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This report has been prepared by the Performance & Improvement Team using data up to 30/09/2019

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				
Likelihood	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

Finance & Change
Cllr Lynden Stowe

Human Resources

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19	Comments Qtr Sep-19
Days lost to Sickness per FTE (excluding Schools)	Smaller is Better	Latest Quarter	2.09	1.95	2.03	1.95	1.88	1.80	● Overall Sickness absence was an average of 1.88 days per FTE employee in Q2 2019/20. Sickness absence levels are slightly over the GCC quarterly target level of 1.8 per FTE.

Finance

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19	Comments Qtr Sep-19
Total end of year savings (£000) forecast through Saving Portfolio Projects	Bigger is Better	Forecast	£18,400	£18,142	£18,345	£16,557	£14,579	£19,051	▲ The shortfall in the forecast savings mainly relates to two areas – Children's Services, where the continuing pressure on the cost of external placements has made delivering the savings impossible; and Adult Social Care. In the latter case, savings will be offset in-year by one-off funding, and are expected to be achieved in the following financial year.
The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.	Bigger is Better	Latest Quarter	95.0%	96.0%	94.2%	91.0%	93.0%	95.0%	● There has been an improvement on the previous Qtr but we are continuing to manage vacancies in the team (l/t sickness and leavers). We are actively recruiting into these vacancies
Forecast Revenue Budget Outturn % Variance	Smaller is Better	Latest Quarter	0.6%	0.2%	-0.7%	0.8%	1.2%	1.0%	▲ This equates to a revenue overspend of £5.1m. Officers are currently working to reduce this forecast overspend – any overspend that remains at the end of the financial year will need to be funded from reserves.

Legal

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19		Comments Qtr Sep-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	●	

Corporate Resources

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19		Comments Qtr Sep-19
% official requests for information responses released within legal time limit	Bigger is Better	Latest Quarter	85.0%	84.0%	91.0%	90.0%	85.0%	85.0%	●	

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Qtr Sep-19		
% of Complaints upheld	Smaller is Better	Latest Quarter				45.0%	46.0%			

Adult Social Care

Cllr Kathy Williams
Cllr Roger Wilson

Employment & Settled Accommodation

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Sep-19		Comments Sep-19	Comparator
Proportion of Adults with a learning disability in paid employment	Bigger is Better	Monthly	21.44	22.25	23.64	24.48	15.00	★	This indicator has historically been calculated as the number of Disabled individuals in employment being supported by GCC (with or without an open service) as a proportion of the total number of LD individuals with an open service. As at the end of Q2 this was 362 individuals out of a total LD cohort of 1,479. The calculations and methodology of this indicator will be reviewed going forward.	
Proportion of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	Quarterly	87.0%	87.0%	88.0%	85.0%	80.0%	★		54.7%
Proportion of adults with a learning disability who live in their own home or with their family	Bigger is Better	Monthly	75.9%	76.0%	76.2%	76.3%	75.0%	★		76.7%

Reablement & Preventative

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Sep-19	
Number of Adults in Reablement/Enablement	Bigger is Better	Snapshot	362	326	347	316	267		
Number of Adults in other care (i.e Preventative)	Bigger is Better	Snapshot	488	496	718	712	531		
% of clients with more than 1 episode of reablement in the last 12 months	Smaller is Better	Latest Quarter				32.7%	35.6%	During Quarter 2 there were 379 adults starting reablement of which 135 had a previous period of reablement in the last 12 months (35.6%)	
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	91.7%	89.6%	87.1%	89.8%	88.2%		

Admissions & Transfers

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Sep-19		Comments Sep-19	Comparator
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	14.4	16.3	16.0	15.2	11.6	12.0	●		15.2
Permanent admissions aged 65+ to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	494.7	480.3	560.0	444.7	404.5	472.0	★		555.9

Quarterly Trend Analysis - Against a Target (In Arrears)											
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Target Jun-19		Comments Jun-19	Comparator
Delayed transfers of care from hospital due to Adult Social Care per 100,000 pop	Smaller is Better	Rolling Year	4.39	4.19	4.51	4.75	4.93	4.90			5.50

Long Term Care

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Sep-19		Comments Sep-19
% of service users who have had a review/ re-assessment of their needs within the last 12 months.	Bigger is Better	Snapshot	76.0%	72.0%	67.5%	60.3%	51.5%	80.0%	▲	This rate varies by client group with only 42% of Older People having a review/re-assessment whereas for MH clients the figure is 99%
Average waiting time for a Carers Assessment in weeks	Smaller is Better	Snapshot				1.0	1.3	6.0	★	Data obtained from Gloucestershire Carers Hub (People Plus) and include Triage Assessments
Number of Adults in Residential Care	Smaller is Better	Snapshot	1,272	1,261	1,291	1,292	1,262	1,158	▲	The overall current number of adults in Residential Care has reduced since Quarter 1 and from the end of FY 2018/19, however the total number is above the Target set within the Adult Single Programme's Trajectories. This is mainly down to the fact that the number of individuals in Residential Dementia Care has increased on a month-by-month basis.
Number of Adults in Nursing Care	Smaller is Better	Snapshot	648	656	629	644	623	581	▲	The overall current number of adults in Nursing Care has reduced since Quarter 1 and from the end of FY 2018/19, however the total number is above the Target set within the Adult Single Programme's Trajectories. This is mainly down to the fact that the number of individuals in Nursing Dementia Care has increased on a month-by-month basis.
Number of Adults in Community Care	Smaller is Better	Snapshot	3,257	3,160	3,179	3,181	3,039	3,044	●	

Customer Services

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Sep-19		Comments Sep-19
% of calls offered that are answered	Bigger is Better	Latest Quarter	89%	90%	94%	96%	96%	95%	★	Answer rates remained fairly static over July, Aug and Sept.
% of ASC contacts signposted or closed	Bigger is Better	Latest Quarter	29.6%	31.7%	32.7%	34.2%	32.0%	33.0%	●	The 32% achieved in the last quarter (whilst slightly below the rate achieved in Quarter 1) is within tolerance of the target, but is above the rate achieved in the same period last year.

Prevention, Wellbeing and Communities

Cllr Tim Harman

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19	Comments Qtr Sep-19
% of eligible patients offered an NHS health check	Bigger is Better	Latest Quarter	3.6%	2.0%	2.5%	4.4%	4.0%	5.0%	Note: performance data is now being taken from an alternative source due to technical issues with the external tool previously used to collate GP performance data. This may result in some variance from previously reported trends. The data is based on GP submissions. A small number of submissions are outstanding; and the Q2 return will be updated when these are received. The percentage of the eligible population who have been invited for an NHS Health Check is in line with Q1 and is above the regional SW average for this indicator.
% of all customers who achieve a significant risk factor improvement	Bigger is Better	Latest Quarter	76.0%	72.0%	68.0%	72.0%	70.0%	75.0%	This indicator includes those that have achieved a significant improvement either by accessing the Healthy Lifestyles Service (HLS) or Slimming World (SW). High numbers of service users continue to make behaviour changes that will impact their health. The target set for Q2 was 75%, which has not been met, however this is a challenging target and we continue to work with the provider to improve performance Of the 315 that did not meet the threshold for significant improvement 222 made some improvement in achieving their behaviour change goal. Therefore in total 91% (947) made some improvement in their behaviour change goal.

Quarterly Trend Analysis - No Target (1 Quarter in Arrears)							
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Comments Qtr Jun-19
% of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	Bigger is Better	Rolling Year	53.6%	54.3%	53.7%	56.3%	54.6%
Q1 result remains below the local aim of 58%. The retention rate of mothers recorded as breastfeeding at 2 weeks who are still breastfeeding at 8 weeks is 81.2%. GCC commissions targeted support for areas with lower rates of uptake and younger mums through the Breastfeeding Peer Support service and the health visiting service. A Breastfeeding Social marketing pilot has started in Gloucester city aiming to test and learn what localised support could be most effective in areas of lowest prevalence. Further initiatives contributing to increasing Breastfeeding rates are facilitated by the Gloucestershire Infant Feeding Strategic partnership led by GCC.							

Quarterly Trend Analysis - No Target (1 Quarter in Arrears)								
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Comments Qtr Jun-19
Total no. of pregnant smokers achieving a 4 week quit	Bigger is Better	Latest Quarter	31	25	25	22	44	The numbers of pregnant women achieving a 4 week quit is broken down into those accessing support from the Healthy Lifestyles Service (HLS) and those receiving support via the Public Health Enhanced Service (PHES) contracts with GP's and Pharmacy's. Data for this indicator is reported a quarter behind to be in line with national reporting requirements. Q1 achievement is 44 against a target of 37. This number equates to a quit rate of 79% which places the county as the second highest quit rate in England for Q1. This quarter we have seen a significant improvement in the HLS performance. This is due to the additional Smoking in Pregnancy Health Coach being fully trained and holding her own caseload. We are also starting to see some results from the work that HLS is doing in partnerships with the Local Maternity System as part of the Better Births Programme of work.

Quarterly Trend Analysis - Against a Target (1 Quarter in Arrears)									
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Target Qtr Jun-19	Comments Qtr Jun-19
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Latest Quarter	88.5%	80.6%	64.0%	52.3%	78.5%	70.0%	The % of pregnant women achieving a 4 week quit is broken down into those accessing support from the Healthy Lifestyles Service (HLS) and those receiving support via the Public Health Enhanced Service (PHES) contracts with GP's and Pharmacy's. Data for this indicator is reported a quarter behind to be in line with national reporting requirements. Q1 achievement is 78.5% against a target of 70%. This quit rate places the county as having the second highest rate in England for Q1. This quarter we have seen a significant improvement in the HLS performance as the additional Smoking in Pregnancy Health Coach is now fully trained and holding her own caseload. We are also starting to see some results from the work that HLS is doing in partnerships with the Local Maternity System as part of the Better Births Programme. This performance is significantly above the national average of 50%
Proportion of adult alcohol misusers who have left treatment successfully	Bigger is Better	Latest Quarter	27.7%	32.6%	32.1%	38.7%	37.7%	32.0%	Performance on this indicator requires 3 more completions to be in the top quartile of Local Authority comparators.
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	4.1%	4.6%	5.3%	7.0%	7.5%	5.4%	Performance on this indicator continues to be in the top quartile of Local Authority comparators.
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	21.0%	27.2%	26.9%	32.5%	32.8%	28.3%	Performance on this indicator requires 10 more completions to be in the top quartile of Local Authority comparators.
% of Universal partnership plus infants who receive a new birth visit by 30 days old	Bigger is Better	Latest Quarter	100.0%	94.1%	100.0%	100.0%	97.2%	100.0%	Families are categorised by level of need indicators Universal (U), Universal Plus (UP) and Universal partnership plus (UPP). These are nationally recognised offers in Health Visiting. This indicator relates to the highest need category (UPP). From a cohort of 71 eligible UPP children 54 received their new birth visit within 14 days and a further 15 UPP children within the 30 days timeframe. The remaining 2 were followed up on discharge from NICU, as per protocol for UP and UPP children.
% of Universal partnership plus children who received a 12mth review by the age of 15mths	Bigger is Better	Latest Quarter	92.7%	90.3%	96.2%	95.8%	93.8%	100.0%	Families are categorised by level of need indicators Universal (U), Universal Plus (UP) and Universal partnership plus (UPP). These are nationally recognised offers in Health Visiting. This indicator relates to the highest need category (UPP). From a cohort of 68 eligible UPP children 64 received their one year review and 4 did not attend. These children have had their appointment rebooked as per protocol for UP and UPP children. 2018/19 outturn was 93.8%

Annual Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Mar-15	Qtr Mar-16	Qtr Mar-17	Qtr Mar-18	Qtr Mar-19	Comments Qtr Mar-19
% Reception Children overweight including obesity	Smaller is Better	Annual	24.7%	23.1%	22.2%	24.5%	23.8%	23.8% children measured in 2017/18 had an excess weight (either overweight or obesity). This is significantly higher than both regional and national levels at 21.9% and 22.4% respectively. The county average conceals significant in-county variation with the prevalence of excess weight at district level ranging from 21.7% in Cheltenham to 25.9% in Tewkesbury. The new 'first 1001 days' targeted healthy lifestyles programme delivered by the healthy lifestyles service aims to support pregnant and postnatal women to maintain a healthier weight and to support obesity prevention within the family. Following our participation in the national whole systems obesity programme we are mapping obesity prevention activity to inform our development priorities.
% Year 6 Children overweight including obesity	Smaller is Better	Annual	32.1%	31.3%	32.1%	31.1%	32.1%	32.1% children measured in 2017/18 had an excess weight (either overweight or obesity). This is significantly lower than the national level of 34.3% and in line with the regional average. The county average conceals significant in-county variation with the prevalence of excess weight at district level ranging from 27.8% in Cotswolds to 36.8% in Gloucester. Levels of obesity are 17.8% at county level, which is significantly lower than the national level (20.1%) but higher than the regional level (16.8%). The county average conceals significant in-county variation with the prevalence of obesity at district level ranging from 13.5% in Cotswolds to 21.1% in Gloucester. The level of severe obesity in Gloucester is 5.0, which is higher (but not statistically significantly higher) than the national average of 4.2%, and is the highest level of any district in the South West region. Following our participation in the national whole systems obesity programme we are mapping obesity prevention activity to inform our development priorities. Funding has been secured for a two year pilot programme to develop and deliver weight management support for families with children affected by obesity. Service delivery will start in the Autumn and an independent evaluation of the offer will be used to shape future commissioning.

Annual Trend Analysis - Against a Target (1 Year in Arrears)									
	Good Performance High/Low	Reporting Basis	Qtr Dec-15	Qtr Dec-16	Qtr Dec-17	Qtr Dec-18	Qtr Sep-19	Target Qtr Sep-19	Comments Qtr Sep-19
% of late HIV diagnosis	Smaller is Better	Annual	43.3%	36.1%	50.7%	63.8%	67.2%	40.0%	▲ Data shown covers the three year period 2016-18 and the indicator is updated by PHE annually. Gloucestershire has now had three consecutive periods (three year rolling averages) which show that a higher proportion of diagnoses of HIV in the county are classified as 'late'. While we have relatively few cases of HIV in Gloucestershire, it is important to understand the cause of the issue, and to identify interventions to reduce the risk of late diagnosis. The Public Health team have been working with Public Health England Field Epidemiology Service to review the data in more depth. A group of multi-agency stakeholders has been brought together to review the issues (and data) and a number of actions are being taken forward. Updates are being provided to the Director of Public Health. Public Health also commission an on-going programme of community based HIV testing and outreach work targeting groups at higher risk of HIV.

Three Year Average Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-15 (11-13)	Qtr Dec-16 (12-14)	Qtr Dec-17 (13-15)	Qtr Dec-18 (14-16)	Qtr Sep-19 (15-17)	Target Qtr Sep-19		Comments Qtr Sep-19
Suicide rate per 100K Population	Smaller is Better	3 Year Average	12.2	10.6	10.8	9.8	10.4	9.6	▲	The Gloucestershire suicide rate per 100,000 is similar to that of the South West (11.1) and also England (9.6). Gloucestershire has a comprehensive Suicide Prevention Strategy and action plan - July 2015 to June 2020 which we are currently delivering. This will be updated based on our findings from our audit of suicides 2016-2018 which we are currently completing. A multi-agency Suicide Prevention Steering Group leads our audits, strategy and action plan.

Children & Young People
Cllr Richard Boyles

Contact Activity

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Sep-19	Comparator
Rate of referrals to social care per 10,000 U18 population	Plan is Best	Rolling Year	622.3	627.3	623.6	636.4	655.0		402.4

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19	Comments Sep-19
% Contacts (initial) decision within 24hours	Bigger is Better	Snapshot				87.5%	89.8%	90.0%	●
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	In Quarter	31.1%	27.6%	23.4%	29.1%	31.0%	24.0%	▲ Re-referral rates remain high and work continues to improve practice in order to effect more sustainable improvements with families.

Children In Need

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Sep-19	Comparator
Number of Children in Need receiving a service from safeguarding teams (excluding Child Protection and Children in Care)	Smaller is Better	Snapshot	1,996	2,162	2,359	2,322	2,361		
Rate of Children in Need per 10,000 U18 pop (inc Child Protection & Children in Care)	Smaller is Better	Snapshot	277.5	290.4	298.8	292.8	295.5		286.0

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19	Comments Sep-19
% of (single) assessments completed within 45 working days	Bigger is Better	Rolling Year	83.2%	79.1%	77.1%	76.7%	79.2%	85.0%	▲ Performance has improved over the last two quarters but has been frustrated by management turnover in some teams.

Children in Need of Help & Protection

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Sep-19	Comparator
Rate of children and young people (per 10,000) subject to a child protection plan	Smaller is Better	Snapshot	71.9	67.8	59.4	56.4	54.6		39.0
Number of children subject to Child Protection Plan	Smaller is Better		890	861	754	716	700		

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19	Comments Sep-19
% of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time	Smaller is Better	In Quarter	25.8%	25.2%	29.9%	24.9%	32.4%	25.0%	▲ Performance has fluctuated over the past year from better than target to over target and this reflects the improvement journey as work continues to improve practice in order to effect more sustainable improvements with families.

Children in Care

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Sep-19	Comparator
Number of Children in Care (CiC)	Smaller is Better	Snapshot	670	699	716	714	720		
% Foster carers having an annual review	Bigger is Better					96.0%	94.0%		
% of children waiting less than 14mths between entering care & moving in with their adoptive family	Bigger is Better	In Quarter				0.0%	0.0%		65.7%
Rate of Children in Care Per 10,000 U18 population	Smaller is Better	Snapshot	53.7	56.0	55.5	56.1	56.0		49.6

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19	Comments Sep-19
% of children in care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	11.4%	13.2%	15.1%	16.2%	17.3%	13.0%	▲ The sufficiency strategy is anticipated to begin to impact on fewer changes of placements for children and young people over the next year.
% of Children in Care for more than 2.5 years in the same placement for at least 2 years	Bigger is Better	Snapshot	63.0%	64.4%	63.3%	60.2%	59.7%	65.0%	▲ As the sufficiency strategy and the fostering service impact on a wider offer of appropriate placements, it is anticipated that this performance will improve.
% CiC reviewed in timescales	Bigger is Better	In Quarter	97.8%	94.9%	95.4%	95.6%	98.4%	100.0%	●
% of children admitted to care who have previously been in care (readmissions)	Smaller is Better	In Quarter	23.0%	19.3%	17.9%	21.1%	26.8%	12.7%	▲ Work will be undertaken to understand this growth in readmissions, however, given that the numbers of children in care have not grown substantially, this is likely to reflect issues with sufficiency of placements and temporary returns home.

Children Leaving Care

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Sep-19	Comparator
The % of young people aged 19-21 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Quarterly	92.0%	92.0%	90.0%	92.0%		82.8%
The % of young people aged 19-21 who were looked after aged 16 who were not in employment, education or training	Smaller is Better	Quarterly	46.0%	57.0%	44.0%	48.0%		53.1%

Youth Support

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Qtr Sep-19
% of young people (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	1.3%	2.4%	2.3%	2.5%	1.5%	Adjusted NEET percentage from MI Program at end of September (snapshot). This is an improvement on what was reported in Quarter 1.

Quarterly Trend Analysis - No Target (2 Quarters In Arrears)								
	Good Performance High/Low	Reporting Basis	Apr17/Mar18	Jul17/Jun18	Oct17/Sep18	Jan18/Dec18	Apr18/Mar19	Comments Apr18/Mar19
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	198	119	86	72	82	For the latest period reported by the YJB, Apr 18 - Mar 19, Gloucestershire's rate is 82. This compares to a rate of 72 in the previous quarter. Gloucestershire's rate is significantly lower than both the South West (229) and England (224). The actual number of FTEs for Apr 18 - Mar 19 was 46 compared to 40 in the previous reporting period.

Quarterly Trend Analysis - No Target (2 Years in Arrears)								
	Good Performance High/Low	Reporting Basis	Qtr Sep-16	Qtr Dec-16	Qtr Mar-16	Qtr Jun-17	Qtr Sep-17	Comments Qtr Sep-17
Re-offending by young people in the youth justice system. Young people are those aged 10-17.	Smaller is Better	Rolling Year	37.0	38.4	5.3	4.4	5.1	The Jul 17 - Sept 17 cohort consisted of 58 young people, and the reoffending rate in Gloucestershire is 5.12. This is higher than both the South West (4.21) and England (4.06). This is due to a reduction in the size of the cohort from 79 to 58 young people, but an increase in the complexity of young people and the number of Reoffences from 80 to 87 in this reporting period.

Economy, Education & Skills
Cllr Patrick Molyneux

Economic Development

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Qtr Sep-19
Amount of Local Growth Deal funding contracted for project delivery between Gloucestershire County Council as accountable body and individual promoters following GFirst LEPs instructions	Plan is Best		£60,846	£63,343	£67,643	£67,643	£89,198	
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£2,160	£8,167	£7,761	£5,383	£927	9 agreements signed with total value of £927,200
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better		92.7%	93.0%	94.4%	95.0%	93.9%	Adjusted from last quarter following forecast claim validation
% of premises connected to broadband (Stage 1 - BT - FTTC)	Bigger is Better		51.4%	54.8%	57.7%	60.9%	60.9%	
% of premises connected to broadband (Stage 2 - mix of suppliers - ADSL)	Bigger is Better		33.0%	33.4%	36.1%	36.1%	22.9%	Take up figures for the programme as a whole have dropped due to slippage in delivery of new connections as supplier adjusts delivery plans. Note also, this is a quarterly performance measure & reflects take up within the current phase of deployment, rather than cumulatively for the investment as a whole, hence why fluctuations can occur.

Lifelong Learning

Quarterly Trend Analysis - Against a Target								
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Qtr Sep-19
No of people accessing the Adult Education service undertaking Apprenticeships	Bigger is Better	Latest Quarter	15	6	25	39	30	The number of reported starts in the period (30) is greater than the same period in the last three years (16/17: 8, 17/18: 17, 18/19: 15)

Home to School Transport

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)										
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Target Jun-19		Comments Jun-19
Average daily net cost of home to school transport per primary school pupil	Smaller is Better	Latest Quarter	£10.30	£10.20	£10.30	£10.08	£9.00	£10.00	★	

Schools

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Sep-19		Comments Sep-19
No. of pupils permanently excluded (all pupils)	Smaller is Better	Quarterly	20	42	31	21	13	13	●	
% of pupils attending good or outstanding primary schools	Bigger is Better	Snapshot	90.0%	90.9%	88.0%	86.0%	89.0%	86.0%	★	
% of pupils attending good or outstanding secondary schools	Bigger is Better	Snapshot	80.4%	78.5%	76.0%	76.0%	76.0%	82.0%	▲	4 large secondary schools are currently judged to require improvement and are awaiting re-inspection: St Peter's, Cleeve, Farmor's academies and Archway school. It is expected that these schools will be judged 'good' at the next inspection which should take place within the next 6-12 months. The timings of the inspections are determined by Ofsted.
% of good or outstanding Early Years settings	Bigger is Better	Snapshot	88.6%	89.0%	89.2%	90.0%	90.0%	90.0%	●	

Highways & Flood

Cllr Vernon Smith

Highways & Floods

Quarterly Trend Analysis - Against a Target												
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Mth Jul-19	Mth Aug-19	Mth Sep-19	Qtr Sep-19	Target Sep-19	Comments Qtr Sep-19
Percentage of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	92.8%	91.0%	92.0%	80.0%	82.0%	88.0%	86.0%	78.0%	96.0%	▲ There was a system issue identified in July. Since then reported performance has improved month on month to 86% in September
Percentage of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	97.7%	98.6%	98.5%	85.0%	80.0%	89.0%	91.0%	88.0%	96.0%	▲ There has been a system issue which was identified in July. Since then the reported performance has improved month on month with 91% being achieved in September
28 day defects repaired or made safe - overall % repaired in time (other defects)	Bigger is Better	Latest Quarter	98.8%	99.5%	99.5%	50.0%	55.0%	81.0%	92.0%	74.0%	95.0%	▲ There was a system issue identified in July. Since then reported performance has been improving month on month to 92% in September

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Sep-19		Comments Qtr Sep-19
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter				25.0%	62.0%	50.0%	★	

Environment & Planning
Cllr Nigel Moor

Passenger Transport

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19		Comments Qtr Sep-19
Cost per journey - community transport journeys	Smaller is Better	Latest Quarter	£4.05	£3.86	£4.29	£4.05	£4.04	£4.00	●	
Subsidised bus journeys provided in the county	Smaller is Better	Year to Date	103	104	104	104	104	105	●	
Number of community transport bus journeys	Bigger is Better	Year to Date	24,913	26,167	29,109	25,758	25,232	25,000	●	
Cost per journey on bus services in receipt of subsidy	Smaller is Better	Year to Date				£1.55		£1.45		

Quarterly Trend Analysis - Against a Target - One Quarter in Arrears										
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Target Qtr Jun-19		Comments Qtr Jun-19
Average daily net cost of home to school transport per primary school pupil	Smaller is Better	Latest Quarter	£10.30	£10.20	£10.30	£10.08	£9.00	£10.00	★	

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)								
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Comments Qtr Jun-19
Renewable energy generation (kWh) from the Council Estate (exc schools)	Bigger is Better	Year to Date	4,014	8,149	9,351	12,771	21,842	

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)										
	Good Performance High/Low	Reporting Basis	Qtr Jun-18	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Target Qtr Jun-19		Comments Qtr Jun-19
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	1,823.24	3,345.25	5,783.90	8,121.17	1,367.60	11,552.00	★	
% of CO2 reduction achieved (against 2006 baseline)	Smaller is Better					-69.8%		-56.2%		

Waste

Quarterly Trend Analysis - Forecast - No Target								
	Good Performance High/Low	Reporting Basis	Q2 Forecast Outturn 2018/19	Q3 Forecast Outturn 2018/19	Outturn 2018/19	Q1 Forecast Outturn 2019/20	Q2 Forecast Outturn 2019/20	Comments Q2 2019/20
% of household waste sent to landfill	Smaller is Better	Forecast	46.0%	45.4%	45.0%	44.6%	14.0%	A reduction in waste sent to landfill as residual waste is now being treated at Javelin Park. 39,000 tonnes of household waste was landfilled up to August 2019 and we are basing this forecast on the EfW facility being in operation in Quarters 3 and 4. However, Javelin Park is still in its commissioning phase, and further landfill may occur during this period.

Yearly Trend Analysis - Forecast Against a Target									
	Good Performance High/Low	Reporting Basis	Q2 Forecast Outturn 2018/19	Q3 Forecast Outturn 2018/19	Outturn 2018/19	Q1 Forecast Outturn 2019/20	Q2 Forecast Outturn 2019/20	Q2 Target Outturn 2019/20	Q2 Comments 2019/20
Residual household waste per household (Kgs)	Smaller is Better	Forecast	457	454	450	488	466	479	● We are still using a mix of actual tonnage data and forecast tonnage data back as far as August due to this being the transition period between landfill and EfW processes.
Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	54.3%	54.6%	52.8%	50.2%	50.0%	51.0%	● This figure has reduced since 2018/19 due to wood waste now being used as a biomass material and no longer counted as recycling. However, it is being diverted from the residual waste stream, so does not increase the residual waste tonnage. There is the potential for an extra 1% recycling to be added before the end of March 2020 resulting from metals recovery at the EfW. However, there is no data to support this at this point in time, and the forecast of 50% excludes it in this quarter.

Road Safety

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Forecast Sep-19	Comments Qtr Sep-19
Number of killed and seriously injured people	Smaller is Better	Year to Date	130	203	282	63	153	138	▲ The number of killed or seriously injured casualties has increased this quarter. The increase in reported incidents maybe as a result of more accurate data being supplied to us by Gloucestershire Constabulary, following the return of Roads Policing to cover just the County's area in April.
(A) Number of killed and seriously injured children	Smaller is Better	Year to Date	4	6	8	5	11	7	▲ Incidents among young people were unexpectedly low in 2018/19, forecasts may be too low based on this anomalous year. Incident numbers in the first two quarters of 2019/20 reflect similar levels to 2017/18.
(B) Number of killed and seriously injured older people	Smaller is Better	Year to Date	32	52	69	16	33	32	●

Public Protection, Parking & Libraries
Cllr Dave Norman

Trading Standards

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19		Comments Qtr Sep-19
Achieved positive outcome with respect to activities (%) (cumulative)	Bigger is Better	Latest Quarter	93.00	92.00	93.00	96.00	96.00	90.00	★	
% 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	Latest Quarter	100.0%	100.0%	100.0%	100.0%	100.0%	95.0%	★	

Fire & Rescue

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Qtr Sep-19		Comments Qtr Sep-19
Number of Safe and Well visits undertaken	Bigger is Better	Year to Date	2,023	1,751	2,025	1,626	1,418	2,023	▲	we have introduced FTC operational posts in order to keep crewing levels up. this has meant more time has been dedicated to training to ensure FTC staff are aware of specialist equipment on stations. we continue to work with HR and rep bodies to introduce secondary contracts. the new structure will see dedicated admin to the prevention team which will mean visits will be booked in for stations centrally which will reduce the time it is taking stations to make bookings and result in more time being dedicated to carrying out visits.
% of incidents of dwelling fires attended within 8 minutes - Risk Category 1	Bigger is Better	Latest Quarter	92.9%	92.9%	93.0%	60.0%	90.5%	80.0%	★	
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better		80.0%	77.0%	78.0%	82.0%	78.0%	75.0%	★	
Number of Accidental Dwelling Fires	Smaller is Better	Year to Date	78	94	64	65	84	78	●	We have seen a slightly higher than expected increase in accidental fires this quarter and will continue to work with partners and support national campaigns to remind people about fire safety.

Libraries

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Comments Qtr Sep-19
No of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date				276	185	

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Target Sep-19		Comments Qtr Sep-19
No. of borrowers of e-stock	Bigger is Better	Year to Date	13,827	19,525	27,490	8,386	15,448	12,000	★	

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
SR1.1	Failure in corporate governance which leads to service, financial, legal or reputational damage or failure.	Bungard, Pete	High 20	High 16	High 16	High 16	High 16	High 16	➔	Recent issues in Children's Services and GFRS are actively being addressed.
SR1.2	Failure to effectively understand, inform, consult or engage customers, resulting in dissatisfaction, criticism or challenge.	Ayliffe, Rob	High 20	Low 6	Low 6	Low 6	Low 6	Low 6	➔	Regular communication and engagement are in place and comments and complaints data is monitored in order to identify and address any trends or concerns emerging.

Strategic Risk 1: Corporate Governance (New Quarter 2 2017/18)										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
SR1.3	Uncertainties of Central Government policy relating to the Council's responsibilities and operating environment with the potential implications across multiple services.	Ayliffe, Rob	High 16	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Low 6	⬆️	The recent Financial Settlement has provided some certainty for the immediate future. GCC uses the County Councils Network to remain attuned to and to influence Government policy.

Strategic Risk 2: Financial										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
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 2019/20.	Blacker, Paul	High 25	High 16	High 16	Moderate 12	High 16	High 16	➔	Children's and Families are currently forecasting a significant overspend as a result of increased demand.
SR2.4	Reductions and changes to future funding in 2020/21, 2021/22, 22/23 impacting significantly on Core Services.	Blacker, Paul	High 25	High 20	High 20	High 20	High 20	High 20	➔	The 2019 Spending Review only covered the financial year 2020/21 and a significant degree of uncertainty remains about funding beyond that timeframe

Strategic Risk 2: Financial										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
SR2.6	Sustained increase in high demand resulting in pressure on High Needs Block (DSG) compounded by an inability to vire monies without Schools Forum/Secretary of State approval impacting on the General Fund.	Blacker, Paul	High 20	Moderate 12	Moderate 12	High 16	High 16	High 16	➔	In line with many County Councils GCC is experiencing high demand resulting in pressure on the High Needs block of the DSG. The current forecast in 2019/20 is to overspend by £ 6million.

Strategic Risk 3: Infrastructure										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
SR3.1	Failure to ensure technology managed by ICT (including communications abilities) remains fit for purpose.	Quayle, Mandy	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10	High 15	⬆️	Continued concerns regarding Sopra's performance has resulted in delays in some critical projects and therefore increased the risk. However there is a plan on track for the upgrade to Windows 10. The ICT priority roadmap for the next 18 months in under review with Sopra. The ICT transformation project has been initiated with EY to ensure that we have the right model in place for digital and ICT from April 2021. There is investment built into the MTFS.
SR3.2	Failure to protect the council's key information and data from Cyber Attack.	Quayle, Mandy	High 25	High 15	High 15	High 15	High 15	High 15	➔	Positive leadership training programme this quarter to raise the understanding of Cyber security risks and our ability to respond

Strategic Risk 4: Waste Management										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
SR4.1	Failure to deliver expected benefits/outcomes from the Residual waste project impacting on future budgets and the environment.	Chick, Colin	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➔	Continuous monitoring of the construction and mobilisation of the new Energy from Waste Facility, which remains on schedule. Waste deliveries commenced to site (starting June 2019) and commissioning process (including testing) is underway. Procurement exercise underway for the sale of electricity produced by the facility. New contract officer in place.

Strategic Risk 5: Organisational Change Programmes										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ SR5.1	Failure to manage the Savings Portfolio effectively, impacting on achievement of savings and pressure on GCC budgets.	Blacker, Paul	Moderate 12	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Moderate 9	➔	The Council set a challenging savings programme in order to balance the budget in 2019/20. The achievement of the savings programme is closely monitored and is forecast to be 87% achieved by the year end. The majority of the remaining savings will be achieved in the following financial year
⊕ SR5.3	Ineffective commissioning practice and/or lack of capacity or provider failure result in the council being unable to achieve its strategic objectives	Scott, Sarah	High 25	High 15	High 15	High 15	High 15	High 15	➔	The mechanisms used to identify, analyse, control and monitor risks and opportunities at three levels (Commissioning function, Commissioning Hub, individual commissioning activity) are currently being reviewed by the Commissioning Leadership Team / Commissioning Board and changes will be made as required. To date this work indicates that as stated before 'risks are relatively well controlled', but further work is required to ensure robust mechanisms are in place and working effectively at all three levels and across all of the Commissioning Hubs. Therefore the risk scores have remained unchanged for now.

Strategic Risk 6: Collaborative Working										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ 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	Moderate 8	Moderate 8	Moderate 8	Moderate 8	Moderate 8	➔	Javelin Park operation and protests could have implications across district councils and going forward Brexit may have its own implications. Brexit will be covered separately on its own individual risk register. Leadership Gloucestershire continues to provide a mechanism for strategic partners to work together.

Strategic Risk 7: Safeguarding Children & Young People and Adults										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ SR7.1	Failure to protect vulnerable adults in Gloucestershire from abuse neglect in situations that potentially could have been predicted and prevented.	Willcox, Margaret	High 20	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➔	The Safeguarding Adults Board Communications and Engagement sub group has undertaken awareness raising with Inclusion Gloucestershire, visiting various locations across the county to raise the profile of safeguarding adults with the individuals who use their service. The High Risk Behaviours policy has been launched and referrals are being considered by the safeguarding team.
⊕ SR7.4	Failure to close the gaps in educational outcomes for vulnerable learners and their peers resulting in adverse impacts for children and families, increased cost/pressures on specialist provision and damage to reputation.	Browne, Tim	High 20	Moderate 12	Moderate 12	Moderate 12	Moderate 12	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 1 2018/19)										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ SR7.6	Unable to support all those who can, to live independently at home, because demand for home care services outstrips available capacity. Resulting in the reliance on temporary respite/alternative bed based care in lieu of home care	Willcox, Margaret	High 20	High 15	High 15	High 15	High 15	High 15	➔	

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Quarter 3 2018/19)										
Ref.	Risk	Owner	Inherent Risk		Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ SR7.2	Ineffective social care practice, management oversight and review processes resulting in drift and delay for children and young people in situations of harm.	Spencer, Chris	High 16		Moderate 12	Moderate 12	Moderate 12	Moderate 12	➔	The Essentials 2.0 training programme is being delivered to all Social Care teams and places a focus on the practice fundamentals of assessment, planning and intervention. Case file auditing and screening is also contributing to a renewed focus addressing drift and delay in case work. Accelerated Improvement Programme (AIP) sets out future actions to improve visiting, timeliness, supervision rates etc.
⊕ SR7.5	Insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to discontinuity in social engagement with children and families	Spencer, Chris	High 16		Moderate 12	Moderate 12	Moderate 12	Moderate 12	➔	Workforce Development Strategy in place. Overseas Social Workers and expanded ASYE cohort is beginning to stabilise workforce, reducing churn and agency percentage.
⊕ SR7.7	Failure to develop sufficient placement capacity to meet the needs of children looked after	Spencer, Chris	High 16		High 16	High 16	High 16	High 16	➔	Plans from Trevone House are progressing. Revised sufficiency strategy in place. Additional resource recently provided to fostering services in order to increase in-house capacity.

Strategic Risk 8: Workforce Planning & Employee Relations										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ SR8.1	Difficulties in recruiting and retaining experience workers in hard to fill roles leading to vacancies and/or high numbers of agency staff in some areas. This is particularly prevalent for social workers but is also increasingly a factor for other professional roles.	Quayle, Mandy	High 20	Low 6	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➔	A number of additional recruitment and retention allowances have been agreed in for the most hard to fill roles including social workers, planners and lawyers. These will be reviewed for impact as there is some risk associated with this approach. HR Business are each assessing the critical gaps and concerns across the clusters with a view to developing a whole organisation picture of the issue.
⊕ SR8.2	Poor employee relations cause a disruption to services, lost productivity and increased costs	Quayle, Mandy	High 20	Low 6	Low 6	Low 6	Low 6	Low 6	➔	Continues low risk as relations with trades unions remain positive. The pay and grading review was well received. Ongoing monitoring of position in fire continues.

Strategic Risk 9: Gloucestershire Prevent										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ SR9.1	Failure to deliver outcomes of the PREVENT Strategy impacting on the residents and businesses of Gloucestershire	Bowcock, Wayne	High 20	High 15	High 15	High 15	High 15	Moderate 10	⬆️	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: - Annual Training and Self-Assessment survey to identify gaps - Monitoring agencies PREVENT activity Running awareness workshops and training sessions for all agency members to: - ensure understanding of the risk of radicalisation - embedded in the day to day safeguarding work within their agency, educational institution or body See Less

Strategic Risk 10: Emergency Response & Business Continuity Threats										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ SR10.1	Failure of the Council or a key partner to effectively respond to a major incident or event external to the council that results in community disruption and failure to return to normal, within required timescales.	Bowcock, Wayne	High 15	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Moderate 9	➔	Community risk register and commensurate risk plans are in place and regularly reviewed by the Civil Protection Team. Threats and impacts to service delivery are encompassed within the business continuity management assessments and plans developed to cover high risk eventualities. All BCM plans have recently been reviewed, tested and where appropriate, updated. Preparations for a No Deal Brexit are progressing with the LRF SCG and TCG meeting on a regular basis.
⊕ SR10.3	Implications of the Policing and Crime Bill impacting on the Fire & Rescue Service and County Council	Bowcock, Wayne	High 15	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➔	In February 2019 the OPCC submitted a business case to the Secretary of State for change in relation to the governance of the Fire and Rescue Service in Gloucestershire. GCC submitted its response to the business case opposing the PCC's proposals on the grounds that it will impact public safety, reduce the level of funding available to the Service and minimise public scrutiny of decisions. Currently the Secretary of State has deferred making the decision until after the OPCC elections in May 2020.

Strategic Risk 11: Information Governance										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
⊕ 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	Quayle, Mandy	High 20	High 20	High 20	High 20	High 20	High 20	➔	A Cyber Business Continuity Exercise was completed by CoMT members in September 2019 First 2 Dojo Cyber and GDPR awareness training video's rolled out with good rate of staff completion Increase of 111% in reported security incidents compared with same reporting period in 2018
⊕ SR11.2	Failure to implement the General Data Protection Regulation. Failure to safeguard born-digital records.	Quayle, Mandy	High 20	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Moderate 9	➔	226 security incidents reported - an increase of 111% compared with same reporting period in 2018 3 security incidents reported to the ICO. No enforcement action taken by the ICO First 2 Dojo Cyber and GDPR awareness training video's rolled out with good rate of staff completion 61 Children's Cluster staff received tailored training on data protection, secure records storage, transfer and disposal

Strategic Risk 12: Climate Change										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
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.	Chick, Colin	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➔	Emissions reductions for Q1 continue to be ahead of target in comparison to the previous year. The reduction will be due to a mix of LED Street Lighting installations, Shire Hall refurbishment and pool and hire car use. Some of the increase in fleet emissions will be from increased fuel use by pool and hire cars, which would also account for some of the reduction in business mileage claims emissions. Significant progress made in taking forward the climate agenda: 11th Sep Council unanimous resolution to work with the NHS, Glos Constabulary and district councils to ensure that all new public buildings, residential and commercial developments in Glos support the move to zero carbon Climate Change Strategy presentations to Env Scrutiny 17th July, and Glos Royal Hospital Trust's NHS Sustainability 'Big Conversation' staff conference 27th Sep Youth Climate Panel established, first meeting held 21st Sep Public consultation ended 23 Sep, 1,000 representative residents and 200 business telephone surveys, plus over 2,300 online responses Working to take strategy to Nov Cabinet then Dec Leadership Gloucestershire meeting

Strategic Risk 13: Uncertainties arising from the UK leaving the EU										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Direction of Travel	Mitigating Actions
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	Scott, Sarah	High 25	High 20	High 20	High 20	High 20	High 20	➔	Brexit Lead Officer identified to lead GCC response, working with Brexit leads in all main areas of GCC business. Risk register for Brexit compiled and reviewed regularly. Active participation in Local Resilience Forum work for Brexit preparedness and with sector specific agencies e.g. ADASS. Prompt response to weekly MHCLG requests for information, fulfilling of actions from MHCLG. Review of Yellow Hammer planning assumptions against GCC key risks.