, carry out data analysis leading to identifying the cost drivers and the cause of the pressure on budgets and look at what additional action can be taken to resolve the deficit position setting out improvement and DSG management plans.

Economy, Environment & Infrastructure

35. The outturn position for Economy, Environment & Infrastructure is an underspend of £1.387 million assuming the carry forward is approved and assuming £244k of Covid-19 general expenditure related to the Employment & Skills Hub and the Recovery Strategy will be funded from the general COVID grant.
36. In the March Cabinet Financial Monitoring Report, the EE&I forecast was a surplus of £297k which means the variance has increased by £1.090 million which is predominantly down to the increase in income from the Residual Waste contract. The last two months of income against the sale of electricity made an additional £466k of income against budget and £624k of underspend against the UBB contract mostly due to increased volume of third-party waste processed of which GCC receives a share of the income.
37. The third party waste and sale of electricity income is calculated on actual volume at year end therefore we are unable to accurately forecast for either. This is why we have the waste smoothing reserve so we can move any surplus to the reserve or drawdown if we do not receive as much income as we forecasted. We are not recommending moving the surplus to reserve this year as we believe the current allocation is enough to cover the smoothing required going forward.
38. In year pressures were forecasted at £630k in March which has reduced down to £528k due to achieving higher income against parking in the final month. The cost pressures are made up of £448k against additional investment on roads and repairs and £80k for lost income from libraries.

39. We have been able to absorb in year pressures through a combination of reductions in recycling credits at £224k and £103k underspend against bulking and haulage costs due to a reduction in waste tonnages. In addition, due to ongoing difficulties in recruitment we have been carrying vacancies to the value of £498k.
40. Approval is requested to carry forward £325k of the overall underspend to support the delivery of the Highways Transformation project in future years.
41. Approval is requested to make £645k of revenue contributions to capital as highlighted in paragraphs 92 and 96 within the Capital section.

Community Safety

42. The Community Safety Directorate outturn position is an overspend of £353k which assumes COVID related costs of £8k will be funded from general Covid grant.
43. Within the Fire and Rescue Service, the main areas of overspend were pay and the increased costs of the national mobilising system exacerbated by a drop in the associated grant funding.
44. Trading Standards and the Civil Protection Team delivered an on target position with the Coroner's Service showing a minor overspend of £53k due to increased costs for body recovery and post mortem examinations.

Corporate Resources

45. Corporate Resources are reporting an overspend of £250k (0.6% of the budget). Included within these figures is the additional cost of the impact of COVID-19 on budgets, which totals £391k giving an underlying outturn position for Corporate Resources of an underspend of 141k (0.34% of the budget.). Within the outturn position, approval is requested for a carry forward of £80k to continue data analytics development work for the organisation. Data analytic priorities in 2023/24 are to complete and release reporting for Adults Social Care (CQC reporting improvements), Children's Social Care (Ofsted reporting) and GFRS data improvements for their transformation journey.
46. The final outturn position, assuming the carry forward request is approved, is an underspend of £61k.
47. The additional expenditure of £391k for the impact of Covid-19 includes £12k ICT Equipment, £337k Legal outsourced cases and £43k Data Analyst costs.

Technical and Countywide

48. The outturn position for Technical and Countywide budgets is a £9.606 million underspend. The main areas of variance are highlighted in the paragraphs below.
49. Positive interest rate credits on cash balances have produced a £3.910 million underspend during the year. This is higher than previous years as a result of an increase in interest rates.
50. The 2022/23 budget includes a savings contingency. This was approved by Council to reflect the high-risk nature of some of the savings' programmes in demand led areas in 2022/23. £1.230 million is being used to support the overall budget position for 2022/23.

51. The 2022/23 budget includes a Pay & Price provision to fund unexpected price increases during the financial year. £377k is being released to support the overall budget position for 2022/23.
52. An underspend of £3.125 million within the Capital Financing Budget is now reported following reductions in capital financing costs due to slippage on approved capital schemes.
53. Other Budget areas achieved an underspend of £964k, mainly the LGPS Employers Contributions Contingency (£701k).
54. The Council's share of the Gloucestershire Business Rates Retention Pool surplus for 2022-23 is estimated at £568k. It is recommended that this surplus is transferred to the Business Rates Reserve. There is also a gain for the Strategic Economic Development Fund (SEDF) of £710k. It is recommended that this also be transferred to the Business Rates Reserve and ring fenced for the SEDF. Use of the money will be considered by the Gloucestershire Joint Economic Committee.
55. Central government have now carried out their reconciliation of the Business Rates system for 2021-22, and as a result GCC received additional income of £4.39 million from the Levy Account surplus and the BR reconciliation process. It is recommended that these amounts are transferred to the Business Rates Reserve.

Delivery of Savings Programme

56. At the end of Quarter 4 of 2022/23, £9.342 million of savings have been delivered against a 2022/23 target of £10.987 million. This represents an achievement of 85.03% of the annual target.
57. There has been slippage in savings achieved for some areas due to lower demand or slower recovery to service delivery during 2022/23. It is anticipated that the slippage will be achieved in 2023/24.

B. Reserves

58. Full details of all reserve movements in 2022/23 are shown in the table at annex 3 with the summary position outlined below:

Type of Revenue Reserves	Balance at 1 st April 2022 £000	Balance at 31 st March 2023 £000
Earmarked Revenue Reserves – Non Schools	156,007	144,344
Earmarked Reserves – Schools Excluding Dedicated Schools Grant Deficit Account	23,486	26,486
General Fund Balances	23,052	16,839
TOTAL REVENUE RESERVES	202,545	187,669
Dedicated Schools Grant Deficit Account	-17,043	-28,584

59. Earmarked reserves non schools have decreased in year by £11.663 million to £144.344 million. The reasons for the movement are set out in the individual reserves in Annex 3.
60. There has been an overall net increase in school balances of £3.102 million.
61. General Reserves have decreased by £6.213 million to £16.839 million. The reasons are £1.046 million funding of the 2022/23 budget and £5.167 million additional funding to support the 2022/23 pay award. A risk-based approach has been taken when assessing the level of general reserves, this was included within the Medium-Term Financial Strategy approved by Council in February 2023. As a result of this risk based approach it was agreed at Full Council in February 2023 that a further £4 million could be taken from general reserves to balance the 2023/24 budget.
62. The General Reserve balances will continue to be kept under review, recognising that there are potentially significant inflationary and operational factors that could influence the strategy in the future.
63. There is clearly a broader inflationary risk arising from national and international circumstances that the Council will need to keep under review. In order to help mitigate this inflationary risk the Council has £16.358 million in the Pay and Prices reserve.
64. The DSG deficit has increased by £11.541 million to a deficit position of £28.584 million. An action plan is being developed with the DfE and with the Schools Forum to address future funding pressures.
65. In addition Capital Reserves used to support the approved capital programme are as follows:

	Balance at 1st April 2022 £000	Balance at 31st March 2023 £000
Total Capital Reserves	103,285	91,376

These Capital Reserves are fully committed to fund the approved capital programme – see Annex 3.

C. Schools

66. Total Schools Related reserves increased by £3.0 million in 2022/23 – details are included in annex 2.
67. The Schools Fair Funding scheme allows schools to carry forward, from one financial year to the next, any surplus or shortfall in expenditure, relative to the school's budget share for the year, plus/minus any balance brought forward from the previous year.
68. After transferring five balances due to academy conversions, the majority of the increase relates to a £3.102 million increase in total Maintained School Balances. This is made up of:
 - Revenue Balance increases of £1.548 million (7.1%)
 - Capital Balance increases of £1.957 million (188.4%). *This large increase in capital balances is as a result of the £2.284 million of extra capital funding for schools issued by the DfE in the latter part of 2022/23.*

- Academy transfers decreased the balances by £0.404 million.

The number of schools with a revenue surplus or deficit at the end of March 2023 is summarised below.

Revenue Balances 31/03/2023 by School Numbers					
	Primary	Secondary	Special	Alternative Provision	Overall
Schools	176	5	4	2	187
In Surplus	156	5	2	1	164
In Deficit	20	0	2	1	23

69. The Council works closely with deficit schools to support them returning to a balance budget position.
- A Deficits Officer Group meets monthly to review the position of every deficit school and make decisions on whether additional support or intervention is needed. The group consists of: Head of Education Strategy and Development, Head of Education Outcomes and Intervention, HR Business Partner (School intervention), Schools Finance Team Accountant, and Senior Area Finance Officer (SAFO).
 - All schools in deficit are required to submit a recovery plan showing how and when they will to return to a balanced budget. Schools with their own local bank account also submit monthly bank statements and cash-flow forecasts. Plans and submissions are analysed and monitored against frequently.
 - Members of the group will visit schools and attend Governing body meetings where appropriate to offer support or ensure engagement in the deficit recovery process.
 - If necessary, the Head of Education Strategy and Development will add to or replace governing body representatives and can in extreme circumstances implement financial sanctions upon a school or remove delegated powers if improvements are not being made.
 - Funds are de-delegated from maintained primary school budgets for targeted intervention and support work which contributes towards the groups work with deficit schools.

D. Debt Write-offs

70. During 2022/23 debts totalling £513,416.62 were written off (compared to £136,267.07 in 2021/22). A detailed analysis of debts written off during 2022/23 is provided at Annex 4. The large increase in 2022/23 is driven by a focus on reviewing and clearing old debts. The cost of write offs is included in the outturn expenditure. Debts are only written off if they are irrecoverable and all reasonable steps have been taken to recover the money owing, including legal action.
71. All services have reviewed their debts, taken legal advice and where necessary produced the relevant documentation to write off the debt in accordance with the Council's debt policy.

E. Overdue Invoices

72. Annex 5 provides a summary of the £13.988 million of overdue (more than 30 days old) debt as of 31st March 2023. This compares to £10.930 million as of 31st March 2022. The majority of this increase relates to social care debt (£6.248 million as of 31st March 2022 compared to £9.603 million as of 31st March 2023). The non-social care debt decreased from £4.681 million as of 31st March 2022 to £4.386 million as of 31st March 2023.

F. Capital Expenditure 2022/23

Outturn 2022/23

73. The re-profiled capital budget for 2022/23 totalled £149.279 million, reflecting new approvals recommended in this report. The outturn position for 2022/23 is £122.771 million, giving in year slippage of £26.508 million.

74. Details of the re-profiled budgets and outturn position, analysed by service area, are provided in the table below with commentary and main reasons for the outturn position provided in the following sections.

CAPITAL EXPENDITURE 2022/23				
Service Area	Reprofiled Budget 2022/23	Outturn Spend 2022/23	Year-end Variance	Spend as % of Budget
	£000	£000	£000	£000
Adults	10,987	9,646	-1,341	88%
Childrens Services			0	
Schools	25,377	26,964	1,587	106%
Non-Schools	2,585	606	-1,979	23%
Economy, Environment & Infrastructure			0	
Transport & Highways	79,874	76,255	-3,619	95%
Planning & Economic Development	1,178	380	-798	32%
Environment & Waste	1,078	517	-561	48%
Libraries & Registration	1,020	583	-437	57%
Community Safety			0	
Fire and Rescue Service	781	339	-442	43%
Trading Standards	31	31	0	100%
Corporate Services			0	
AMPS	9,550	5,303	-4,247	56%
Capital Receipts Works Before Sale	87	87	0	100%
ICT Projects	4,836	2,058	-2,778	43%
Business Service Centre	145	0	-145	0%
Archives & Information Management	30	1	-29	4%
Digital Innovation (Customer)	20	0	-20	0%
Investment and Transformation Fund	11,700	0	-11,700	0%
Total	149,279	122,771	-26,508	82%

Financing of Capital Expenditure 2022/23

Financing applied to the £122.771 million capital spend:	£000
GCC Revenue Contributions	2,505
Capital Receipts	7,133
Capital Fund	52
Reserves	136
Grants	84,616
External Contributions	8,345
Internal Borrowing	<u>19,984</u>
Total	<u><u>122,771</u></u>

75. Government financial regulations require local authorities to charge a Minimum Revenue Provision (MRP) each year as a proxy for capital repayments. For 2022/23 the MRP for the Council was £9.047 million.
76. Managing borrowing effectively remains a priority of the Council. The Council's Capital Financing Requirement at the end of 2022/23 was £466.005 million, an increase of £8.451 million compared with the position at the end of 2021/22. The increased borrowing during the year has been held internally to offset the additional borrowing costs that would otherwise be incurred.

Capital Outturn 2022/23: Reasons for the major variances

Adults Capital Programme 2022/23

77. The Adults outturn spend was £9.646 million in 2022/23 against the revised budget of £10.987 million, resulting in slippage of £1.341 million. This is mainly due to slippage within the Disabled Facilities Grant budget and the GIS vehicle replacement programme.

Childrens Services Capital Programme 2022/23

Schools

78. The schools outturn spend was £26.964 million in 2022/23 against the revised budget of £25.377 million, resulting in an in-year overspend of £1.587 million. This is mainly due to the completion of the land purchase for the school site at Bishop's Cleeve together with the need for additional capital maintenance works at various schools.

Non-Schools

79. The non-schools outturn spend was £606k in 2022/23 against the revised budget of £2.585 million, resulting in slippage of £1.979 million. This is due to slippage on the Childrens Homes capital projects at Southfields, Townsend House, Rowan Tree and London Road.

Economy, Environment, and Infrastructure Capital Programme 2022/23

Transport & Highways

80. Transport and Highways schemes spent £76.255 million in 2022/23, against the revised budget of £79.874 million, resulting in slippage of £3.619 million. The majority of this relates to the completion of land acquisitions related to M5 Junction 10 where third parties and external timescales were involved; small delays to construction programme on Llanthony Road as a result of winter conditions; and the start on site at Arle Court Park and Ride not starting until the new financial year.

Planning & Economic Development

81. Planning & Economic Development schemes spent £380k in 2022/23, against the revised budget of £1.178 million, resulting in slippage of £798k. £400k relates to the Broadband Fastershire project due to the spend in year being funded by the BDUK's grant as a priority prior to GCC's capital funding. The Faster shire project is due for completion March 2024 – as Gigaclear complete their remaining contracts we should report a rapid increase in spend across this project during 23/24 as funding claims are processed.
82. £364k of slippage relates to five Flood Alleviation projects, Upton St Leonards (USL), Priors Oakley, Coleford, Pittville and Nailsworth. All projects have experienced slippage due to modelling and design being adapted to meet local constraints, with delivery now planned for 2023.

Environment & Waste

83. Environment & Waste schemes have spent £517k in 2022/23, against a current budget of £1.078k, resulting in slippage of £561k. This is mainly due to slippage of Wingmoor Farm HRC refurbishment and the reprofiling of spend on the Hempsted HRC flood alleviation programme in order to prioritise a programme of essential HRC repairs at all sites.

Libraries & Registration

84. Libraries schemes have spent £583k in 2022/23, against a current budget of £1.020k, resulting in slippage of £437k. This relates largely to slippage against the Stroud Library refurbishment and Oakley Immersive Storytelling Centre both were due to circumstances out of our control.

Community Safety Capital Programme 2022/23

85. Gloucestershire Fire and Rescue Services spent £339k in 2022/23, against a current budget of £781k, resulting in slippage of £442k. This relates to delays within the procurement process for light fleet vehicles which will be delivered early in the new financial year. Sourcing issues for specialist Personal Protective Equipment (PPE) created delays on the scheme but the contract has now been awarded and delivery is expected in May.
86. The Trading Standards projects, purchase of two vehicles, were completed in 2022/23 at a total cost of £31k.

Corporate Services Capital Programme 2022/23

Asset Management & Property Services (AMPS)

87. The AMPS Capital Programme final outturn position is £4.247 million slippage against the reprofiled budget, mostly relating to: -
- £420k Mechanical and Electrical Corporate Property Condition Data works, delays due to supply of equipment and materials.
 - £500k Quayside Multi Storey Car Park, delays due to a relook at the opportunities around an open-air surface carpark.
 - £490k Area Based Review, delays due to ongoing issues with third parties and lease agreements.
 - £279k Refurbishment of Service Properties, delays due to ongoing conversations with service area teams and onsite requirements.
 - £729k Quayside - Health Hub, this is retention monies on the original contract due to outstanding defects / items that need resolving.
 - £300k Non-Highways Bridges & Structures, delays due to tender returns and specifications being agreed.
 - £200k Locality Solutions (Stroud) delays due to ongoing conversations with service area teams and onsite requirements.
 - £198k Rural Estates - Farm Investment delays due to planning consent and ongoing technical requirements.
 - £461k Quayside – Diagnostic Hub, due to contribution from ICB.

ICT

88. The ICT Capital Programme final outturn position is £2.778 million slippage against the reprofiled budget, mostly relating to: -
- £1.325 million Desktop Hardware scheme, due to not purchasing laptops at the rate originally targeted. This was due to two main factors; firstly, complications in the governance process during Q2 meant that the purchasing programme was delayed, and this created a knock-on impact which meant fewer orders were placed this year in total. Secondly, a technical incident which occurred during Q4 meant the build to be applied to the laptops, could not be accessed by Dell and our largest single order was delayed into the new financial year.
 - £995k LAN/WAN scheme, due to resourcing and scheduling delays in elements of the project which have impact on spend moving into 2023/24.

Investing in Self-Funded Income Schemes

89. The Investing in Self-Funded Income Scheme final outturn position is £11.700 million slippage against the reprofiled budget. The Council are currently working on several schemes and finalising business cases with the intention of implementing these schemes in future years.

G. Changes to the Capital Programme in 2022/23 and future years

Children's Services

Schools

90. It is proposed that Cabinet approves an increase of £24.024 million in the Schools capital programme, funded as follows:

Grants (£23.331 million):

- £23.133 million Basic Need Grant – 2025/26 allocation confirmed by DfE.
- £198k Schools Condition Allocation Grant – the MTFs included an estimate of £4.200 million for 2023/24, the actual allocation confirmed by DfE is £4.398 million.

Contributions (£195k):

- £100k Gloucester Road Primary School, play area – contribution from Cheltenham Borough Council.
- £95k Christ Church Primary School, expansion – developer contribution from land at Former Police HQ, Lansdown Road.

Revenue contributions (£498k):

- £238k AMPS revenue contribution towards school kitchen improvements.
- £260k School contributions towards the capital maintenance programme.

Economy, Environment & Infrastructure Transport & Highways

91. It is proposed that Cabinet **approves** an increase of £16.175 million in the Transport and Highways capital budget as summarised below:

- £3.958 million DfT Pothole Fund grant received as additional allocation for 2023-24.
- £3.107 million DfT Local Electrical Vehicle Infrastructure (LEVI) Funding has been allocated to GCC subject to a successful submission of EV strategy to access the funding.
- £230k contribution from Monmouthshire County Council as part of their 50/50 funding of the Tintern Wireworks Bridge project.
- £382k RCCO from Highways Locals allocated to 2022/23 projects.
- £150k from Stroud District Council towards the Stroud to Stonehouse Cycletrack Upgrade project.
- £70k contribution from City Fibre Ltd for apparatus included in the Llanthony Road project.
- £6k contribution from May Hill Society towards the 30mph limit project.
- £4k contribution from Fairford Town Council towards the PROW footway surfacing project.
- £2k contribution from Oxfordshire County Council as their 50/50 funding of the Bledington Footbridge project.
- £2k contribution from Severn Trent Water as their 50/50 funding for carriageway patching following works.

92. It is proposed that Cabinet approves the reallocation of £750k DfT Block Grant Funding. Due to strong project management, good cost control, competitive pricing and risks not being realised the A38 Cross Keys Roundabout project was delivered under budget. The project scope included roundabout and approach lane widening to Cross Keys roundabout to support development in the area and encourage improved access to and from M5 Junction 12. It is proposed to use the £750k underspend as follows:
- £207k to Hubble Road which incorporated the introduction of segregated footway/cycleway facilities improving access to a major employment site. The increase in costs primarily relates to the increase in risks that were realised as a result of the delivery of the cycle and pedestrian facilities.
 - £543k to West Cheltenham Transport Improvement Scheme primarily as a result of increased scope to upgrade proposed footway and cycleways to be LTN 1/20 compliant given the scheme design was completed before the new cycle infrastructure design guidance was released.
93. It is proposed that Cabinet approve the reallocation of £118k Developer contribution funding. Due to strong project management, good cost control, competitive pricing and risks not being realised work on the A435 Junction Improvements, Bishops Cleeve were delivered under budget. The scope of the scheme included junction improvements at Hyde Lane/Southam Lane junction incorporating works to facilitate the future cycleway works. It is proposed to reallocate this developer contribution as follows:
- £118k to the A435 Cheltenham to Bishops Cleeve Cycle Scheme which is due to be delivered from 2023/24 onwards and also is reflected in the scope of the developer agreements.

Planning & Economic Development

94. It is proposed that Cabinet approves an increase of £144k in the Flood Alleviation capital budget funded by an Environment Agency grant towards the Bledington Flood Alleviation scheme.

Environment & Waste

95. It is proposed that Cabinet approves an increase of £20k in the Sustainability - Trees capital budget funded by RCCOs of from the Ash Dieback Trees budget and the Woodland Trust revenue grant income.

Community Safety / Gloucestershire Fire & Rescue Service

96. It is proposed that Cabinet approves an increase of £46k in the GF&RS capital programme funded from capital receipts to cover the overspend on the Fireground Radio project. The overspend is due to an increase in costs and an extra charge for adaptors which was not factored into the original business case.

Corporate Services

AMPS

97. It is proposed that Cabinet approves an increase of £1.202 million in the AMPS capital programme budget for a contribution from the ICB towards the Diagnostic Hub at Quayside Health Hub.

Capital Receipts Works Before Sale

98. It is proposed that Cabinet approves an increase of £87k in the capital programme for works before sale on surplus properties, funded from the capital receipts achieved from the sale of these properties.

Archives and Information Management

99. It is proposed that Cabinet approves the transfer of £60k (£20k in 22/23 and £40k in 23/24) out of the Archives and Information Management capital programme budget into Information Management Service revenue for the RAFT System replacement (Record Centre Database) which is a cloud-based system.

Overall

100. As a result of the above changes, the overall capital programme will increase by £41.638 million.

Summary of Carry Forwards for 2022/23

EE&I

- £325k into EEI reserve for the delivery of the Highways Transformation Strategy.

Corporate Resources

- £80k to continue data analytics development work for the organisation, priorities in 2023/24 are to complete and release reporting for Adults Social Care (CQC reporting improvements), Children's Social Care (Ofsted reporting) and GFRS data improvements for their transformation journey.

Total Carry Forwards £405k

School Balance Movements 2022-2023 (excluding academies)

Annex 2

	31/03/2022	31/03/2023	Change 2022 to 2023	% Change	Incr/Decr
Primary					
Revenue	18,587,937	18,512,999	-74,937	-0.4%	Decrease
Capital	839,690	2,419,282	1,579,592	188.1%	Increase
Total	19,427,627	20,932,281	1,504,655	7.7%	Increase
Secondary					
Revenue	2,774,363	4,267,365	1,493,002	53.8%	Increase
Capital	192,563	400,399	207,837	107.9%	Increase
Total	2,966,926	4,667,764	1,700,838	57.3%	Increase
Special					
Revenue	1,255,737	961,549	-294,188	-23.4%	Decrease
Capital	-40,714	97,329	138,043	339.1%	Increase
Total	1,215,023	1,058,878	-156,145	-12.9%	Decrease
Alternative Provision					
Revenue	-734,240	-309,666	424,574	57.8%	Increase
Capital	46,921	78,119	31,198	66.5%	Increase
Total	-687,319	-231,547	455,771	-66.3%	Increase
Total					
Revenue	21,883,798	23,432,248	1,548,450	7.1%	Increase
Capital	1,038,459	2,995,129	1,956,669	188.4%	Increase
Total	22,922,257	26,427,377	3,505,119	15.3%	Increase
Academy in year conversions	403,612	0	-403,612	-100.0%	Decrease
School in year closures	0	0	0	0.0%	Decrease
Gross of Academy movements	23,325,870	26,427,377	3,101,507	13.3%	Increase

Notes:

1. Schools which closed or converted to academies by 31/03/2023 have been excluded from both the 31/03/2022 and 31/03/2023 figures to provide a more 'like for like' comparison between years.
2. The reduction in balances due to schools converting to academy status during 2022/2023 is shown separately.
3. Federated schools operating under a single budget have been treated as 1 school in these figures.
4. The large increase in capital balances is as a result of the £2.284 million of extra capital funding for schools issued by the DfE in the latter part of 2022/23

Revenue Balances 31/03/2023 Range					
	Primary	Secondary	Special	Alternative Provision	Overall
Max Balance	791,477	1,197,332	1,231,129	67,597	1,231,129
Min Balance	-164,255	436,867	-497,014	-377,264	-497,014
Average	105,187	853,473	240,387	-154,833	125,306
<i>Previous Year Average</i>	105,613	554,873	313,934	-367,120	117,026

Revenue Bal. as % of Individual School Budget (ISB)					
	Primary	Secondary	Special	Alternative Provision	Overall
Highest	60%	23%	30%	3%	60%
Lowest	-39%	7%	-13%	-19%	-39%
Average	11%	15%	6%	-8%	10%
<i>Previous Year Average</i>	11%	11%	10%	-18%	11%

Revenue Balance totals 31/03/2023 by amount					
	Primary	Secondary	Special	Alternative Provision	Overall
Deficits larger than -£50,000	-1,228,464	0	-497,014	-377,264	-2,102,742
Deficits between -1 and -£50,000	-198,881	0	-18,229	0	-217,110
Deficits only Total	-1,427,345	0	-515,243	-377,264	-2,319,852
Surpluses 0 to £50,000	985,518	0	0	0	985,518
Surpluses £50,001 to £100,000	2,700,727	0	0	67,597	2,768,324
Surpluses £100,001 to £200,000	7,234,180	0	0	0	7,234,180
Surpluses £200,001 to £400,000	5,251,929	0	245,663	0	5,497,592
Surpluses £400,001 to £600,000	2,342,136	1,019,733	0	0	3,361,869
Surpluses over £600,000	1,425,855	3,247,632	1,231,129	0	5,904,616
Surpluses only Total	19,940,345	4,267,365	1,476,793	67,597	25,752,100
Overall totals	18,512,999	4,267,365	961,549	-309,666	23,432,248

Revenue Balances 31/03/2023 by School Numbers					
	Primary	Secondary	Special	Alternative Provision	Overall
Schools	176	5	4	2	187
In Surplus	156	5	2	1	164
In Deficit	20	0	2	1	23

Annex 3

Earmarked Revenue Reserves	Balance at 31st March 2022	Transfers Out 2022/23	Transfers In 2022/23	Balance at 31st March 2023	Notes
	£'000	£'000	£'000	£'000	
Contractual Commitments					
Strategic Waste Reserve	4,421	-1,670	0	2,751	This is a smoothing reserve relating to the full life contract of the EFW project.
Fire Joint Training Centre	932	-83	0	849	This is a smoothing reserve relating to the full life contract for the Fire Training Centre.
Fire PFI Reserve- GRFS	4,093	0	0	4,093	This is a smoothing reserve relating to the full life contract for the Fire Stations PFI.
Insurance Fund	11,431	-3,207	2,676	10,900	Insurance Fund levels are based on external professional actuarial review and advice to mitigate GCC's insurance liability.
Capital Fund	13,906	-12,162	5,011	6,755	This reserve is used for capital financing and funds schemes approved under the Council's Capital Programme.
Transformation Reserve	12,838	-2,392	416	10,862	This reserve funds the transformation required for the Council to make sustainable savings.
Technical Funding Reserves					
County Elections	513	-513	209	209	This reserve is to smooth the cost of funding the council elections.
Invest to Save	1,932	-1,132	217	1,017	This reserve is used to support invest to save projects eg: Salix loan grants initiative for energy saving projects.
Education Funding Risk Reserve	152	-7	0	145	This reserve was established to smooth the impact from schools becoming academies.
Economic Stimulus Reserve	1,108	-808	35	335	The Economic Stimulus Reserve is fully committed to fund: Rural Broadband ; Apprentices ; Grow Gloucestershire; Satum Model.
Public Health	2,884	-2,884	3,428	3,428	Public Health is a ring fenced grant, and this ring fenced reserve was established in accordance with national grant conditions to carry forward any unspent balances from the annual grant received from Government.
Vulnerable Children Reserve	1,096	-1,089	0	7	The reserve offsets demand-led pressures in children's services.

Earmarked Revenue Reserves	Balance at 31st March 2022	Transfers Out 2022/23	Transfers In 2022/23	Balance at 31st March 2023	Notes
	£'000	£'000	£'000	£'000	
Adult Care Reserve	11,926	-91	0	11,835	This reserve provides funding to mitigate demand risk in Adult Social Care, given given the continuing concern about the volatility in demand and the pressure across the health and social care economy.
Growing Our Communities Reserve	89	0	0	89	Growing Our Communities Fund – this fund will allow each Councillor to allocate £30,000 over a three year period to invest in key community projects.
People Services Reserve	271	-231	0	40	The reserve offsets demand-led pressures in People services.
Home to School Transport Reserve	164	-247	83	0	This reserve is to smooth the impact changes in schools days year to year on home to school transport.
A417 Missing Link Reserve	115	-48	0	67	This reserve has been established to support pre development work on the A417 project to be undertaken.
Business Rates Reserve	11,492	-9,203	6,205	8,494	This reserve was established to cover the Council against a potential funding shortfall in business rate income, given the volatility of the scheme and the potential impact of Business Rate appeals on income. The reserve holds £3.244 million ringfenced for economic development projects within the County. Spending plans for this is via the Gloucestershire Economic Growth Joint Committee.
Revenue Grant Reserves	63,871	-40,383	32,208	55,696	The Revenue Grants Reserve is a technical reserve for specific unapplied revenue grants and contributions, where conditions related to the monies have been met but expenditure has not been incurred. The monies remained ring fenced and fully committed. This reserve is prepared in accordance with the Accounting Code of Practice issued annually by the Chartered Institute of Public Finance and Accountancy, which the Council is legally required to follow.
Economy, Environment & Infrastructure Reserve	9,430	-3,616	1,216	7,030	The reserve was established to carryforward specific budget under spends.
Traded Services Reserve	130	180	-22	288	This reserve was established to mitigate against any loss in traded income, and invest in services to generate more traded income.
Shared Audit Services Reserve	152	-32	78	198	This reserve was established to hold specific reserves held under the Shared Audit Services.

Earmarked Revenue Reserves	Balance at 31st March 2022	Transfers Out 2022/23	Transfers In 2022/23	Balance at 31st March 2023	Notes
	£'000	£'000	£'000	£'000	
LED Renewables Reserve	532	-171	0	361	This reserve was established to provide budget support for the LED renewables project.
Highways Act Comuted Sums Reserve	2,208	-21	29	2,216	This reserve was established to hold contributions received to provide future revenue budget support to Highway Services.
Minimum Wage Reserve	0	0	0	0	This reserve was established to provide budget support for increases in the cost of employment and engagement with partners.
Ash Die Back Reserve	0	0	0	0	This Reserve was established to support the Ash Die Back Project
Pay & Prices Reserve	0	0	16,358	16,358	This Reserve was established to hold the identified uncommitted reserve balances to assist in funding the 23-24 Revenue Budget
Other Reserves	321	0	0	321	A number of small miscellaneous reserves eg:Minerals & Local Waste;disputed capital receipts.
Total Earmarked Reserves	156,007	-79,810	68,147	144,344	

Earmarked Revenue Reserves	Balance at 31st March 2022	Transfers Out 2022/23	Transfers In 2022/23	Balance at 31st March 2023	Notes
	£'000	£'000	£'000	£'000	
School Balances	23,326	-23,326	26,427	26,427	This reserve represents ring fenced balances held by individual schools carried forward to support future years expenditure.
Other Schools Related	160	-160	59	59	This represents a number of specific ring fenced school related reserves
Total School Related Reserves	23,486	-23,486	26,486	26,486	
Total	179,493	-103,296	94,633	170,830	
General Fund Balances	23,052	-6,213	0	16,839	General balances protect the Council from unknown risks including any overall Council over spend.
Total Revenue Reserves	202,545	-109,509	94,633	187,669	

Dedicated Schools Grant Deficit Account	Balance at 31st March 2022	Transfers Out 2022/23	Transfers In 2022/23	Balance at 31st March 2023	Notes
	£'000	£'000	£'000	£'000	
Dedicated School Grant Deficit	-17,043	17,043	-28,584	-28,584	This represents balances carryforward for the Dedicated Schools Grant. The fund is currently in a deficit position and an action plan is being developed in association with the Schools Forum to address future funding pressures. Following changes to Legislation and Accounting Standards this Deficit must now be shown separate from the Councils Earmarked Reserves.
Total DSG Deficit	-17,043	17,043	-28,584	-28,584	

Earmarked Capital Reserves	Balance at 31st March 2022	Transfers Out 2022/23	Transfers In 2022/23	Balance at 31st March 2023	Notes
	£'000	£'000	£'000	£'000	
Capital Grant Reserves	98,087	-108,273	101,459	91,273	This technical reserve relates to unspent capital grants and contributions, which are fully committed to funding the Council's approved Capital Programme.
Capital Receipts Unapplied Reserves	5,198	-7,189	2,094	103	This reserve reflects capital receipts, which are fully committed to funding the approved capital programme.
Total Capital Reserves	103,285	-115,462	103,553	91,376	

Summary of Debts Written Off - April 2022 to March 2023

As required by Financial Regulations, this is the annual summary of debts written off during the previous financial year.

Debts are only put forward for write off if the debt is deemed irrecoverable and after all reasonable steps have been taken to recover the money owing, including legal action.

The table below shows the number and value of debts written off during 2022/23, which represents 1.6% of the total outstanding debt on 31st March 2023.

WRITE OFF OVERVIEW 2022/23

Month of W/Off	(All)
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	Sum of Net amount	Sum of VAT	Sum of Gross Amount	Sum of Count of Invoices	Sum of Count of Debtors
Adults Commissioning	475,460.42	-	475,460.42	990	194
Children & Families Commissioning	22,463.80	-	22,466.80	58	56
Communities & Infrastructure	7,823.79	36.21	7,860.00	10	9
Children & Families Commissioning Salaries	5,742.43	-	5,742.43	15	15
Communities & Infrastructure Salaries	1,292.56	-	1,292.56	6	6
Technical & Corporate	131.31	1.70	133.01	8	8
Support Services Commissioning	9.15	-	9.15	1	1
Adults Commissioning Salaries	452.25	-	452.25	1	1
Grand Total	513,375.71	37.91	513,416.62	1089	290

Summary of Overdue Debt as at 31st March 2023

No. of Days	Total	31 - 60	61 - 90	91 - 180	181 - 365	More than 365
	£	£	£	£	£	
Adults	10,708,915	1,061,964	840,330	1,726,032	2,384,227	4,696,363
Children & Families	267,035	16,330	6,994	23,181	71,137	149,393
Corporate Resources	325,315	92,329	61,802	27,424	101,710	42,050
Economy, Environment & Infrastructure	1,095,863	426,657	489,712	45,960	74,706	58,827
GFRS and Regulatory Services	14,362	599	1,133	3,595	255	8,780
Prevention and Wellbeing Hub	1,434	0	0	0	0	1,434
Technical and Countywide	1,977	0	0	116	0	2,092
Other	1,573,409	3,112	207,806	362,451	815,320	184,720
Totals	13,988,309	1,600,991	1,607,777	2,188,527	3,447,355	5,143,658


Council Strategy Progress Update Quarter 4 2022/23

KEY

- On target - objectives remain achievable
- ◆ At risk - flagged for attention
- ▲ Compromised - significant issues - action needed
- Completed


Council Strategy Priority	Tackling Climate Change	Overall status	
<p>Key Objectives:</p>	<ul style="list-style-type: none"> • Deliver a Climate Change Strategy and Action Plan that reduces council emissions to net zero by 2030 and helps to reduce Gloucestershire’s emissions to net zero by 2045. • Support communities and businesses to do their bit, investing in 1000 electric vehicle charge points and to increase Gloucestershire’s woodlands and biodiversity. • Lead by example, putting climate change at the heart of our decisions and working in partnership across Gloucestershire’s public sector to make the greatest impact. 	<p>◆ At risk - flagged for attention</p> <p>Comments about overall status:</p>	<ul style="list-style-type: none"> • We continue to maintain lower levels of carbon emissions following the pandemic and are performing well against target. • Countywide Climate Change Coordination is currently just 0.6 FTE. Recruiting for a further 1 FTE. GCC has provided one-off £100k funding for joint Climate Leadership Group action in addition to an annual £50k contribution towards coordination costs. • The council strategy targets the planting of 360,000 trees over the current strategy timeframe and a longer term deliverability of one million trees by 2030. This programme is currently funded through a combination of Government grant and GCC funds. Increased capital and revenue funding for maintenance may be required in the latter years if grants are not available in future. • A combination of long-term sickness absence and vacancies are limiting progress on several projects. This is being addressed through recruitment and through interim cover. • Challenges experienced with new electric vehicle charge point contract, however good progress made in Quarter 4. Significant additional government funding confirmed for the Council through Local Electric Vehicle Infrastructure grant scheme.

<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> • Excellent tree planting season with c.130k trees planted over the winter. • GCC £100k contribution made to joint CLG fund. • Public engagement campaign delivered on energy efficiency. • Letter drops to residents in approximately 30 locations where on street EV charge points are proposed, seeking their feedback. • Department for Transport (DfT) confirmed £93k capacity funding for the council's staff costs to deliver on street residential charge points. • Application submitted to DfT for On Street Residential Chargepoint Scheme grant funding for over 30 sites (60% of costs are government funded) 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> • Recruitment of Climate Change and Air Quality Officer (vacant position) and Tree Project Officer and Administrator (DEFRA funded fixed-term posts). • Appointment of an interim manager to progress a number of climate change and energy projects. • Implement Quarter 1 actions in line with service plan, including work on a Local Nature Recovery Strategy and procurement of a new Gloucestershire Youth Climate Group support contract. • Decision to be taken in May confirming which EV sites we will implement following engagement with residents. • Submit application to DfT in May for up to £3.1m Local Electric Vehicle Infrastructure (LEVI) capital funding and £428k LEVI capability revenue funding that has been provisionally allocated to the council for large scale on street Electric Vehicle charge point roll out over next two years. • Make permanent appointment to Electric Vehicle officer post and recruit additional delivery capacity
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Council Strategy Priority	Improving Our Roads	Overall status	
		 At risk - flagged for attention	
Key Objectives:	<ul style="list-style-type: none"> Invest a further £100M in road resurfacing over 4 years. Reduce the number of roads which require significant repair or replacement. Improve network resilience to adverse conditions. Improve customer satisfaction with road condition. Do more proactive planned works and fewer reactive pothole repairs. Refresh our road safety policy and review speed limits where there is an evidenced safety concern 	Comments about overall status:	<ul style="list-style-type: none"> All 3 targets for emergency repairs and defects have been exceeded throughout the last three financial years. Construction industry inflation for this financial year will impact on current and future costs and represents a significant risk to the price of materials and delivery and will impact on the volume of work able to be completed for the available budget. Several high-profile multiple casualty collisions have occurred during the quarter. Progress with delivery of Community Speedwatch Fund measures as phase 1 nears completion and work started on rolling out phase 2.
Progress made this quarter:	<ul style="list-style-type: none"> 2022/23 resurfacing programme on track. Repair of identified potholes being delivered on time despite peak in volume. Highways board initiated. Road safety policy adopted plus an additional £155k revenue funding and £800k capital funding agreed by Council in 2023/24 budget Proactive comms focus adopted to highlight positive actions. 	Actions next quarter:	<ul style="list-style-type: none"> Commencement of 2023/24 delivery of resurfacing programme, including additional £3.9m funds. Continue completing identified pothole repairs on time and within target. Commencement of patching programme to address pothole clusters. Highways board to develop and agree objectives, outcomes and resources. Continue with promoting positive action on highway network Development of more coordinated road safety programme with Road Safety Partnership partners including education, training, enforcement and road engineering measures.

Council Strategy Priority	Sustainable Growth	Overall status	
<p>Key Objectives:</p> <ul style="list-style-type: none"> • Encourage the development of a single plan for Gloucestershire’s future growth, through partnership working between all local authorities and other stakeholders. • Secure the funding for the infrastructure needed to deliver this growth. • Make sure that the skills, training and education are directly linked to the future jobs being created. • Support delivery of the Gloucestershire Climate Change Strategy by ensuring growth is sustainable and supports development of green skills and jobs 		<p>Skills ■ On target - objectives remain achievable</p> <p>Growth ◆ At risk - flagged for attention</p>	
		<p>Comments about overall status:</p>	<p>Skills</p> <ul style="list-style-type: none"> • Available labour market information (LMI), including sector forward-looks and sustainable/green skills and jobs needs, is being used by Adult Education and the Employment & Skills Hub to inform careers advice and the securing of job outcomes. <p>Growth</p> <ul style="list-style-type: none"> • The closer working relationship with the Local Enterprise Partnership will result in a more coordinated approach to strategic growth. The launch of the development of a joint strategic economic plan to be completed in 2023 has begun this process. • The District Councils lead, as the relevant local planning authorities, on determining the scale and nature of future development. The County Council is, however, keen to take a lead on strategic planning matters in Gloucestershire. This would be in close collaboration with the six District Councils. It may be that the possible emerging action plan associated with the recently agreed Gloucestershire Statement of Common Ground enables this to occur. • Also at risk, is the ability of the County Council to secure all of the required future strategic infrastructure as part of the development process. This is true of S106 funding and especially the case as five of the six District Councils have implemented Community Infrastructure Levy (CIL). To date only one of those District Councils (Stroud DC) has paid monies from their generated CIL income to the County Council. Discussions continue with the other four District Councils with regard to reviewing their CIL arrangements and ensure that the relevant governance is in place to distribute CIL funds.

<p>Progress made this quarter:</p>	<p>Skills</p> <ul style="list-style-type: none"> • SGS College ‘skills for low carbon’ project in delivery phase • Consortium of Gloucestershire colleges delivering Agri-Tech, Digital, Electric and Hybrid Vehicles, Green Construction, Green Energy project. • Gloucestershire College formally launched its electric vehicle maintenance facilities and provision at its Gloucester Campus in March • GCC Adult Education continuing to deliver courses in sustainable development, sustainable communities, sustainable energy management, waste management, sustainable transport. • Education and Skills (E&S) Hub employer engagement team supporting ‘green’/sustainable jobs and skills • E & S Hub and Adult Education services both working with the Forum development and Kier to support employment for those furthest from the workplace. <p>Growth</p> <ul style="list-style-type: none"> • Stakeholder engagement has started regarding the emerging Strategic Economic Plan. • Attendance at the Stroud District Local Plan Public Examination. • Negotiations and discussions continue with all District Councils and other stakeholders. 	<p>Actions next quarter:</p>	<p>Skills</p> <ul style="list-style-type: none"> • Review combined SW LEPs and Energy Hub research into ‘green’/sustainable jobs and skills needed and inform job brokers in E & S Hub and Adult Education managers and lead co-ordinators. • Arrange for Gloucestershire colleges to report back to the Gloucestershire Skills Advisory Panel (GSAP) on progress with their two projects (Sustainable Development and Sustainable Economic Development Funded) • Review E & S Hub employer engagement strategy and include ‘green’/sustainable jobs and skills strand. • Work with successful Electric Vehicle charge point installer/s and maintenance provider/s in Gloucestershire to provide employment and work experience opportunities. • Work with local sustainable construction companies to provide employment and work experience opportunities (this will tie in with the Forum, AccXel, GC’s new construction provision in Cheltenham and with other construction work in county) <p>Growth</p> <ul style="list-style-type: none"> • Formal representations will be made on the relevant Local Plans. • Ongoing discussions / negotiations with the District Councils. • Make infrastructure bids to Cotswold District Council’s CIL.
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Council Strategy Priority	Securing Investment for Gloucestershire	Overall status	
Key Objectives:	<ul style="list-style-type: none"> • Support the delivery of major transport investment. • Progress the delivery of the Gloucestershire Sustainable Travel Corridor. • Bid for funding to improve M5 Junction 9 and re-route the A46 to help deliver the Garden Town proposals. • Work with the Western Gateway Partnership to secure improved rail connections that support business and leisure needs. • Secure nationally important investment programmes to create improved job opportunities, including Cyber Central as part of the Golden Valley development 	Comments about overall status:	 On target - objectives remain achievable
			<ul style="list-style-type: none"> • GCC continues to implement the recently adopted Local Transport Plan (LTP), including the 26-mile cycle route through the spine of the county. The LTP will be reviewed later in 2023. • GCC was able to secure in excess of £500k revenue funding from Active Travel England to continue to promote active travel, continue to develop the Gloucestershire Cycle Spine and prepare for future capital funding opportunities. • M5 J10 continues to move at a pace despite the recent HM Treasury call in for all HIF (Housing Infrastructure Fund) schemes. Supported by Homes England, the Development Consent Order submission date is now revised for August 2023. Over £10M of land acquired for scheme delivery, delivery of J10 scheme elements Arle Court Transport Hub and Coombe Hill junction improvements, remain on track. • Work is progressing on a business case for a Mass Rapid Transit scheme for Gloucestershire. • Engagement continues with the Western Gateway Partnership, including discussions and negotiations about improvements to the county’s rail infrastructure. • Key development proposals such as Cyber Central and the wider Golden Valley proposals are all progressing.

<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> • Construction continues positively on the Llanthony Road improvement scheme funded through £9.122 million Levelling Up funding and £2million GFirst LEP contributions. The scheme remains on programme with completion anticipated in late Summer 2023. • Delivery of the B4063 'cycle spine' route continues with the section between Arle Court and M5 Overbridge (Staverton) now fully complete. • The next two sections are being constructed between M5 Overbridge (Staverton) and Brickhampton Golf Course and the Brickhampton Golf Course to Elmbridge Court sections and both sets of work remain on target for completion by Spring 2024. • The further phase between Elmbridge Court and Arle Court Roundabout will be tendered from late Spring 2023. • Arle Court Transport Hub (ACTH) Phase 1 construction works complete. • Tender assessment for ACTH Phase two construction complete. • Tender assessment for early contractor involvement for M5 J10 DCO Scheme complete. • Targeted consultation of M5 J10 Scheme complete. • Significant progress in land acquisition, particularly along Withybridge Lane to enable J10 construction. 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> • Deliver construction works on the 26-mile cycle spine and begin consultation on future phases of the work in Gloucester and between Cheltenham and Bishops Cleeve now funding has been secured. • Continue to work with all relevant stakeholders to secure future, sustainable, green growth. • M5 J10; tender award for Early Contractor Involvement for DCO Scheme is planned for end of April 2023. • M5 J10; Continued preparation with key stakeholders for DCO submission in August 2023 • Continued negotiation for the acquisition of land (residential and agricultural) for the M5J10 Scheme • Arle Court Transport Hub construction of main multi story car park work to commence from April.
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Council Strategy Priority	Levelling Up Our Communities	Overall status	
Key Objectives:	<ul style="list-style-type: none"> • Work with local partners to attract national Levelling Up Funding to regenerate our high streets, market towns and neighbourhoods. • Listen to local communities about what they want to achieve and how. • Work alongside neighbourhoods to develop plans that build on their strengths and attract local and national investment to help deliver them. • Support local residents to develop new skills, careers and job opportunities. • Link local people to jobs by providing sustainable transport solutions and reducing barriers to employment. • Shape local community services to make sure they can adapt to the needs and aspirations of local residents. • Work with local schools and academies to improve the quality of local education provision 	<ul style="list-style-type: none"> ■ On target - objectives remain achievable 	
		Comments about overall status:	<ul style="list-style-type: none"> ■ On target - objectives remain achievable for community engagement/partnership elements (objectives 2, 3 and 6) Levelling Up Together grant programme progressing to schedule with confirmation of grant awards. We also have positive examples of listening to local communities to help shape services which can provide learning for future projects. ■ On target - objectives remain achievable for Employment & Skills elements (objectives 1, 4, 5) ■ On target - objectives remain achievable for Education elements (objective 7)

<p>Progress made this quarter</p>	<p>Listening to local communities and shaping services:</p> <ul style="list-style-type: none"> • Contract for the Children’s Healthier Lifestyles (Weight Management) service has been awarded to ‘BZ Bodies limited’, who will work in partnership with Forest Voluntary Action Forum (FVAF) to enable community participation in future service provision. • Public consultation on Healthy Lifestyles Service underway, aiming to elicit the views of local communities regarding future service proposals and potential community participation in service delivery. <p>Levelling Up Together Grants Programme</p> <ul style="list-style-type: none"> • 127 applications received for the Levelling Up Together grant programme totalling c.£7.4m. • Applications covered a range of topic areas including: community spaces and development, physical activity and healthy lifestyles, infrastructure and capital investment, and arts and culture. • The multi-stage decision making process is now complete, and applicants have been notified of the outcome. • In total, 52 grants have been awarded funding totalling c.£1.46m. The grant team have met with successful applicants to explain next steps and the requirements for monitoring and learning. • Details of the successful projects are available on the GCC website. <p>Work with local partners to attract national funding to regenerate our high streets, market towns and neighbourhoods.</p> <ul style="list-style-type: none"> • Bids by Cheltenham Borough, Gloucester City and Stroud District were unsuccessful to level 2 of the Levelling Up fund. Announcement on process for round 3 is awaited. 	<p>Actions next quarter</p>	<p>Listening to local communities & shaping services:</p> <ul style="list-style-type: none"> • Commence work on a project to gather local insights into factors influencing harmful drinking of alcohol and explore potential community-based interventions to support behaviour change. <p>Levelling Up Together (LUT) Grants Programme</p> <ul style="list-style-type: none"> • Hold in person group meetings with grant recipients (‘our LUT partners’) at district level in May to encourage networking and discuss process for gathering learning etc. • Gather feedback from all applicants about the application process to help generate local learning. • Co-produce learning and evaluation framework with LUT partners. • Initiate impact evaluation and reporting at 6 months and 12 months post award. <p>Work with local partners to attract national funding to regenerate our high streets, market towns and neighbourhoods.</p> <ul style="list-style-type: none"> • No direct action expected in the next quarter. • Development of the Local Economic Strategy will continue. <p>Support local residents to develop new skills, careers and job opportunities</p> <ul style="list-style-type: none"> • Review combined SW LEPs and Energy Hub research into ‘green’/sustainable jobs and skills needed and inform job brokers in Employment & Skills Hub and Adult Education managers and lead co-ordinators. • Arrange for Gloucestershire colleges to report back to the Gloucestershire Skills Advisory Panel (GSAP) on progress with their two projects (SDF and SEDF-funded)
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	<ul style="list-style-type: none"> • Development of the new Local Economic Strategy has started and will provide a backdrop for future bidding rounds by districts. <p>Support local residents to develop new skills, careers and job opportunities.</p> <ul style="list-style-type: none"> • South Gloucestershire and Stroud College 'skills for low carbon' project in delivery phase • Consortium of Gloucestershire colleges delivering Agri-Tech, Digital, Electric and Hybrid Vehicles, Green Construction, Green Energy project. • Gloucestershire College formally launched its electric vehicle maintenance facilities and provision at its Gloucester Campus in March • GCC Adult Education continuing to deliver courses in sustainable development, sustainable communities, sustainable energy management, waste management, sustainable transport. • Employment & Skills Hub employer engagement team supporting 'green'/sustainable jobs and skills. • Employment & Skills Hub and Adult education services both working with the Forum development and Kier. <p>Link local people to jobs by providing sustainable transport solutions and reducing barriers to employment</p> <ul style="list-style-type: none"> • 'The Robin' - two pilot rural accessibility trials providing local minibus transport continue in South Forest and North Cotswolds funded by £1.35m from the DfT's Rural Mobility Fund. Uptake was initially more positive in the Forest, although recently the Cotswold service has become more established. • See also 'Securing Investment for Gloucestershire' 		<ul style="list-style-type: none"> • Review Employment & Skills Hub employer engagement strategy and include 'green'/sustainable jobs and skills strand. • Work with successful Electric Vehicle charge point installer/s and maintenance provider/s in Gloucestershire to provide employment and work experience opportunities. • Work with local sustainable construction companies to provide employment and work experience opportunities (this will tie in with the Forum, AccXel, GC's new construction provision in Cheltenham and with other construction work in county) <p>Link local people to jobs by providing sustainable transport solutions and reducing barriers to employment</p> <ul style="list-style-type: none"> • Llanthony Road construction will continue against the programme. The planning process for the 'Sudmeadow link' is being progressed and will be consulted on, with the potential for the planning application submission to follow as appropriate. • Subject to DfT's timescales and announcement of funding sources, bids are expected from GCC for further Active Travel Fund money or alternative funding for the remaining sections o of the sustainable travel corridor. • See also 'Securing Investment for Gloucestershire'.
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	<p>Work with local schools and academies to improve the quality of local education provision</p> <ul style="list-style-type: none">• The Education Policy Institute Educational Disadvantage report commissioned by the Gloucestershire Education Forum was published on 31st March. The report will be presented to the Forum on 24th April and shared more widely at the county 'Levelling the Playing Field' conference launch on 26th April.• The sub-group organising the cross phase, cross-county leaders' school to school visits have agreed and planned a programme focused on sharing good and best practice to ensure every classroom in every school meets the needs of children with SEND		<ul style="list-style-type: none">• The Robin pilot will develop options that seek to utilise any down time of one of the Cotswold vehicles to provide support elsewhere in the South Cotswolds or potentially in Stroud. <p>Work with local schools and academies to improve the quality of local education provision</p> <ul style="list-style-type: none">• The roll out of the bidding process for schools' led levelling up projects under the identified headlines from the educational disadvantage research report. This will lead to the establishment of targeted workstreams targeting educational disadvantage led by educational systems leaders.• Roll out of the SEND visits programme across the summer term as evidence gathering for sharing of learning with and beyond the Forum membership
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Council Strategy Priority	Transforming Children’s Services	Overall status	
<p>Key Objectives:</p>	<ul style="list-style-type: none"> • Continue to develop a comprehensive range of good quality education, early years and care provision that meets the needs of all young people, including those with additional needs. • Improve our early intervention/early help offer delivered through a multi-agency Family Hub model. • Support local schools to develop a high performing local education system that meets the needs of all pupils, particularly the most vulnerable. • Continuously improve services through effective intervention and development of local provision. Build on our investments in local provision such as Trevone House and our £150M investment in schools. • Invest in social workers and other frontline staff by developing our comprehensive training and development offer, supported by the Children’s Services Academy. 	<p>◆ At risk - flagged for attention</p> <p>Comments about overall status:</p>	<ul style="list-style-type: none"> • The School Improvement Service continues the roll out of its traded model following the removal of the Local Authority school improvement Monitoring and Brokering grant (LAMB) and is planning its offer and service model beyond 2023/24. • After the unsuccessful Wave 15 bids to deliver new mainstream schools, options are being developed for use of the High Needs Capital funding to support sufficiency of specialist places to meet projected demand. • The Early Years Service are developing plans to respond to the changes announced in the Budget increasing free childcare requirements – the sector remains under strain and will be challenged to ensure the additional capacity required by the government announcement against recruitment, retention and running cost challenges to the private, voluntary and independent sector. • Gloucestershire Education Forum (GEF) chaired by an independent challenge partner, Roy Blatchford CBE has agreed a sequence of actions contributing to its four key aims: <ul style="list-style-type: none"> ○ improve well-being and academic outcomes for all children and young people ○ co-design a partnership-led system ○ promote system generosity ○ provide opportunities for professional development

			<ul style="list-style-type: none"> • A programme of study visits between phases focused on Quality of SEND provision in all classrooms have been agreed and scheduled by the sub-group. The EPI (Education Policy Institute) research report into educational disadvantage will inform the workstreams to roll out from the Forum. • The Continuous Improvement Plan remains the focal point for improvement activity going forward. We have now received the Annual Conversation letter from Ofsted, which broadly endorses our self-assessment and direction of travel. Progress has been made against the plan, with 31 actions showing progress (an improvement of 5), 9 showing no change (which is fewer than the previous report) and 20 showing some regression (4 more than previously reported). • Performance and quality assurance continues to reflect our challenging operating conditions, with 52% of performance measures evidencing good or better performance and 36% of measures within tolerance of target. The proportion of inadequate audits is at 9% in Quarter 4, which is better than target. • Stabilising our workforce remains the biggest challenge in securing our improvement journey. The Quarter 4 data shows some emerging signs of stability/improvement with turnover and vacancies, however, agency rates remain high. • Plans for transformation (service remodel) continue to progress with a Director of Safeguarding and Care appointed in March and the process for recruitment of the Area Managers now commenced.
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<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> • The extension of the commissioning timeline has enabled further work to be undertaken on a revised specification, building on the conversations with the Voluntary Care Sector around a family hub model for the county. • Preparation has been undertaken in anticipation of either a joint targeted area inspection, which will consider safeguarding across the partnership, or a focused visit considering a specific area of practice. • Systemic practice training for the current cohort is drawing to a close, with membership of the next practitioner and manager cohorts being finalised. • Performance and Quality Assurance reflects the very challenging operational landscape and a service that is increasingly confident and assertive in its practice. In March, we held our first practice week, which will form a key element of our revised Quality Assurance approach going forward. • Our revised care leaver offer was presented to Corporate Parenting Group in March and launched at the Care Leaver’s Celebration event later that month. • The Supporting Families Programme achieved 100% of its targets for the 2022/23 programme. 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> • The Continuous Improvement Plan will be further refined following an end of year review, as the key driver for improvement activity – subject to regular review through Senior Leadership Team, Corporate Leadership Team, Continuous Improvement Board and Scrutiny etc. The learning from our first practice week will further inform: • Further engagement with stakeholders and partners around the revised Children and Families specification will be undertaken in support of developing a shared vision and approach. • A Peer Review of our SEN arrangements, as part of our inspection preparation, was undertaken in April. • A draft Early Help/Family Support Strategy will be completed for consideration by Gloucestershire Safeguarding Children’s Partnership and Coalition partners. • Work will progress on mobilising the first tranche of accommodation sites set out in the revised Sufficiency Strategy. • Work will progress on a Corporate Parenting Strategy and Children’s Plan.
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Council Strategy Priority	Transforming Adult Social Care	Overall status	
<p>Key Objectives:</p> <ul style="list-style-type: none"> • Make early intervention and prevention, together with strength-based working, into all aspects of our work across the Adult Social Care System, and in our engagement with the developing Integrated Care System in the county. • Build a world class 'model' of short-term care (the 'Enhanced Independence Offer') together with the NHS and other partners. • Deliver a Technology Strategy: exploring the potential of technology to support carers and improve the quality of care that people receive. • Work with independent care providers to address capacity gaps and over provision, including use of central government funding to improve the terms and conditions of care sector staff. • Respond to Government legislation which will begin a once in a generation transformation of adult social care. 		<p>■ On target - objectives remain achievable</p> <p>Comments about overall status:</p>	<ul style="list-style-type: none"> • Broadly there is an improving picture across adult social care performance. • Admissions to long term care (18-64), while better than target, have increased this quarter from quarter 3. This may be attributed to the purchasing of bed-based care through the discharge fund. The average number of weeks people have been waiting for brokerage has increased from 3 weeks in quarter three to 6 weeks in quarter four. This is reflective of the number of people waiting for community-based support. We continue to address these challenges through our approaches to domiciliary care provision (see below). • We continue to improve our reviews of people's care and support needs, reaching 58% (target 60%), a 10% point improvement on last quarter. We had anticipated a possible drop in performance related to operational support for community meals provision, but this has not materialised. • This quarter we have reviewed our Transformation Programme full portfolio and produced a two-year plan. This has identified a number of projects that are still to be scoped, gives us an opportunity to re-prioritise some activity, and bring new projects into scope. We presented our two-year plan to the March Finance Performance and Risk meeting and were able to provide assurance on the progress to meeting our strategic objectives. Priorities for the coming quarter are to review our Technology strategy and produce an overarching Savings plan, Benefits Realisation plan, metrics to track our progress and a Communications plan.

<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> • Community meals – Following the withdrawal of the former provider, we have secured community meals provision through 6 local providers. We have made sure that the needs of everyone who received a meal are met, and at time of writing only 65 people are requiring ongoing subsidised community meals. • Community Equipment Service – Over the last quarter the new Customer Relationship Management system (TCES) has been successfully implemented at the equipment service. This has provided accurate information on stock levels, ordering and delivery across the County. The system is accessed by GCC staff and assessors across Health. The ICT offer has now been fully transitioned back to GCC and is supported by corporate ICT. • Held a number of successful local recruitment events focused on internal and external recruitment and attended the national Compass job fair. Work is under way to analyse impact of these events. • The new portals within our case management system have gone live. • We have overseen the allocation of two streams of funding to support discharges from hospital between December 2022 and March 2023 on behalf of GCC and the ICS. This involved the purchase of services (E.G. nursing home beds, extra domiciliary care) to help enable more timely discharge from hospital. 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> • Fairer Contributions Policy (Non-Residential Care /Personal Budgets) - A pre-engagement activity is planned for the next quarter to understand the views of key stakeholders about this policy. The policy sets out the parameters for how we assess a person’s financial contribution to their social care provision. This pre-engagement activity starts a significant process of public consultation. • Continue to develop our CQC assurance self-assessment and start a process of engagement with staff, Corporate Leadership Team and partners. We need to bring our story to life and focus on our use of data, impact and voices of people with lived experience and our staff • Make progress on our overarching transformation metrics, benefits and savings plans. This will ensure improved reporting and performance measurement of our progress against our strategic plan. • Review our Technology Strategy, ensuring it is in line with current national drivers, with an aligned delivery plan and clearly outlined dependencies with the ICB digital and technology strategies. • Safeguarding single point of contact implementation has been moved to accommodate a full review of all of the potential models to ensure we are implementing the correct model for Gloucestershire. • Continue to work on the re-procurement of our learning management systems • We will be introducing the new PAMMS (Provider Assessment and Market Management Solution) quality assurance module to providers in April, in line with the regional implementation of this new system.
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	<ul style="list-style-type: none">• Published a Market Sustainability Plan on March 27th. This outlines our proposals to support a sustainable and diverse care market to meet the social care needs of people in the county.• During this quarter we have increased the capacity of domiciliary care provided by 8 different care providers. This is part of a pilot project that aims to support domiciliary care to be delivered in a small local area. This reduces, for example, travel time between care visits, enabling more visits to take place over the same amount of time.• Progressed the development of our directorate communications plan with our leadership team• Produced the first draft of our self-assessment for CQC assurance and started engagement on this• Reviewed our Transformation Programme full portfolio and produced a two-year plan. This has identified a number of projects that are still to be scoped, gives us an opportunity to re-prioritise some activity, and bring new projects into scope.		<ul style="list-style-type: none">• Engagement with the wider system on the draft service specifications for Enhanced Independence Offer.• Continue the progress that has been made around determining procurement options / timelines for 2023/24 for the new Telecare service.• Plan for and implement our new portals with our operational workforce.
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Council Strategy Priority	Transforming Gloucestershire Fire and Rescue Service	Overall status	
<p>Key Objectives:</p>	<ul style="list-style-type: none"> • Deliver our Service Improvement Plan supported by additional investment and resources. • Improve the culture of our service. • Embed the Fire Professional Standards to make sure our staff and the communities we serve are safe and well. • Deliver our Community Risk Management Plan (CRMP) to reduce the risk of fire and other emergencies in the County. 	<p>Comments about overall status:</p>	<p>◆ At risk - flagged for attention</p> <ul style="list-style-type: none"> • The GFRS improvement plan remains the focal point for improvement activity going forward along with our performance indicators. The plan is also key to our conversation with HMICFRS which takes place each month. 40% of actions have been delivered, while 43% are on track, 13% are behind schedule and 4% overdue. • Currently overall status remains at risk as we are not achieving all performance indicators and over 50% of the improvement plan is still to be delivered. • Performance represents a mixed picture of marginal improvement, stability and some regression. • Attendance times have increased this quarter. However, we have completed the fire cover review and will be delivering proposals to improve future performance. • We have seen a slight increase in Safe and Wells delivered on the whole. However, we have still not achieved our target for the year, actions we are taking to resolve this issue can be found in this report. Of those visits undertaken, we continue to target the majority at those in high-risk groups. • The number of 7.2d premises visited (visit to a premise to learn about the area and prevent injury or death to firefighters if an incident was to occur at the location) within required frequency ends this quarter at 100%. • The number of days lost to stress has increased slightly from 0.43 to 0.66, however this remains better than target for the service. • Funding from the County Council has assisted in completing some of the CRMP year 1 targets by the purchase of specialist Personal Protective Equipment (PPE) for Firefighters at road traffic collisions and new digital fire ground radios, we have also gone out to tender for frontline appliances all leading to greater firefighter and community safety.

<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> • The Community Risk Management Plan (CRMP) identified the need to review our existing arrangements to ensure that we have the required number of resources, with the right people and equipment, at the right time, in the right location. This quarter we have finalised the modelling and analysis and started work to identify possible improvements to effectiveness and efficiency. This work is important to helping us achieve our response times which this quarter increased, and our ability to increase our capacity to deliver Safe and Well visits which improved this quarter but were still not on target. • Progress in implementing the 16 new Fire standards is slower than expected, due to unclear ownership, prioritisation and complexity of some standards. This could leave us with the risk we fail to comply and HMICFRS finds us requiring improvement. Therefore, moving forward responsible persons have been clearly identified and further scrutiny will be through the Portfolio Management Board (PMB) chaired by the Assistant Chief Fire Officer and reporting quarterly to Senior Leadership Team. • An overarching Service strategy (linked to the wider organisation) supported by delivery plans in the areas of Response, Prevention & Protection, Communications, etc, has been developed to provide clarity and direction for the workforce. These have been used to create team plans and will assist with direction setting in staff appraisals. • The SLT have this quarter completed engagement sessions with all staff groups across the service, discussing culture and expectations. 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> • With risk modelling work completed, we will now produce a number of proposals to be considered by the fire authority with the aim of delivering the most effective and efficient service, whilst moving closer to our response targets and Safe and Well delivery. • Safe and Well numbers are being reviewed for 2023/24 this will be based on comparator benchmarking. Work is also being undertaken to increase referrals and review categorisation of the high-risk group. We will also be launching our Prevention plan. • In an aim to increase the tempo of Fire Professional Standards delivery, arrangements are being made for managers to have training from the National Fire Chiefs Council regarding use of the implementation toolkit. The agreed framework will also be implemented and have scrutiny through the Project Management Board meeting. • In the next quarter, to assist with improvement around appraisals and recording, we will be launching our People plan and new appraisal system with accompanying guidance. • Delivery of new specialist PPE for Firefighters at road traffic collisions as identified in the CRMP. • To ensure we remain focused on staff welfare and absence management we will be instigating a monthly service absence management meeting. This is to ensure consistent approach with the policy, assist in developing middle managers skills and help us achieve future performance targets.
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Council Strategy Priority	Delivering Our Ambitions - ICT	Overall status	
<p>Key Objectives:</p> <ul style="list-style-type: none"> Invest in replacing our core infrastructure. This will increase security and allow our staff to be as productive as possible, making it easier to work with colleagues and partners. Develop our workforces' digital skills and our ability to use digital innovation to improve customer experience. 		<p>◆ At risk - flagged for attention</p> <p>Comments about overall status:</p>	<ul style="list-style-type: none"> The Digital and ICT Service continue to make progress towards delivering a more robust and faster network across the whole of the Estate. Work continues to ensure the improved networks across all the buildings is working as expected and legacy equipment is removed. The use of M365 and Software as a Service to replace legacy processes and applications is ongoing. The change and adoption programme to upskill and change behaviour continues and engagement with the business has increased. There has been some significant disruption and instability in March, some of which was brought about by the changes we are making to improve our disaster recovery position. Also, an unforeseen issue with our legacy Network link and fail over link resulted in the loss of Outlook. A new Network link has replaced the legacy link and work continues to move to cloud connectivity. Public Service Network accredited and security improvements continue to be visible and are ongoing.
<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> Exchange Online including "Bring Your Own Device" (BYOD) has restarted and the backup solution is in place. All councillors successfully migrated, and service areas continue to report real benefits. The project is aiming to complete all migrations in May. Liquidlogic hosting has been delayed due to aligning third party resources. Plans are now in place with Go Live expected in June. Outstanding network remediations completed. Appointment of the new Assistant Director of Digital and ICT 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> Installation of new remote connection into GCC network for all staff, improving speed and stability of connections. Completion of Exchange Online migration. Removal of legacy EAS (Exchange ActiveSync) e-mail storage. Hosted Liquidlogic user testing with a view to Go Live in June 2023 Ongoing change work with teams particularly around use of Sharepoint and Teams collaboration via Digital Smarties and wider training Remaining 365 mobile devices and bring your own device deployment. Ongoing development of the Digital Strategy and next phase of the ICT roadmap.

Council Strategy Priority	Delivering Our Ambitions – Equalities, Diversity, and Inclusion	Overall status	
<p>Key Objectives:</p>	<ul style="list-style-type: none"> Recruit from the widest pool of talent and to benefit from a diverse and inclusive workforce where all can flourish and progress. Increase workforce diversity. Implement inclusive strategies and policies. Collect, analyse, and publish workforce data. Equality and inclusion learning and development. Improve health and wellbeing for all. 	<p>Comments about overall status:</p>	<p>■ On target - objectives remain achievable</p> <ul style="list-style-type: none"> Activity tracking to plan, however this is a long-term programme of work over at least three years to see the impact Local Government Association (LGA) Equalities Framework will provide us with measures of success Advertising roles on diverse job boards to increase diversity of candidate pools. Tracking and reporting of completions of Equality, Diversity and Inclusion learning. Agreement to complete a Stonewall Index submission for 2023. Published the Workforce Data Equality Report and included the additional recommendations into the main Equality, Diversity and Inclusion plan.
<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> Health and Wellbeing Hub launched. Gender Pay Gap report published – very positive position. Equalities landing page in staffnet completed. Safe Space for Race Equality Week in January. Becoming an Inclusive Employer session delivered at the leadership conference with focus on improving race equality within GCC. Black Workers Networks shared lived experiences stories from staff working at GCC. Neurodiversity e-learning and guidance published for GCC and GFRS. 2021 census report analysed and compared to current staffing demographic. Baseline data collated on BME recruitment, (application to appointment) and the number of underrepresented staff in leadership roles in readiness for future monitoring and reporting. 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> Finalise action plan in response to self-assessment against LGA Equality framework Agree Equality Objectives Set recruitment targets for senior leadership to better represent the census 2021 demographics. Agree action plan for 2023/2024 Workforce Equality action plan. Published the Workforce Equality Report for 2023 Update the GFRS ED&I webpages. Agreement of the proposed ED&I internal service measures and targets.

	<ul style="list-style-type: none"> 4 places have been awarded for the stepping Up positive development programme. One place is being supported by a bursary. 		
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Council Strategy Priority	Delivering Our Ambitions – Strategic Procurement transformation	Overall status	
		<ul style="list-style-type: none"> On target - objectives remain achievable 	
Key Objectives:	<ul style="list-style-type: none"> Modernise our procurement and contract management IT systems to give us better, more complete oversight of our contracts, to help us plan further ahead and to identify opportunities to secure better deals by joining our buying power across the council and beyond 	Comments about overall status:	<ul style="list-style-type: none"> Recruitment of a new Head of Strategic Procurement and it has been possible to recruit permanent staff to fill some (but not all) of the vacancies within the team that were filled by interims. The first phase of the procurement toolkit is ready to be launched on StaffNet
Progress made this quarter:	<ul style="list-style-type: none"> The Head of Strategic Procurement post has been filled on a temporary basis while recruitment of a permanent Head of Service is underway. Interviews took place in April. Recruitment of permanent staff has resulted in some appointments, beginning to reduce our dependence on interims to fill the structure. The first phase of the procurement "how to" is completed and ready to be launched The Procurement pipeline is beginning to be used proactively by Directorates to plan their procurement activity ahead 	Actions next quarter:	<ul style="list-style-type: none"> Design a reporting dashboard that standardises reporting for Directorate Leadership Teams and gives clear visibility to the pipeline of commissioning activity in order to help them plan effectively and oversee their contracts (Delayed from last quarter because of the Head of Service vacancy arising) Continue to support the One Programme by continuing to devise policy and processes in line with new toolkit. Launch "how to" guide with templates for procurement for commissioners. Continue to track the progress of the Procurement Bill through Parliament. Implement new team structure while continuing to review capacity and workloads in order to reduce dependence on interims

Council Strategy Priority	Delivering Our Ambitions Workforce – Recruitment and retention of hard-to-fill roles	Overall status	
Key Objectives:	<ul style="list-style-type: none"> Develop ways to improve the recruitment and retention of staff in the hardest to fill areas and support our partners and providers to do the same 	Comments about overall status:	<ul style="list-style-type: none"> At risk - flagged for attention We have a clear plan of work to improve the recruitment and retention of our workforce and activity is tracking to plan. However, the national and local context is increasingly challenging and financial constraints limit some areas both in terms of pay and resource available. Our Proud to Care programme continues to promote working with our providers, however our ability to influence the wider social care package in order to attract care workers in the provider market is limited.
Progress made this quarter:	<ul style="list-style-type: none"> Improved end to end recruitment process and relaunched approach to advertising including increased use of social media. New starter survey was conducted which was positive on the recruitment process. Some improvements to the onboarding process needed. Launched annual rewards statement for all green book and chief officer staff. Continue to make greater use of job boards and social media to promote our roles. Signed contract with a diversity job board to advertise our roles. Videos and social media assets finalised for employer brand. 	Actions next quarter:	<ul style="list-style-type: none"> Promote employer brand and videos to aid attraction. Continue new focus around hard to fill roles. Continue with our campaign to attract social workers and wider social care staff. Sign up for a LinkedIn recruiter licence. Continue to support managers with targeted recruitment campaigns. Continue to make use of social media and other recruitment routes to promote our roles.

Council Strategy Priority	Delivering Our Ambitions – Agile working	Overall status	
Key Objectives:	<ul style="list-style-type: none"> Continue to provide the tools, technology and support that will help our staff to work in a more flexible way, travel less, work more easily with others and achieve a better work / life balance 	Comments about overall status:	<p>■ On target - objectives remain achievable</p> <ul style="list-style-type: none"> Our workforce is now largely working in line with the agreed principles of agile working with the majority of staff splitting their working time between council buildings, home and other workplaces, driven by business need. The Digital & ICT and Buildings & Workspaces aspects of the Agile programme continue to make good progress, and the process of supporting cultural transformation continues.
Progress made this quarter:	<ul style="list-style-type: none"> Additional training, tools and guidance rolled out to support managers and staff to work in a more flexible way and adopt the behaviours and skills required in an agile organisation. Programme of refurbishing office spaces to support agile working continued. Shire Hall block one meeting room suite is nearing completion, with an additional 22 modern, flexible spaces now available for staff to meet and collaborate. Procurement completed on a new meeting room booking app to support more productive and efficient use of the council's meeting room assets. 	Actions next quarter:	<ul style="list-style-type: none"> Communications and engagement activity continues to support managers and staff to understand what agile working means for their team and how they can use the new opportunities offered by agile working to improve services for the people of Gloucestershire. Basic refurbishment of Shire Hall will be complete, providing teams with workspaces suited to the activity that brings them into the office, co-locating interdependent teams closer together, and technology to enable effective and productive collaboration wherever members of staff are located. Physical works commence on Cotswold locality site to support agile working, including drop-in space for peripatetic staff.

Council Strategy Priority	Delivering Our Ambitions – Maximising the use of our estate	Overall status	
<p>Key Objectives:</p>	<ul style="list-style-type: none"> Continue to review the council’s estate and how we make best use of it. This will include continuing to modernise and adapt the Shire Hall complex to make it accessible, fit for purpose and more suitable for agile working Continue to look for opportunities to combine space across the council and with our partners; proactively seeking ways to reduce the council’s carbon footprint and increase renewable energy generation 	<p>Comments about overall status:</p>	<p>■ On target - objectives remain achievable</p> <ul style="list-style-type: none"> Agile planning continues and works to complete the Shire Hall adaptations are on track for completion by the end of March 2023 A wider review of property is underway Opportunities to save revenue from buildings have started. This includes things like revenue savings associated with the rationalisation of the estate. For example the relocation of the majority of the fire service from Waterwells to Quayside resulting in significant savings on running costs and service charges. Creation of new locality hubs will also enable the further rationalisation of the estate resulting in savings. Area based reviews are taking place in conjunction with our One Gloucestershire Estate partners A review of rural land to assess its suitability for renewable energy generation is underway
<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> Work has continued creating a new agile environment in Shire Hall including new home zones for teams These zones include a range of facilities to enable staff to work in a flexible and agile way, including breakout spaces and a new hub Bearlands café is now fully operational and Spires is now open between 11.30 until 2pm daily Some teams are located in the new Quayside building alongside the GPs and pharmacy <ul style="list-style-type: none"> Works have started and are progressing on the inclusion of a new community diagnostic hub in Quayside Project Board meetings have been set up and plans are being developed to bring the Fire HQ staff into this building thus freeing up space and generating savings from the part vacation of Waterwells 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> Continue to implement agile adaptations in Shire Hall with plan for longer term works based on learning from early phases of the programme Present proposals to Property Board for further rationalisation of buildings Complete the review of rural land for its suitability for renewable energy generation Challenge service partners on their continuing need for property assets. Update the corporate asset management plan to reflect these Start the review of the rural estate strategic estate plan with a completion date of the end of March 2023 Receive back four care homes and develop proposals for their re-use/disposal Complete review of highways/waste depots in Gloucester and the Forest of Dean

	<ul style="list-style-type: none">• Works have started on site at Cirencester drop in hub• Business cases developed for changes to the way locality services are delivered. FM offer being finalised and will be in place by the end of the capital works• Works in Block 1 to create a new conference/meeting facility are nearing completion• Meetings in place with Children Services to develop service property plans with delivery identifying future asset strategies. Meetings with GFRS are being planned for early May.• Detailed plans of highways/waste depots in both Gloucester and the Forest of Dean to be drawn up shortly• New lift in Block 1 is fully operational and in service		<ul style="list-style-type: none">• Prepare business case for the rationalisation of office accommodation in Cheltenham and the refurbishment of County Offices.• The move of GFRS to be agreed and finalised at board.• New operations appraisal to be developed and agreed for the replacement of Severn Park• Conversations / agreements with Police about space utilisation to be finalised.
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Council Strategy Priority	Delivering Our Ambitions – Business Intelligence	Overall status	
<p>Key Objectives:</p> <ul style="list-style-type: none"> Develop business intelligence and analytics tools to provide us with a better understanding of service need and performance, laying the foundations to be able to benefit from developments in artificial intelligence and applied analytics 		<p>◆ At risk - flagged for attention</p> <p>Comments about overall status:</p>	<ul style="list-style-type: none"> We have continued to experience delays while we have put in place a technological solution that will allow external analysts more reliable access to GCC systems. These are now being resolved, and the new Adult Social Care reporting pack should be released to service managers during Quarter 1. In the meantime, they have been given access to some data and training to encourage adoption of the new technology. This same technological solution should also allow the completion of the full suite of Children’s reports within the next two quarters. A detailed plan has been agreed to migrate the Joint Strategic Needs Assessment (JSNA) to the new platform – this work will be largely undertaken in-house by GCC analysts GFRS data migration is to be rescoped this quarter following the technical issues mentioned.
<p>Progress made this quarter:</p> <ul style="list-style-type: none"> Solution implemented to allow external analysts to access the GCC network and complete work on the Adults and Children’s Social Care dashboards. Outline of Joint Strategic Needs Analysis project scoped and project plan agreed. Data and Analysis team have undertaken ‘Train the Trainer’ sessions, ready for deployment 		<p>Actions next quarter:</p>	<ul style="list-style-type: none"> Release and launch of Adult Social Care dashboards Training rollout to Adult Social Care teams Scoping of JSNA completed Full scoping of GFRS projects

Council Strategy Priority	Improving Customer Experience	Overall status	
		<p>■ On target - objectives remain achievable</p>	
<p>Key Objectives:</p>	<ul style="list-style-type: none"> • Make it easier and quicker for customers to find what they want, get the advice or support they need or find who it is they need to speak with and, when it's not us, easily work out who it is that can help • Wherever possible resolve issues / questions the first time a customer contact us • Look to find the best possible solutions for our customer's problems, even if that means looking beyond our role. If there's a good reason to hand-off; clearly explain why • Develop a Customer Improvement Strategy, to make sure our staff – and customers – know what we expect from them • Regularly ask customers and staff how things are going and respond to what they tell us • Train and support staff to deliver a consistently positive / fair experience for all customers • Maintain ways for customers to get help and information by phone and in person, including those that lack digital skills and online access 	<p>Comments about overall status:</p>	<ul style="list-style-type: none"> • Services are continuing to support the efforts of the Customer Experience Programme and are working closely with Project Managers to ensure that resources and time can be allocated to projects. • Through existing relationships with operational teams, work is starting to progress to the engagement of external partners such as Ubico. • There have been many developments in projects not necessarily uncovered during the discovery phase of projects – requiring careful focus to avoid scope-creep and changing priorities • The next quarter's focus will be on starting to realise benefits and deliver new capabilities.
<p>Progress made this quarter:</p>	<ul style="list-style-type: none"> • Flooding response has been reviewed and options created. Engagement with operational teams and partners is underway to agree and prioritise improvement options • Website procurement activities have been completed, with contract sign off due by end of March 2023. The procurement is for a new website hosting and support system - Specifically an upgrade of the current content management system, migration of current content to the new system, plus hosting and maintenance support of the new system. 	<p>Actions next quarter:</p>	<ul style="list-style-type: none"> • Engage services involved in the floods response to agree improvement priorities and start to undertake improvement actions • Work with external website supplier to ensure their project plan deadlines for upgrade activities is kept to. The Go Live date currently set for September 2023 • Continue to collect test data for the customer care standards and empower services to report on the data and act on the findings.

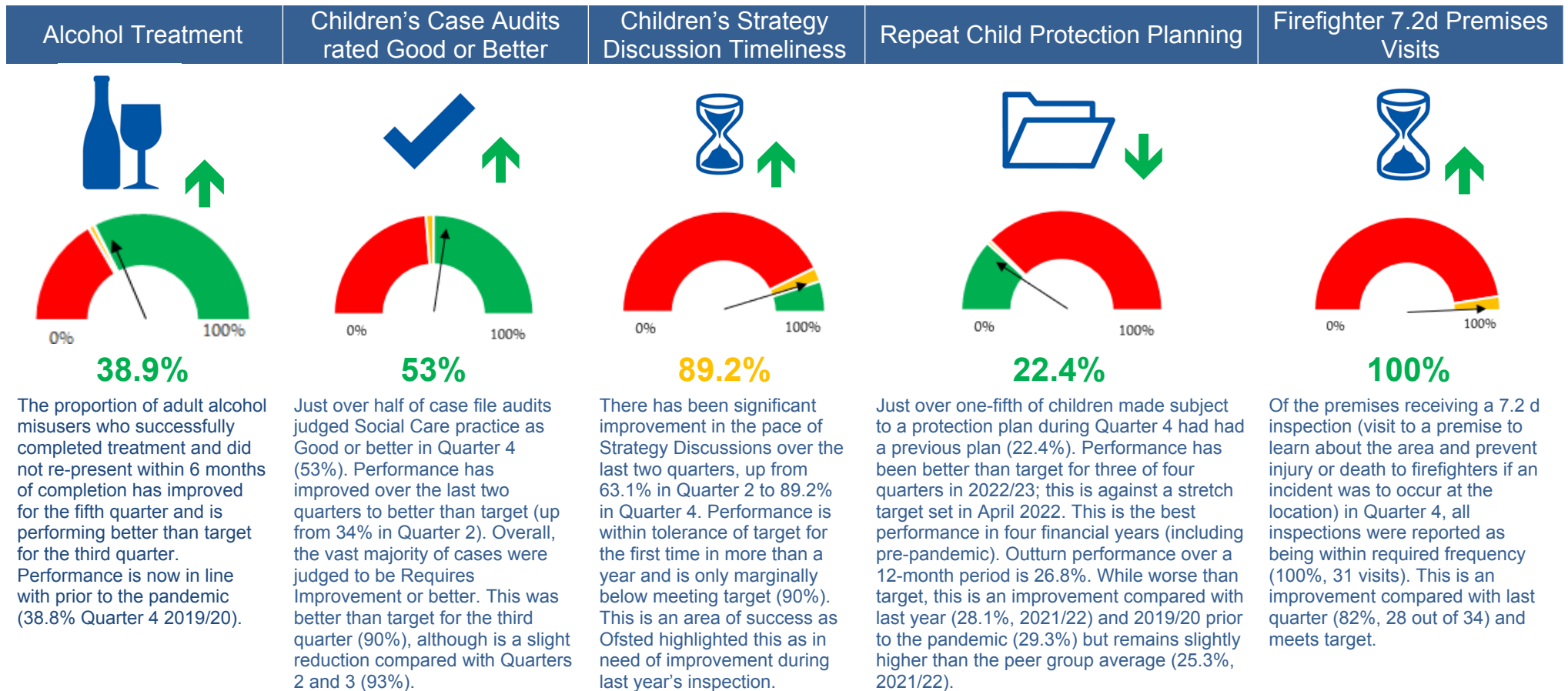
	<ul style="list-style-type: none"> • The new proposed customer care standards have been shared with service leadership and require further test data before progression. Data collection is continuing, and proof of concepts are in creation as more data becomes available • Training resources are starting to be created with one course in testing and two courses ready to be tested. A training strategy has been created and training delivery plan templates are being tested before being shared with project group teams. • Website content review is underway, priority areas have been identified with project meetings completed. Other areas have reached out to be part of the project with business reasons given. Criteria in which content will be reviewed previously agreed, with additional content reviews taking place depending on the needs of the service area. Areas of focus will be: Council and Democracy, Highways, Libraries, Health and Social Care, Your Community, Transport, Children’s Social Work Jobs, Archives, Adult Social Care, Safeguarding Adults, Virtual School • Communication made with all teams with representation on the external website detailing pages not viewed within a 12 month period – service areas will review which pages they want to keep and those that can be deleted. Deadline of end March 2023 given for this activity, although some extensions have been given due to the high volume of pages in some areas. • An action plan for Parish and Town Council relationship building is nearing final draft (completion by end of March 2023). A new draft of the Gloucestershire Community Charter has been written as a first draft, with relevant internal review required as the next stage. Buy in agreed with internal and external stakeholders regarding this project. 		<ul style="list-style-type: none"> • Create all of the Customer Experience Training resources that are planned for in-house development (2 E-learning packages, 11 training videos, 4 supporting Staffnet pages) • Assess options for remaining training interventions and if agreement is achieved with the Programme Group, prepare to tender for external training delivery • Continue the audit and review activities of selected website pages with full completion set for September 2023. • Finalise and agree the action plan for enhancing the relationship with Parish and Town Councils, with work to be completed to satisfy and implement the plan requirements. • Complete the new Gloucestershire Community Charter, with sign off from relevant internal and external groups.
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Corporate Performance and Risk Report Quarter 4 2022/23

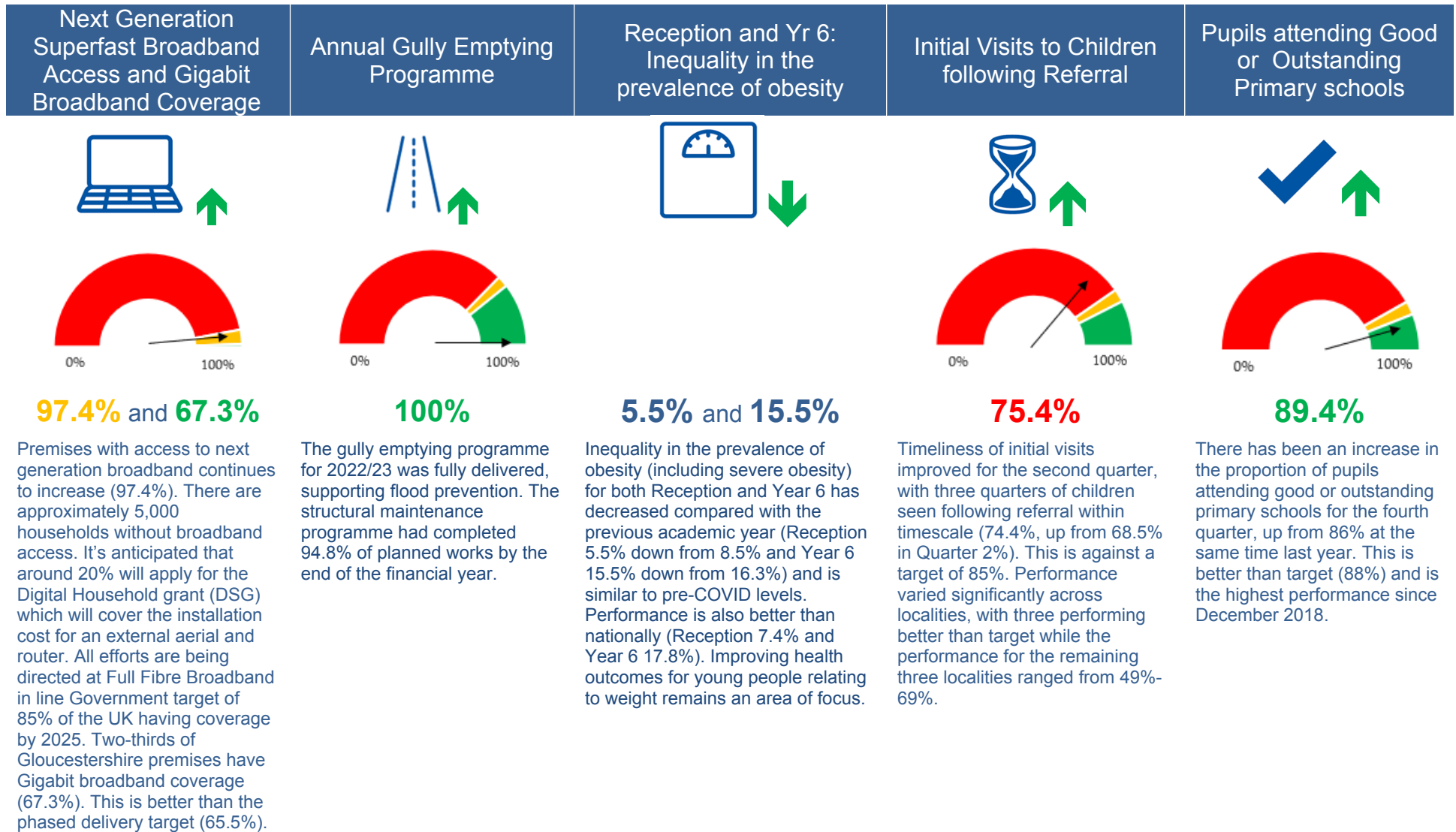
Overview of Performance

KEY: improving direction of travel ↓/↑
 worsening direction of travel ↓/↑
 remained the same (within 5%) →
 performance based on peer comparator average (PCA)

Achievements and Successes



Positive Direction of Travel



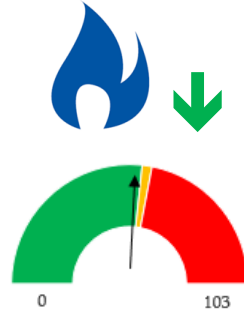
Timeliness of Care Act Plan Reviews	Number of Accidental Dwelling Fires	Rate of Safe and Well visits per 1,000 population	Timeliness of Subject Access Request Responses	Appraisal Discussions
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57.9%

At the end of March, almost three-fifths of our long-term clients had an up-to-date review or their needs. This is an improvement for the third quarter, from 42.4% at the end of Quarter 1 and evidences the impact of investment in capacity in this area. In Quarter 4, performance was within tolerance of target for the first time this financial year.

There has been progress in reducing the number of legacy reviews overdue, with the number of people whose review is significantly overdue (due between 2016-2020) down from 631 at the same time last year to 176 at the end of March, a reduction of 72%.



55

There has been a decrease in accidental dwelling fires this quarter, down 21% from Quarter 3 (70) and 8% compared with the same period last year (60). Achieving a year-on-year reduction in accidental dwelling fires continues to remain a challenge but is better than target this quarter (55.6).



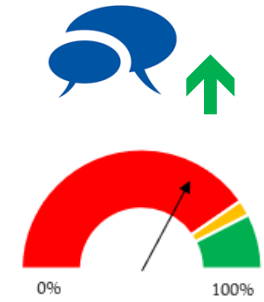
1.10

More Safe and Well visits were completed than last quarter (706 visits compared to 0.87 per 1,000 population, 559 visits). The target is being reviewed for 2023/24 and will be based on comparator benchmarking.



71%

While the proportion of Subject Access Requests (SARs) released within the quarter remains below the Information Commissioner's Office (ICO) recommended target of 90%, performance improved for the third quarter, from 44% in Quarter 1 to 72%. Improvement can be attributed to close management oversight particularly in relation to backlog requests which have reduced from 21 to 6.

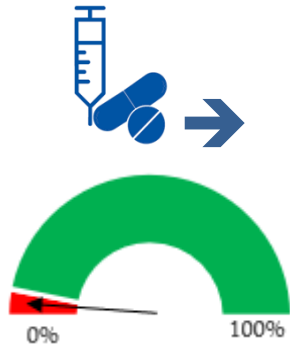


71%

While there was improvement compared with last quarter, performance remains worse than target (90%). Appraisal discussions have been an area of focus this quarter, with Adults recording 88.9% completion, and Corporate Resources achieving 94.4%. Community Safety (46.9%) and Children's Services (41.6%) had the lowest level of PDR completion.

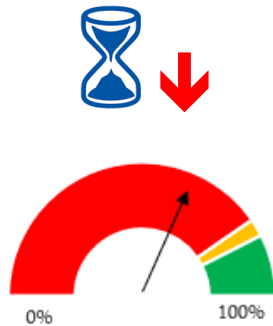
Areas of Focus/Potential Concern

Opiate Treatment	Timeliness of Initial Child Protection Conferences	Permanent exclusions and suspensions	Turnover – Adult Social Care Social Workers and Senior Practitioners	Completion of Fire Service Inspection Plan
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5.1%

Performance remains below target at 5.1% and speed of recovery continues to slow, with marginal improvement quarter on quarter.



64.9%

Timeliness of initial child protection conferences declined for the third quarter, down 20% points from 81.3% in Quarter 1 to 61.9% in Quarter 4. This is against a target of 85%.



52 and 2,250

There were 52 permanent exclusions in Quarter 4, a 30% increase compared to the same period last year. Suspensions have increased by 39.9% compared to the same period last year, with 2,250 in Quarter 4.



27.4%

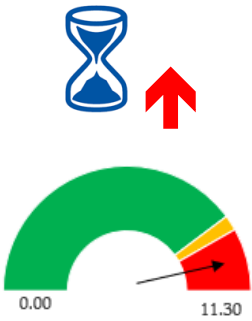
The turnover rate for Social Workers and Senior Practitioners (ASYE, SW, SSW) continued to rise for the third quarter, from 15.4% in the 12 months to the end of June 2022 to 27.4% in 2022/23. There are around 20 social work vacancies across the service.



84.6%

Annually, a Risk Based Inspection Programme (RBIP) is undertaken which incorporates the highest risk premises identified through risk profile work. Delivery of the programme has not met target this year, with 1012 premises inspected since April 2022 (84.6% against a target of 100%)

Average Response Time to Dwelling Fires Funding for Future Financial Years



10:31

Timeliness of responding to all attended accidental dwelling fires has followed an increasing trend over the last year (9 minutes 14 seconds in Quarter 4 2021/22). Timeliness has worsened from a within tolerance of the target position at the same time last year to worse than target this quarter.



	5	10	15	20	25
L	4	8	12	16	20
I	3	6	9	12	15
K	2	4	6	8	10
E	1	2	3	4	5
L					
I					
H					
O					
O					
D					

IMPACT

High 20

The risk level relating to reductions and changes to funding for future financial years and its potential to impact Core Services remains from High (20). There continues to be a considerable amount of uncertainty regarding future funding levels beyond March 2024, although the recent Funding Policy Statement (issued 12th December 2022) provided high level funding assumptions for the following year.

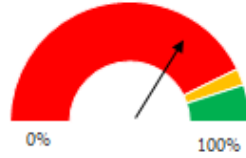
Long-Term Challenges

Road Safety	Children's Contact Decision Timeliness	Persistent Absence of Children in Care from School	Timeliness of Adult Social Care Assessment and Brokerage
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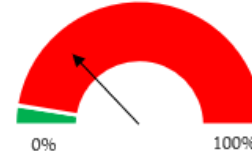
407

Deaths and serious injuries on our roads remain higher than pre-pandemic levels and continue to increase. There were 135 deaths and serious injuries in Oct-Dec 2022 (reported a quarter in arrears) making a total of 407 for the calendar year 2022. This is a 35% increase compared with the annual average for the previous 5 years.



70.9

Initial decisions were timely for just over two-thirds of children in Quarter 4 (70.9%). This has remained fairly static over time. Timeliness of end-to-end decision making has seen a slight improvement over the last three quarters (73.3% up from 67.9%). However, performance at both stages of contact decision making declined throughout the quarter. Both measures remain significantly worse than target (90%). Incoming demand was particularly high in Quarter 4 and is likely to be placing pressure on the service and impacting performance. More than 9,250 contacts were received during the period. This is 7% higher than the quarterly average last year and 42% higher than in 2019/20.



25.1%

A quarter of the school aged children in care at the end of March had been persistently absent this academic year (an attendance rate of 90% or more school days) (25.1%). This is the highest level of persistent absence over the last three academic years, which includes periods affected by the pandemic where absence was high due to sickness. Significant improvement is needed to reduce inequalities in attendance between children in care and their overall peer pupil group in order to achieve positive educational outcomes.



9.4 weeks average wait for assessment
5.6 weeks average wait for brokerage of service following assessment

There are almost 1,000 people currently awaiting assessment of their needs, or for support to be put in place.

The number of people waiting for their needs to be assessed has risen throughout 2022/23 (562 people at the end of March). The average wait time for assessment also increased to a high of 46.8 working days (9 weeks).

As with assessment timeliness, both the number of people awaiting a service to be put in place and average wait times increased. As of March 2023, 468 people were awaiting a service. One-third of these had some kind of service in place already but required more support because their needs had increased (35.7%), while two-thirds of people had no support in place as yet (64.3%). On average, people had been waiting 5.6 weeks to receive the service they needed. Performance reflects the introduction of a revised Brokerage form in Q4. Following the bedding in of this revised process the average wait time has been reduced to 3.2 weeks at the end of April 2023.

Risk of Provider Failure
Recruitment and Retention



L	6	10	15	20	25
I	4	8	12	16	20
K	3	6	9	12	15
E	2	4	6	8	10
L	1	2	3	4	5
H					
O					
D					
	IMPACT				

High (20)

The independent market continues to be in a state of uncertainty due to the continuing impact of the pandemic and the current economic tensions in relation to costs for staff, utilities, food and fuel.

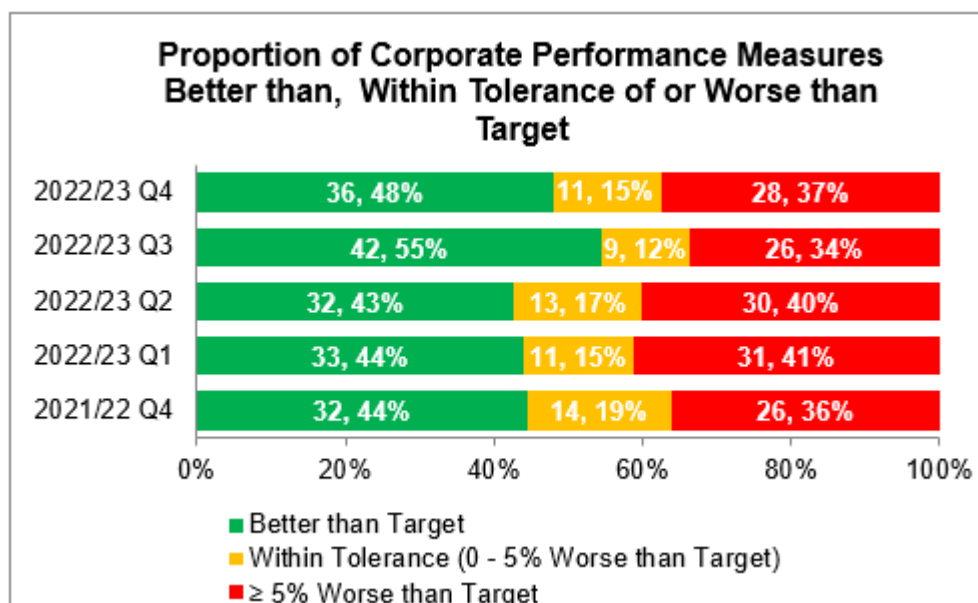
There continues to be improvement in the home care sector with a continued upward trajectory in terms of delivery of home care hours with the same number of staff, as a result of the introduction of hyper local commissioning of home care. We continue to work with the sector to improve recruitment and retention of the adult social care workforce and to try and balance supply of staff with the need for home care across the County. Care homes are still holding high levels of vacancies and coupled with increased costs, the risk of homes becoming unviable/unsustainable remains high. Work on changing the model for hospital discharge so more of the market can benefit from the short-term funding is underway.



L	6	10	15	20	25
I	4	8	12	16	20
K	3	6	9	12	15
E	2	4	6	8	10
L	1	2	3	4	5
H					
O					
D					
	IMPACT				

High 20

While Turnover levels decreased slightly within the quarter, challenges relating to recruitment, the job market and the cost-of-living crisis persist. Competition for qualified staff is particularly fierce and the Council continues to make a range of market related additional pay awards. Reliance on consultancy and agency staff remains high in some areas, as do vacancies for some services. We are introducing an employer brand to favourably promote the Council in the marketplace.



101. At the end of 2022/23, just over three-fifths of Corporate Performance measures were within tolerance of or better than target (62.7%). This is a slight reduction from Quarter 3 (66.2%) but is within tolerance of target (65%).

102. Public Health and Children’s Social Care have seen performance follow an improving trend during 2022/23. Conversely, for EE&I performance has seen a declining trend this financial year, although the service holds the top position in the performance table. Education saw a decline in performance in Quarter 4, as did Adult Social Care and Corporate Resources where performance has been subject to fluctuation throughout the year. Performance for GFRS can be affected by reactive measures relating to dwelling fire incidents and response times to dwelling fires, however, the financial year ended on a 12-month high.

	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23
	Percentage of Measures Better/Within Tolerance of Target				
Economy, Environment and Infrastructure	94%	94%	88%	89%	82%
Public Health and Communities	50%	33%	50%	67%	67%
Children's Social Care	47%	29%	29%	41%	47%
Education	75%	80%	100%	100%	60%
Adult Social Care	92%	79%	86%	86%	77%
Gloucestershire Fire and Rescue Service	33%	33%	33%	17%	50%
Corporate Resources	36%	45%	36%	55%	45%

103. There were 28 Corporate Performance measures that were performing worse than target.

104. Performance against target remained the same for three quarters of measures (74%). We saw a greater level of change in performance against target in Quarter 4, with 26% of measures seeing a change, compared with 12.5% last quarter.

- 10 measures became worse than target in Quarter 4.
- 1 measure declined from better than to within tolerance of target.
- 8 measures were reported as worse than target in Quarter 3 for which performance improved to within tolerance of and better than target in Quarter 4.

105. There were 15 measures that performed worse than target throughout the financial year. Six of these measures (*) showed improvement over the financial year, while 9 were static or worsening:

	Worse than target throughout 2022/23
Economy, Environment and Infrastructure	People killed and seriously injured on Gloucestershire's roads
Public Health and Communities	Success of Opiate* and non-Opiate* treatment
Children's Social Care	Repeat referrals, timeliness of initial contact decisions, initial visits* and single assessments, persistent absence of children in care from school and 19-21 yr old care experienced adults not in education, employment or training
Education	n/a
Adult Social Care	People supported in relation to a learning disability in settled accommodation*
Gloucestershire Fire and Rescue Service	Rate of Safe and Well visits, completion of risk-based inspection programme
Corporate Resources	Percentage of staff who have had an appraisal in the last year*, number of Audit recommendations outstanding and timeliness of Subject Access Requests*