

Quarter 2 2018/19

Purpose of the Report

To provide a strategic overview of the Council's performance for Quarter 2 2018/19.

The following scorecards are enclosed:

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Prepared by the Performance and Improvement Team

Key to Symbols

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

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

Key to Symbols - Risk

The Gloucestershire Risk Matrix

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

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

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

Leader of the Council
Cllr Mark Hawthorne

Customer Services

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)	
Total number of outbound Customer Services contacts	Smaller is Better		18,294	14,913	17,922	18,286	16,851		
Total number of inbound Customer Services contacts	Plan is Best	Year to Date	42,179	39,984	48,686	51,246	46,819	Contact remained unusually high for the summer months. We believe this was linked to the long period of very hot weather which resulted in high contact volumes to the Adult Helpdesk. Face to face contact was high in July and Sept due to increased meetings and full Council Meeting. Contact in August reduced dramatically which is in keeping with trends in previous years. Interestingly the contact via web forms increased in August - this might be linked to intermittent access issues following on from IT upgrades.	

Deputy Leader of the Council and Finance & Change

Cllr Ray Theodoulou

Property

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Funds raised (£000) from asset sales (Capital Receipts)	Bigger is Better	Forecast	£2,841	£5,731	£11,820	£179	£2,300	£4,000	▲	There are many factors that effect the rate of receipts during the year however the annual target of £15m is expected to be met.

Human Resources

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)		
Total number of core employees, classified as permanent or temporary (FTE) (excluding schools & fire)	Smaller is Better	Snapshot	3,165	3,158	3,155	3,174	3,200			

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Days lost to sickness per FTE (exc schools)	Smaller is Better	Latest Quarter	4.01	4.94	9.19	1.82	1.95	2.19	★	Overall Sickness Absence was on target for the quarterly average 1.825 WDL per FTE in Q1 2018-19 (1.82) and is slightly over target for Q2 2018-19 (1.95) The Childrens cluster has seen the largest increase from an average of 1.48 working days per FTE in Q1 2018-19 to 2.07 working days per FTE in Q2. Long Term sickness absence has increased across the majority of Clusters. The Childrens and Adults Clusters remain the areas with the highest level of sickness absence. Overall Q2 1819 Sickness Absence is lower than at the same point last year.

Finance

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)	
Total in year savings (£000) delivered through Meeting the Challenge Projects	Bigger is Better	Year to Date	£7,649	£8,135	£20,531	£5,800	£9,635		
Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)	Comments Q2 (2018/19)
Total end of year savings (£000) expected through Meeting the Challenge Projects	Bigger is Better	Forecast	£18,919	£22,727	£20,531	£18,635	£18,400	£18,686	●
Forecast Revenue Outturn Position (£000)	Smaller is Better	Forecast	£407,258	£407,738	£407,735	£420,081	£420,792	£418,081	●

Legal

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)	Comments Q2 (2018/19)
Number of complaints upheld by Local Government Ombudsman	Smaller is Better	Year to Date	0	0	0	0	0	0	●
Number of complaints upheld by the Local Government Ombudsman - maladministration and injustice	Smaller is Better	Year to Date	0	0	0	0	0	0	●

Adult Social Care - Commissioning

Cllr Roger Wilson

Adult Single Programme

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2017/18)	Q2 (2018/19)	Comments Q2 (2018/19)
Number of Adults in Reablement/Enablement	Bigger is Better	Snapshot	343	363	347	344	366	
Number of Adults in Community Care	Plan is Best	Snapshot	1,230	3,345	3,350	3,442	3,078	
Number of Adults in Residential Care	Smaller is Better	Snapshot	1,376	1,358	1,290	1,378	1,251	
Number of Adults in Nursing Care	Smaller is Better	Snapshot	673	647	625	682	596	
Number of Adults in other care (i.e Preventative)	Bigger is Better	Snapshot	449	462	493	456	330	

Adult Social Care - Delivery

Cllr Kathy Williams

Adult Social Care

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2017/18)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Social care clients receiving self directed support	Bigger is Better	Snapshot	97.7 %	97.5 %	97.0 %	96.6 %	94.9 %	90.0 %	★	

Public Health & Communities

Cllr Tim Harman

Public Health

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)
% of Healthy Lifestyles customers demonstrating a significant improvement in their mental wellbeing score	Bigger is Better		82.0 %	77.0 %	69.0 %	62.0 %	47.0 %	<p>There has been a drop in the number and percentage of customers seeing a significant improvement in their mental wellbeing score since last quarter – 81 (47%) in Q2 compared to 131 (62%) in Q1.</p> <p><i>N.B – this is a subset of those people receiving support from the service as not everyone agrees for their wellbeing to be measured</i></p> <p>Improving mental wellbeing is not a primary function of the service. However, we included this as an indicator to monitor what, if any, impact a lifestyle change intervention by the service could have on mental wellbeing.</p> <p>There are a number of things that impact on someone's mental wellbeing so it is difficult to disaggregate the impact that the service can have from external influences. However, we will track this indicator to gain more insight on the wider impact the service can have outwith its primary function.</p> <p>However the data show that a significant number of those accessing the service to improve lifestyle behaviour also see an improvement in their mental health. 81/173 (47%) saw a significant improvement 33 (19%) showed some improvement 37 (21%) remaining the same. 22 (13%) got worse</p> <p>So in total 114/173 (66%) experienced some improvement in their mental health compared to 22 (13%) that experienced a drop in their score. This demonstrates that although the services prime objective is to improve physical health it can also positively impact on the overall wellbeing of service users.</p>
% of all Healthy Lifestyles customers who achieve a significant risk factor improvement	Bigger is Better		71.0 %	69.0 %	83.0 %	73.0 %	76.0 %	<p>High numbers of service users continue to make behaviour changes that will impact on their health with 852 / 1125 (76%) of users achieving a significant improvement. Service users are contacted within 2 days, see the same coach throughout their programme and coaches are trained in motivational interviewing and see people at a place that is convenient to them. I believe that this approach increases the likelihood of a positive outcome.</p> <p>Of the 273 that did not meet the threshold for significant improvement 189 (17%) made some improvement in achieving their behaviour change goal.</p>

Quarterly Trend Analysis - No Target (1 Quarter in Arrears)

	Good Performance High/Low	Reporting Basis	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Comments Q1 (2018/19)
% live births that receive a face to face New Birth Visit within 7-14 days by a health visitor	Bigger is Better		89.0 %	93.3 %	87.8 %	87.6 %	88.8 %	<p>PLEASE NOTE the new data set from Q1 onwards can not be directly compared to the previous 2017/2018 data reported. This is due to a change in the methodology used to calculate the indicator. This will ensure that data reported nationally and locally are aligned.</p> <p>For Q1 from 1,377 eligible babies all but 2 received this mandated check but some were outside of the 7-14 day timeframe.</p>
% of children who received a 1 year check by 1 year	Bigger is Better		56.0 %	79.0 %	78.6 %	78.1 %	82.1 %	<p>PLEASE NOTE the new data set from Q1 onwards can not be directly compared to the previous 2017/2018 data reported. This is due to a change in the methodology used to calculate the indicators. This will ensure that data reported nationally and locally are aligned. Q1 reflects some delays in delivering universal mandated checks within timeframe due to prioritising increased safeguarding demand. Public Health are working closely with GCS, the CCG and Children's Services to improve safeguarding pathways and identify resource to reduce demand on the PHN service</p> <p>If a family identified for UP or UPP does not attend review, they are engaged by the service and followed up with an opportunistic visit to ensure the review takes place even if its out of the 12 month timeframe. If other known agencies or organisations are involved, the service would communicate with them to identify any concerns or a change of details. As a further safeguard all children in families receiving the UPP and UP service are discussed by Health Visitors at a monthly extended allocation meeting.</p>

Quarterly Trend Analysis - Against a Target (1 Quarter in Arrears)											
	Good Performance High/Low	Reporting Basis	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q1 Target (2018/19)		Comments Q1 (2018/19)	
Proportion of adult alcohol misusers who have left treatment successfully	Bigger is Better		47.0 %	41.3 %	34.7 %	29.3 %	27.7 %	27.0 %	●	The provider Change Grow Live (CGL) through their senior management team are <ul style="list-style-type: none"> Following the first year of the contract, appropriate targets have been set for 2018/19 Meeting with all staff regularly to look at barriers to success weekly to assist their senior leadership team with monitoring Monitoring Successful completions and representations weekly across the county and with individual team members ,teams and hubs. There is a good uptake and attendance of groups and workshops across the county – 1369 group attendances in the last quarter. Increased uptake of those coming into and accessing treatment. 86 services users successfully completing treatment and now being supported by CGL and subcontracted partners in their continued recovery at the end of the last reporting quarter 	
Proportion of all Opiate Users in treatment, who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Latest Quarter	9.2 %	7.7 %	5.6 %	4.6 %	4.1 %	3.8 %	●	The provider Change Grow Live (CGL) through their senior management team are <ul style="list-style-type: none"> Following the first year of the contract, appropriate targets have been set for 2018/19 Meeting with all staff regularly to look at barriers to success weekly to assist their senior leadership team with monitoring Monitoring Successful completions and representations weekly across the county and with individual team members ,teams and hubs. There is a good uptake and attendance of groups and workshops across the county – 1369 group attendances in the last quarter. Increased uptake of those coming into and accessing treatment. 86 services users successfully completing treatment and now being supported by CGL and subcontracted partners in their continued recovery at the end of the last reporting quarter 	
Proportion of all Non-Opiate Users in treatment, who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Latest Quarter	41.8 %	35.6 %	31.0 %	22.8 %	21.0 %	21.0 %	●	The provider Change Grow Live (CGL) through their senior management team are <ul style="list-style-type: none"> Following the first year of the contract, appropriate targets have been set for 2018/19 Meeting with all staff regularly to look at barriers to success weekly to assist their senior leadership team with monitoring Monitoring Successful completions and representations weekly across the county and with individual team members ,teams and hubs. There is a good uptake and attendance of groups and workshops across the county – 1369 group attendances in the last quarter. Increased uptake of those coming into and accessing treatment. 86 services users successfully completing treatment and now being supported by CGL and subcontracted partners in their continued recovery at the end of the last reporting quarter 	

Children & Young People

Cllr Richard Boyles

Young People

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)		
% of young people (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better		1.4 %	2.5 %	2.7 %	2.5 %	1.3 %	Adjusted NEET percentage from MI Program at end of September (snapshot). We expect the NEET figure to reduce substantially during this period due to the transition activity.	Publicly Reported	

Youth Support

Quarterly Trend Analysis - No Target (2 Quarters In Arrears)									
	Good Performance High/Low	Reporting Basis	Q4 (2016/17)	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Comments Q4 (2017/18)	
Rate of first time entrants to the Youth Justice system (per 100,000 of the 10-17yr old population) in the previous 12months	Smaller is Better	Rolling Year	287	282	267	245	198	This is less than Quarter 3 when the rate was 245. It is also less than the South West Region (274) and also England (273).	

Quarterly Trend Analysis - No Target (2 Years in Arrears)									
	Good Performance High/Low	Reporting Basis	Q2 (2015/16)	Q3 (2015/16)	Q4 (2015/16)	Q1 (2016/17)	Q2 (2016/17)	Comments Q2 (2016/17)	
Rate of proven re-offending by young offenders	Smaller is Better	Rolling Year	36.00 %	47.20 %	39.50 %	39.10 %	37.00 %	The Jul 16 - Sept 16 cohort consisted of 72 young people, and the reoffending rate in Gloucestershire is 37.0% which is lower than the previous Quarter which was 40.0%. The average number of re-offences per 100 young people is 1.71 which is higher than the previous Quarter which was 1.61. We continue to track live reoffending data on a quarterly basis to identify cases where early intervention may prevent escalation.	

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)		
Rate of referrals to social care per 10,000 U18 population	Plan is Best	Rolling Year	622.7	653.4	649.8	636.2	622.3			
Rate of Children in Need per 10,000 U18 population (excluding Child Protection and Children in Care)	Smaller is Better	Snapshot	189.6	172.6	184.7	175.2	161.2			
Number of Children in Need receiving a service from safeguarding teams (excluding Child Protection and Children in Care)	Smaller is Better	Snapshot	2,314	2,137	2,287	2,169	1,996			
% of children subject to a Children in Need plan for a 2nd or subsequent time	Smaller is Better		70.8 %	80.9 %	72.3 %	73.7 %	70.0 %			
Number of children subject of a Child Protection Plan	Smaller is Better	Snapshot	549	612	653	789	890			
Rate of children and young people per 10,000 subject to a Child Protection Plan	Smaller is Better	Snapshot	44.3	49.4	52.7	63.7	71.9			

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Rolling Year	27.3 %	28.6 %	29.2 %	30.1 %	30.5 %	25.0 %	▲	The process of catching up on previous poor practice, drift and delay has a direct impact on the higher than average rates of re-referrals. This is to be expected during an improvement journey and is likely to continue over the next year.
% of (single) assessments completed within 45 working days	Bigger is Better	Rolling Year	76.7 %	78.5 %	79.7 %	80.7 %	83.2 %	85.0 %	●	
% of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time	Smaller is Better	Rolling Year	27.2 %	24.8 %	23.6 %	25.2 %	24.3 %	22.0 %	▲	This marks a slight improvement in quarter two and is close to target.

Children in Care

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)	
Rate of Children in Care Per 10,000 U18 population	Smaller is Better	Snapshot	50.7	51.0	52.0	54.3	53.7		
Number of children in care	Smaller is Better	Snapshot	633	636	649	678	670		
Number of children in care in a residential setting (exc. Remands)	Smaller is Better	Snapshot	57	59	61	53	60		
Average weekly cost of external foster placements	Smaller is Better	Latest Quarter	£874	£874	£894	£905	£926		
Average weekly cost of internal foster placements	Smaller is Better	Latest Quarter	£532	£515	£511	£610	£532	Q2 weekly cost has reduced. There has been an increase of income during quarter 2, reducing the net cost. The number of expensive Bespoke packages has also reduced.	
Number of children becoming subject to Special Guardianship Order or Child Arrangement Order	Plan is Best	Latest Quarter	?	12	11	6	9		
Number of children who have left care and returned home	Bigger is Better	Rolling Year	90	91	74	67	75		
% of Children in Care aged 16+ in suitable accommodation	Bigger is Better	Snapshot	97.0 %	99.0 %	98.0 %	99.0 %	99.0 %	Figures from September 2018 data collection.	

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)	Comments Q2 (2018/19)
% of children admitted to care who have previously been in care (readmissions)	Smaller is Better	Rolling Year	17.4 %	18.1 %	18.1 %	18.0 %	20.6 %	12.0 %	▲ There has been an overall increase in numbers of children in care and this performance date illustrates a proportionate rise in those who have previously been in care. Again, during an improvement journey the process of catching up on the legacy of previous poor practice is likely to result in more children coming back into care for a period of time to come.
Stability of placements of children in care: 3 or more placements in current period of care	Smaller is Better	Snapshot	14.2 %	13.4 %	12.5 %	12.7 %	12.7 %	8.0 %	▲ Performance has remained stable however is yet to reach the target.
Stability of placements of children in care: length of placement	Bigger is Better	Snapshot	73.2 %	72.6 %	67.1 %	62.8 %	63.0 %	65.4 %	▲ Performance is headed in the right direction and close to tolerance.
Number of children adopted (becoming subject to an adoption order)	Bigger is Better	Year to Date	14	15	10	5	12	7	★

Disabled Children and Young People

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments	Q2 (2018/19)
Total number of disabled children receiving a service with a personal budget	Smaller is Better	Snapshot	?	357	?	?	346		

Economy, Skills & Growth

Cllr Lynden Stowe

Lifelong Learning

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)		
Number of apprenticeship starts	Bigger is Better		17	24	21	39	13	Although the reported number of starts (13) is slightly fewer than the same period last year (17), the year to date starts of 52 is more than double that recorded for the same period in 2017/18 (25).	Publicly Reported	

Economic Growth & Planning

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)		
% of Local Growth Deal funding contracted for project delivery between Gloucestershire County Council as accountable body and individual promoters following GFirst LEPs instructions	Bigger is Better		65.0 %	71.0 %	72.6 %	76.0 %	59.8 %	Qtr 1 showed we have entered in to funding agreements to the value of £60.846m out of a total Growth Deal fund of £79.716m showing a 76% completion rate. During Qtr 2 we have been successful in increasing the Growth Deal pot by an additional £22m taking the total Growth Deal fund up to £101.716m and the value of funding agreements remains the same at £60.846m therefore this reduces the completion percentage down to 59.82% (60.846/101.716). This is not a reduction in performance but an increase in total funding available which is good news for Gloucestershire.		
% of premises with next generation broadband access (NGA)	Bigger is Better			91.3 %	92.1 %	92.3 %	92.7 %			
% of premises connected to broadband (Stage 1 - BT)	Bigger is Better			46.0 %	48.0 %	50.1 %	51.4 %			
% of premises connected to broadband (Stage 2 - mix of suppliers)	Bigger is Better			29.0 %	30.0 %	32.8 %	33.0 %			

Home to School Transport

Quarterly Trend Analysis - No Target (1 Quarter in Arrears)											
	Good Performance High/Low	Reporting Basis	Q4 (2016/17)	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Comments Q1 (2018/19)		
Yearly cost of transport appeals approved	Smaller is Better		£1,403	£25,650	£18,257	£16,948	£12,344	£0	No appeals approved this quarter.		

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)											
	Good Performance High/Low	Reporting Basis	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q1 Target (2018/19)		Comments Q1 (2018/19)	
Average daily cost of home to school transport per primary school pupil	Smaller is Better	Latest Quarter	£9.20	£8.95	£9.27	£9.39	£10.30	£9.35	●		
Average daily cost of home to school transport per secondary school pupil	Smaller is Better	Latest Quarter	£4.15	£4.19	£4.28	£4.37	£4.65	£4.30	●		
Average daily cost of home to school transport per special school pupil	Smaller is Better	Latest Quarter	£30.79	£30.11	£32.50	£32.27	£32.56	£32.50	●		
Total average daily cost of home to school transport per pupil	Smaller is Better	Latest Quarter	£9.84	£9.53	£9.89	£10.12	£10.63	£10.00	●		

Schools

Quarterly Trend Analysis - No Target											
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)			
Number of pupils permanently excluded (all pupils)	Smaller is Better	Annual	142	55	48	48	28				

Quarterly Trend Analysis - Against a Target												
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)		
Number of schools judged as inadequate	Smaller is Better	Snapshot	5	6	4	6	5	7	★	Gloucester Academy Paternoster Special Tuffley Primary Drybrook Primary St Matthew's CofE Primary		
% of pupils attending good or outstanding primary schools	Bigger is Better	Snapshot	96.1 %	93.7 %	92.7 %	85.8 %	90.0 %	92.0 %	▲	There have been a high number of inspections during this period. A significant proportion of those inspections have been targeted at those schools that were vulnerable. As a result, the % of children attending good or better schools has decreased. However, the LA is awaiting the inspections of several schools currently judged to require improvement. When those inspections take place, it is expected that this figure will increase and be closer to the target. There are high levels of support and intervention from the LA for all schools causing concern and those where standards are lower than they should be.		
% of pupils attending good or outstanding secondary schools	Bigger is Better	Snapshot	89.5 %	82.4 %	82.4 %	80.4 %	80.4 %	91.0 %	▲	The schools that are currently judged to be less than good are large schools each of which will account for at least 3 percentage points. There are 3 stand alone academies currently judged to require improvement: St Peter's, Farmor's, Cleeve. It is hoped that these schools will be reinspected in the next year by which time they will each be able to demonstrate a good level of educational provision. Outcomes in each of the schools have improved this year. More recently, Archway School has declined from Good to RI. Forest High (sponsored academy) has been removed from special measures to RI. It will be some time before these schools are reinspected as they are subject to the OFSTED scheduling. Nevertheless, these schools are improving. The highest concern is Gloucester Academy which is in special measures and progress is slow.		

Highways & Flood

Cllr Vernon Smith

Highways & Floods

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
28 day defects repaired or made safe - overall % repaired in time (other defects)	Bigger is Better	Latest Quarter	98.0 %	94.5 %	77.8 %	98.0 %	98.8 %	95.0 %	★	
% delivery of the annual gully emptying programme	Bigger is Better	Latest Quarter	52.0 %	89.0 %	113.0 %	36.0 %	67.0 %	50.0 %	★	
% of Sustainable Urban Drainage responses made to Local Planning Authorities within 21 days	Bigger is Better	Latest Quarter	98.0 %	100.0 %	93.0 %	100.0 %	100.0 %	95.0 %	★	

Trading Standards

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Number of complaints/reports of scam activity against vulnerable individuals (includes doorstep crime)	Bigger is Better		160	254	338	77	141	170	▲	<p>The number of complaints about scams and doorstep crime is dependant on referrals from other sources such as Citizens' Advice Consumer Helpline, Police, and other GCC Services.</p> <p>We continue to promote the work of this Service with partner agencies in order to maintain level of activity in this area as it is a key priority for Trading Standards.</p> <p>We will review the manner in which referrals from external sources are recorded to ensure data is captured correctly.</p> <p>Quarterly targets are based on maintaining levels from last year and will be 85, 170, 255 and 340 this will also be reviewed at year end.</p>
% of complaints/reports of scam activity against vulnerable individuals where there is a trader present or immediate risk of additional loss responded to within 1 working day	Bigger is Better		100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	95.0 %	★	

Road Safety

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017)	Q3 (2017)	Q4 (2017)	Q1 (2018)	Q2 (2018)	Q2 Forecast (2018)		Comments Q2 (2018)
Number of killed and seriously injured people	Smaller is Better	Year to Date	134	225	314	62	126	140	●	
(A) Number of killed and seriously injured children	Smaller is Better	Year to Date	10	12	18	2	4	9	★	
(B) Number of killed and seriously injured older people	Smaller is Better	Year to Date	27	49	73	15	30	32	●	

Parking & Passenger Transport

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Cost per journey (community transport journeys)	Smaller is Better	Latest Quarter	£3.90	£3.90	£4.17	£4.25	£4.05	£4.00	▲	Cost per journey is decreasing given a slight rise in passenger numbers, driven by larger numbers of referrals by the PTAC following a review of eligibility for Non Emergency Patient Transport.
Number of bus services in receipt of subsidy	Plan is Best	Year to Date	103	103	104	103	103	105	●	So direction of travel is good but cost pressures on Community Transport providers continues to increase.
Number of community transport bus journeys	Bigger is Better	Year to Date	26,623	30,530	28,725	23,762	24,913	25,000	●	
Average cost per single passenger journey on public transport	Smaller is Better		£1.45	£1.45	£1.44	£1.45	£1.45	£1.45	●	

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)										
	Good Performance High/Low	Reporting Basis	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Comments Q1 (2018/19)		
Renewable energy generation (kWh) from the Council Estate (exc schools)	Bigger is Better		3,901	7,271	7,875	9,817	4,014	Generation from solar PV on The Main Place, Coleford and Cirencester Fire Station. Opportunities for increasing generation on the estate are being investigated. Shire Hall refurbishment will include solar PV.		
Renewable Energy Generation from the Council Estate (exc schools) % of total energy consumption	Bigger is Better		0.03 %	0.03 %	0.02 %	0.01 %	0.03 %	Generation from solar PV on The Main Place, Coleford and Cirencester Fire Station. Opportunities for increasing generation on the estate are being investigated. Shire Hall refurbishment will include solar PV.		

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)										
	Good Performance High/Low	Reporting Basis	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q1 Target (2018/19)		Comments Q1 (2018/19)
Overall Council Carbon Emission, buildings & transport (excluding schools) Tonnes of CO2	Smaller is Better	Year to Date	2,420	4,672	8,296	12,085	1,756	2,275	★	Ahead of target performance due to the on-going LED street lighting works, improvements to Shire Hall and the use of pool cars

Waste

Quarterly Trend Analysis - Forecast - No Target									
	Good Performance High/Low	Reporting Basis	Forecast Outturn 2017/18 (Q2)	Forecast Outturn 2017/18 (Q3)	Outturn 2017/18	Q1 Forecast Outturn 2018/19	Q2 Forecast Outturn 2018/19	Comments Q2 2018/19	
Cost to dispose of landfill waste per household (£s per annum)	Smaller is Better	Forecast	£55	£55	£55	£54	£54		
Yearly Trend Analysis - Forecast Against a Target									
	Good Performance High/Low	Reporting Basis	Q2 Forecast Outturn 2017/18	Q3 Forecast Outturn 2017/18	Outturn 2017/18	Q1 Forecast Outturn 2018/19	Q2 Forecast Outturn 2018/19	Q2 Target Outturn 2018/19	Q2 Comments 2018/19
Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	54.98 %	54.73 %	54.45 %	54.33 %	54.25 %	54.00 %	●
Percentage of municipal waste landfilled.	Smaller is Better	Forecast	46.60 %	47.20 %	45.41 %	46.06 %	46.41 %	46.00 %	●
Residual household waste per household (kgs)	Smaller is Better	Forecast	455	454	457	470	457	467	★
Overall residual waste arisings (except HRC's) Tonnes	Smaller is Better	Forecast	116,565	116,058	117,230	118,588	117,692	120,535	★
% of household waste sent to landfill	Smaller is Better	Forecast	44.84 %	45.10 %	45.20 %	46.00 %	46.00 %	46.00 %	●

Public Protection, Parking & Libraries

Cllr Dave Norman

Trading Standards

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)	
Number of complaints/reports of scam activity against vulnerable individuals (includes doorstep crime)	Bigger is Better		160	254	338	77	141	170	▲	<p>The number of complaints about scams and doorstep crime is dependant on referrals from other sources such as Citizens' Advice Consumer Helpline, Police, and other GCC Services.</p> <p>We continue to promote the work of this Service with partner agencies in order to maintain level of activity in this area as it is a key priority for Trading Standards.</p> <p>We will review the manner in which referrals from external sources are recorded to ensure data is captured correctly.</p> <p>Quarterly targets are based on maintaining levels from last year and will be 85, 170, 255 and 340 this will also be reviewed at year end.</p>	
% of complaints/reports of scam activity against vulnerable individuals where there is a trader present or immediate risk of additional loss responded to within 1 working day	Bigger is Better		100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	95.0 %	★		

Libraries

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)	
No. of active borrowers of electronic stock	Bigger is Better	Year to Date	11,815	17,947	24,650	6,706	13,827	12,000	★		

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)	
Number of Safe and Well visits undertaken	Bigger is Better	Year to Date	1,710	1,909	2,342	2,259	2,023	2,250	▲	Safe and Well visits were slightly below the target set for Q2 with 4,282 having been completed in Q1 and Q2. The increase in operational activity and several large scale exercises focussed on core skills have had an impact on this figure. However, we have carried out almost 900 more than the same period last year and remain committed to the annual target of 10,000.	
% of incidents of dwelling fires attended within 8 minutes - Risk Category 1	Bigger is Better	Latest Quarter	85.0 %	81.3 %	76.9 %	80.0 %	92.9 %	80.0 %	★		
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better		69.0 %	71.0 %	82.0 %	76.0 %	80.0 %	75.0 %	★		
Number of Accidental dwelling fires	Smaller is Better	Year to Date	60	83	73	67	78	55	▲	Accidental Dwelling fires (ADF's) have risen to 78 this quarter, 23 above the target of 55. This figure is 18 more than the same period in 2017-18. We have looked at the incidents to understand if there are any trends. Information shows that these fires were either cooking or electrical related. We will now ensure that we use this information to develop a focussed social media campaign around these types of fires, whilst ensuring that our Safe and Well visits highlight these areas as the main causes of ADF's.	
Number of Deliberate dwelling fires	Smaller is Better	Year to Date	1	5	5	2	3	3	●		

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
⊕ SR1.1	Failure in corporate governance which leads to service, financial, legal or reputational damage or failure.	Bungard, Pete	High 20	High 20	High 20	High 20	High 16	High 16	➡	Internal Audit have produced a report on their investigations into GFRS. This will be considered by the Audit and Governance Committee on 12 October.
⊕ SR1.2	Failure to effectively understand, inform, consult or engage customers, resulting in dissatisfaction, criticism or challenge.	Burns, Jane	High 20	Low 6	➡					
Strategic Risk 1: Corporate Governance (New Quarter 2 2017/18)										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks	
⊕ SR1.3	Uncertainties of Central Government policy relating to the Council's responsibilities and operating environment with the potential implications across multiple services.	Burns, Jane	High 16		Moderate 9	Moderate 9	Moderate 9	Moderate 9	➡	
Strategic Risk 2: Financial										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
⊕ SR2.2	The cumulative impact of service pressures, particularly increased demand in relation to the care of vulnerable Children and Adults, and the under delivery of Demand Management programmes and saving plans designed to address the inherent over-spend positions, result in a major over-spend in 2018/19.	Walker, Jo	High 25	Moderate 8	Moderate 8	Low 4	Moderate 8	High 16	✖	Continued demand pressures within Children and Families has resulted in a significant overspend of 6.3 million being forecast within Children and Families in 2018/19.
⊕ SR2.4	Reductions and changes to future funding in 2019/20, 2020/21, 21/22. Risks and uncertainties relating to NHS funding make it impossible to set a robust and deliverable budget without impacting significantly on Core Services.	Walker, Jo	High 25	High 15	High 15	High 15	High 15	High 20	✖	The 4 year funding deal from the government comes to an end after 2019/20. The lack of certainty has increased the likelihood of unexpected changes to future funding.
Strategic Risk 2: Financial										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
⊕ SR2.6	Failure to introduce measures to reduce the Dedicated School Grant overspend impacting on the general fund	Walker, Jo	High 20					Moderate 12	?	
Strategic Risk 3: Infrastructure										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
⊕ SR3.1	Failure to ensure technology managed by ICT (including communications abilities) remains fit for purpose.	Walker, Jo	High 25	Moderate 10	➡	The ICT Service is currently reviewing the ICT Strategy & Roadmap 2013-18 to inform the delivery of a new strategy & roadmap in consultation with business leaders and aligned to both the emerging digital business strategy and the council strategy. The continued investment in modern, up to date ICT equipment and services will continue in 2018/19 supplemented by several targeted MTFS bids which have been submitted to address unavoidable system upgrades and support the council on its digital journey.				
⊕ SR3.2	Failure to protect the council's key information and data from Cyber Attack.	Burns, Jane	High 25	High 15	➡	The council receives cyber attacks on a daily basis. Whilst there have been no reported successful attacks against the County Council data network, "ransomware" malware infections are still the most prevalent type of cyber security attacks in the UK. It is critically important that all parties remain vigilant in this area both from a technological as well as a user awareness perspective.				
										In light of the growing awareness of the risks presented by cyber-based crime ICT have sought to strengthen our cyber defence platform within this years MTFS bid submissions.

Strategic Risk 4: Waste Management

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR4.1	Failure to deliver expected benefits/outcomes from the Residual waste project impacting on future budgets and the environment.	Riglar, Nigel	High 25	Moderate 10	➔	Project is still on track				

Strategic Risk 5: Organisational Change Programmes

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR5.1	Failure to develop and manage the Meeting the Challenge Portfolio effectively, impacting on service outcomes, customer satisfaction, finance and reputation.	Walker, Jo	Moderate 12	Moderate 9	➔					
SR5.3	Ineffective commissioning practice and/or lack of capacity or provider failure result in the council being unable to achieve its strategic objectives	Riglar, Nigel	High 25	High 15	➔	Risks are relatively well controlled. Commissioning Board oversight and the Business Case Assurance Group ensure that risks are identified early and managed. The Commissioning Leadership Team and the Planning & Co-ordination Team work together to ensure commissioning processes remain robust				

Strategic Risk 6: Collaborative Working

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR6.1	Failure to maintain effective relationships with key partners and organisations impacting on our ability to meet statutory and local requirements.	Bungard, Pete	High 20	High 15	Moderate 8	Moderate 8	Moderate 8	Moderate 8	➔	

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.1	Failure to protect vulnerable adults in Gloucestershire from abuse/neglect in situations that potentially could have been predicted and prevented.	Willcox, Margaret	High 20	High 15	High 15	High 15	Moderate 10	Moderate 10	➔	
SR7.2	Failure of GCC to protect CYP from abuse or neglect in situations that could have been predicted or prevented.	Spencer, Chris	High 20	High 20	High 20	High 16	High 16	Moderate 12	✓	
SR7.4	Educational outcomes for vulnerable groups of Children & Young People worsen and the gap widens because of Schools and Academies not meeting their responsibilities to vulnerable groups and the accelerating costs of specialist provision.	Browne, Tim	High 20	High 20	High 20	Moderate 9	Moderate 9	Moderate 12	✗	"Reshaping Education" Project focusing upon vulnerable children Development of wide ranging High Needs Programme Implementation of Inclusion and Joint Additional Needs Strategies Establishment of Schools Partnership Board

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Quarter 3 2017/18)

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.5	Sufficient resources are not available to transform services resulting in failure to recover performance in Children's Services from the current Ofsted rated 'inadequate' level	Spencer, Chris	High 25	High 20	High 20	Moderate 12	✓	Growth has ensured Children's Services funding is now in line with other council's. Stability of workforce is the key resource risk, with a robust recruitment and retention strategy in place.

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

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.6	Unable to support all those who can, to live independently at home, because demand for home care services outstrips available capacity, resulting in us relying on temporary respite/alternative bed based care, in lieu of homecare.	Willcox, Margaret	High 20	High 15	High 15	➔	A significant number of work streams are underway to support the development of the framework for care at home in order to support more clients to maximise their independence and at the same time help attract, invest and retain high quality staff.

Strategic Risk 8: Workforce Planning & Employee Relations

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
⊕ SR8.1	Workforce skills and capacity gaps/challenges impacting on reduced performance, increased sickness and staff turnover and the reduction in the quality of service provision	Walker, Jo	High 20	Low 6	Low 6	Low 6	Low 6	?	?	This risk is under review.
⊕ SR8.2	Poor employee relations cause a disruption to services, lost productivity and increased costs	Walker, Jo	High 20	Moderate 12	Low 6	Low 6	Low 6	Low 6	→	We are engaging proactive with the unions regarding implementation of national changes to the green book pay spine with a view to seeking collective agreement. There is ongoing dialogue with the Fire Brigades Union (FBU) regarding the culture in the fire service following the recent exit of the Chief Fire Officer. We are seeking to involve the FBU in the development of an action plan to develop a more open and transparent relationship around the changing role of the fire service.

Strategic Risk 9: Gloucestershire Prevent

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
⊕ SR9.1	Failure to deliver outcomes of the Prevent Strategy impacting on the residents and businesses of Gloucestershire	Hermiston, Andy	High 20	High 15	→	<p>Gloucestershire PREVENT Partnership Board meet quarterly. This complements the Counter Terrorism Local Profile and the recent national referral system to ensure agencies effectively understand and prioritise local threats and vulnerabilities and agree courses of action as required by:</p> <ul style="list-style-type: none"> • Annual Training and Self-Assessment survey to identify gaps • Monitoring agencies PREVENT activity <p>Running awareness workshops and training sessions for all agency members to:</p> <ul style="list-style-type: none"> • ensure understanding of the risk of radicalisation • embedded in the day to day safeguarding work within their agency, educational institution or body 				
⊕ SR9.2	Failure to deliver outcomes of the Prevent Strategy impacting on the council's reputation due to exposure in national media	Hermiston, Andy	High 25	High 15	→	Please see comments in SR9.1. Risk merging with SR9.1 from Q3 reporting.				

Strategic Risk 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR10.1	Inability of the Council or a key partner to effectively respond to an incident or event external to the council that results in community disruption and failure to return to normal, within required timescales.	Hermiston, Andy	High 15	Moderate 9	➡					
SR10.3	Implications of the Policing and Crime Bill impacting on the Fire & Rescue Service and County Council	Hermiston, Andy	High 15	Moderate 10	➡					

Strategic Risk 11: Information Governance

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR11.1	Failure to protect the confidentiality, integrity and availability of information resulting in inefficient/ineffective service delivery by the Council and its partners, service interruption, harm to individuals, reputational damage, legal action or fines	Burns, Jane	High 20	High 16	High 16	High 16	High 20	High 20	➡	The number of information breaches has increased due to better awareness and reporting as a result of GDPR.
SR11.2	Failure to prepare for the implementation of the General Data Protection Regulation. Failure to safeguard born-digital records.	Burns, Jane	High 20	Low 6	Low 6	Low 6	Moderate 9	Moderate 9	➡	

Strategic Risk 12: Climate Change

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR12.1	Failure of the Council/Gloucestershire to adapt to a more volatile climate, with rising temperatures, continually high and increasing energy prices and the increasing need to reduce carbon emissions.	Riglar, Nigel	High 25	Moderate 10	➡	<p>In summary for Q1 (reported in arrears):</p> <ul style="list-style-type: none"> - GCC corporate emissions for the year were significantly ahead of target, due to the on-going LED street lighting works, improvements to Shire Hall and the trial introduction of pool cars. - Renewable energy generation on the Council's estate remains limited. Options for further investment are being investigated. <p>GCC continues to be a member of Defra's Local Advisory Adaptation Panel (LAAP), England; ex-Commissioning Director Nigel Riglar remains the Chair in his new role with South Gloucestershire Council. The LAAP is looking at how to encourage local authorities to take action, together with what a 'good' local authority looks like.</p>				

Strategic Risk 13: Uncertainties arising from the UK leaving the EU

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-17	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR13.1	Uncertainties arising from the UK leaving the EU with the possible impact on funding and policy change affecting Gloucestershire County Council and Local Government in general	Burns, Jane	High 25	High 16	High 16	High 16	High 16	High 20	➡	The Economic Growth Joint Committee are monitoring the implications.