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This report has been prepared by the Performance & Improvement Team using data up to 31/12/2019

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

Key to Symbols

	Performance better than 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

Human Resources

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19	Comments Qtr Dec-19
Days lost to Sickness per FTE (excluding Schools)	Smaller is Better	Latest Quarter	1.95	2.03	1.95	1.88	2.34	1.80	Overall Sickness absence was 2.34 per fte employee in Quarter 3. Sickness absence levels are higher than the quarterly target level (1.80), Quarter 2 level (1.88), and is higher than at the same point last year (1.95). Nationally, the LGA report that sickness levels are increasing within the economy as a whole and comparator figures for 2018/19, when available, are expected to show a rise similar to that evident for GCC. The Council has previously set a uniform sickness target for the organisation which is often been exceeded. In order to make targets more operationally realistic, whilst still requiring an improvement, it is intended to agree sickness targets at individual directorate level for 2020/21.

Finance

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19	Comments Qtr Dec-19
% of Council Savings Portfolio Achieved	Bigger is Better	Forecast	98.6%	98.2%	86.9%	76.5%	78.4%	90.0%	▲ The percentage of Council Savings Portfolio achieved is below target but shows a slight improvement from the end of Q2. Where delivery of savings is delayed, these will be carried forward into next year's plans. Where they are no longer achievable (for example, in the case of Children's Services) provision is being made to cover the gap within the draft budget.
% of Invoices paid within 30 days for commercial goods and services	Bigger is Better	Latest Quarter	96.0%	94.2%	91.0%	93.0%	94.2%	95.0%	● Further improvements made on previous quarter
Forecast Revenue Budget Outturn Variance	Smaller is Better	Latest Quarter	0.2%	-0.7%	0.8%	1.2%	0.0%	1.0%	★
Uncommitted general reserves as a % of revenue budget	Bigger is Better	Latest Quarter			4.4%	4.3%	4.3%	4.0%	●

Corporate Governance

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19		Comments Qtr Dec-19
Number of complaints upheld by Local Government and Social Care Ombudsman	Smaller is Better	Latest Quarter	2	2	2	2	1	2	★	The LGSCO found against the Council in relation to a failure to deal with a planning complaint within timescale. The ombudsman was satisfied that the Council has taken appropriate action to remedy the situation.
Number of complaints upheld by the Local Government and Social Care Ombudsman - Maladministration and injustice with a report issued	Smaller is Better	Latest Quarter	0	0	0	0	0	0	●	

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19		Comments Qtr Dec-19
% official requests for information responses released within legal time limit	Bigger is Better	Latest Quarter	84.0%	91.0%	90.0%	85.0%	67.0%	85.0%	▲	75% of closed Freedom of Information requests, 270 of 358, and 66% of Subject Access Requests, 55 of 83, were provided within the legal time limit. Factors, which have contributed to the fall in performance, have been identified and temporary resources are in place to help meet future targets. Work continues to improve performance with the highest risk business areas.

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

Adult Social Care

Cllr Kathy Williams / Cllr Carole Allaway-Martin

Employment & Settled Accommodation

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19		Comments Dec-19	Comparator
The Proportion of Adults in contact with secondary mental health services living independently with or without support	Bigger is Better	Quarterly	87.0%	88.0%	87.0%	87.0%	80.0%	★		54.7%
The Proportion of Adults with a learning disability who live in their own home or with their family	Bigger is Better	Monthly	76.3%	76.3%	76.5%	76.7%	75.0%	★		76.7%
Total number of people in Employment with a Disability (or work limiting health condition) supported by GCC Forward Services	Bigger is Better	Quarterly			362	379	380	●		
Proportion of people with a Disability (or work limiting health condition) supported by GCC Forward Services in Employment for more than 52 weeks	Bigger is Better	Quarterly			75.0%	85.5%	75.0%	★		

Reablement & Preventative

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19		Comments Dec-19	
Number of Adults in Reablement/Enablement	Bigger is Better	Snapshot	329	348	315	261	199			
Number of Adults in other care (i.e Preventative)	Bigger is Better	Snapshot	496	720	723	665	512			
% of clients with more than 1 episode of reablement in the last 12 months	Smaller is Better	Latest Quarter			32.7%	35.6%	29.3%		During Quarter 3 there were 400 adults starting reablement of which 177 had a previous period of reablement in the last 12 months (29.3%).	
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	89.6%	85.9%	87.3%	85.3%	85.0%		This indicator now includes data for OP, PD, LD and MH clients (and performance for Quarters 1 & 2 has been updated to reflect this). In Quarter 3 526 of the 619 individuals ending reablement required no long term care	

Admissions & Transfers

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19		Comments Dec-19	Comparator
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	16.5	16.3	15.7	12.1	9.2	12.0	★		15.2
Permanent admissions aged 65+ to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	482.6	560.0	450.0	436.4	409.0	472.0	★		555.9

Quarterly Trend Analysis - Against a Target (In Arrears)											
	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
Delayed transfers of care from hospital due to Adult Social Care per 100,000 population	Smaller is Better	Rolling Year	4.19	4.51	4.75	4.93	5.06	4.90	●		5.50

Long Term Care

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19		Comments Dec-19
% of Service Users who have had a review/ re-assessment of their needs within the last 12 months	Bigger is Better	Snapshot	73.1%	68.6%	61.7%	53.8%	46.1%	80.0%	▲	
Average number of weeks an individual waits for a Carers Assessment	Smaller is Better	Snapshot			1.0	1.3	3.0	6.0	★	
Number of Adults in Residential Care	Smaller is Better	Snapshot	1,263	1,289	1,294	1,283	1,233	1,129	▲	The number of adults (OP, PD and LD) in Residential Care has reduced by 2.4% compared to the same time last year, however the number is above the target set within the Adult Single Programme. This is predominantly down to the continued rise in the number of Dementia individuals being supported.
Number of Adults in Nursing Care	Smaller is Better	Snapshot	657	632	651	652	624	570	▲	The number of adults (OP, PD and LD) in Nursing Care has reduced by 5.0% compared to the same time last year, however the number is above the target set within the Adult Single Programme. As with residential care this is predominantly down to the continued rise in the number of Dementia individuals being supported.
Number of Adults in Community Care	Smaller is Better	Snapshot	3,185	3,200	3,209	3,199	3,168	2,997	▲	The number of adults (OP, PD and LD) in Community Care has reduced by 0.5% compared to the same time last year, however the number is above the target set within the Adult Single Programme.

Customer Services

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19		Comments Dec-19
% of calls offered that are answered	Bigger is Better	Latest Quarter	90%	94%	96%	96%	98%	95%	★	Improved staffing availability, a significant downturn in calls over the quarter and improved filtering of calls via automated routing on the switchboard combined to give a 99% answered rate in Nov and Dec. This will be monitored as the new phone system embeds.
% of ASC contacts signposted or closed	Bigger is Better	Latest Quarter	31.7%	32.7%	34.2%	32.0%	33.0%	33.0%	●	

Adult Social Care: ASCOF

Annual Trend Analysis - No Target (1 Year in Arrears)									
	Good Performance High/Low	Reporting Basis	Qtr Mar-15	Qtr Mar-16	Qtr Mar-17	Qtr Mar-18	Qtr Mar-19	Comments Mar-19	Comparator Group
Social care reported quality of life	Bigger is Better	Annual	19.3	19.4	19.7	19.1	19.6		18.1
The proportion of those using social care who say they have control over their daily lives	Bigger is Better	Annual	78.0%	79.2%	81.9%	77.5%	79.7%		74.5%
Carer reported Quality of Life	Bigger is Better	Annual	7.4	7.4	7.4	7.4	7.4		7.0
Overall satisfaction of people who use services with their care and support	Bigger is Better	Annual	66.9%	65.7%	69.0%	63.5%	67.4%		62.9%

Prevention, Wellbeing and Communities

Cllr Tim Harman

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19	Comments Qtr Dec-19
% of eligible patients offered a NHS Health Check	Bigger is Better	Latest Quarter	2.0%	2.5%	4.4%	4.0%	3.4%	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 Q3 return will be updated when these are received. The percentage of the eligible population who have been invited for an NHS Health Check has fallen slightly on Q2, but remains in line with the SW average for this indicator. Some variance between quarters is to be expected as GPs will differ in how they phase their invites across the year.
% of all customers who achieve a significant risk factor improvement	Bigger is Better	Latest Quarter	72.0%	68.0%	72.0%	70.0%	70.0%	75.0%	▲ Overall the numbers achieving a significant risk factor improvement has remained stable but below target with 70% (725/1040) being achieved in Q2 compared to 70% (813/1167) in Q3. Of the 354 people that did not achieve the threshold for significant improvement 220 made some improvement in achieving their behaviour change goal. Therefore in total 89% (1033/1167) made some improvement that will impact on their health. We are undertaking a piece of work with the performance team to do a 'deep dive' into this data to explore ways to improve performance and understand the impact that each lifestyle behaviour has on the overall ability to reach the target.

Quarterly Trend Analysis - No Target (1 Quarter in Arrears)							
	Good Performance High/Low	Reporting Basis	Qtr Sep-18	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19
% of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	Bigger is Better	Rolling Year	54.3%	53.7%	56.3%	54.6%	54.3%
Q2 is in line with previous quarters but 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 80.5%. Through the the health visiting service GCC commissions targeted support for areas with lower rates of uptake and younger mums . 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 - Against a Target (1 Quarter in Arrears)									
	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 pregnant smokers achieving a 4 week quit	Bigger is Better	Latest Quarter	80.6%	64.0%	52.3%	78.5%	77.2%	70.0%	★ Data for this indicator is reported a quarter behind to be in line with national reporting requirements. Q2 achievement is 77.2% (34/44) against a target of 70%, compared to 78.5% (44/56) for Q1. 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. Last quarter the PHES achieved 16.6% (1/6) quit rate but in Q2 this was 0% (0/4). HLS achieved 85% quit rate (34/40) compared to 86% 43/50) in Q1. Although the % is stable across the last 2 quarters, this quarter we have seen a lower number of women coming into the service (40 in Q2 compared to 50 in Q1). The service received fewer referrals this quarter and it was also more difficult to make contact with women to arrange support due to the summer holiday period. 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	32.6%	32.1%	38.7%	37.7%	38.8%	35.0%	★ Performance continues to improve and achieves the contract requirement. The provider require minimum of 8 further completions to be in the Public Health England top quartile of comparator areas
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	4.6%	5.3%	7.0%	7.5%	7.5%	6.3%	★ Performance continues to improve and achieves the contract requirement. The provider is in the Public Health England top quartile of comparator areas
Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Latest Quarter	27.2%	26.9%	32.5%	32.8%	33.4%	28.3%	★ Performance has dipped slightly but achieves the contract requirement. The provider remains in the Public Health England top quartile of comparator areas
% of Universal partnership plus infants who receive a new birth visit by 30 days old	Bigger is Better	Latest Quarter	94.1%	100.0%	100.0%	97.2%	98.4%	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 60 eligible UPP children 45 received their new birth visit within 14 days and a further 14 UPP children within the 30 days timeframe. The remaining child was not seen as following discharge from NICU went into foster placement out of county.
% of Universal Partnership Plus children who received a 12 month review by the age of 15 months	Bigger is Better	Latest Quarter	90.3%	96.2%	95.8%	93.8%	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 81 eligible UPP children 76 received their one year review and of the remaining 5 reasons were non attendance, declined and movement into area so delayed. These children will have their appointment rebooked as per protocol for UP and UPP children. The number of children that have had their 12 month review by 15 months has remained over 90% .

Three Year Average Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Mar-16 (12-14)	Qtr Mar-17 (13-15)	Qtr Mar-18 (14-16)	Qtr Mar-19 (15-17)	Qtr Dec-19 (16-18)	Target Qtr Dec-19		Comments Qtr Dec-19
Suicide rate per 100,000 Population	Smaller is Better	3 Year Average	12.2	10.6	10.8	9.8	10.4	9.6	▲	

Children & Young People
Cllr Richard Boyles

Contact Activity

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Dec-19	Comparator
Rate of referrals to social care per 10,000 U18 population	Plan is Best	Rolling Year	627.3	623.6	636.4	655.0	660.9		402.4

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19	Comments Dec-19
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Snapshot			87.5%	91.7%	86.6%	90.0%	▲ This decline below the quarterly target was caused by a dip in performance in the first two months of the quarter, performance in the final month increased above target.
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	In Quarter	27.6%	23.4%	29.1%	30.7%	28.4%	24.0%	▲ We have seen a improving trend in performance with the percentage of re-referrals declining, however re-referrals remains high and performance continues to be worse than target.A specific review is currently being undertaken in each locality to support continued improvement in this area of performance.

Children In Need

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Dec-19	Comparator
Number of Children in Need receiving a service from safeguarding teams (excluding Child Protection and Children in Care)	Smaller is Better	Snapshot	2,162	2,359	2,322	2,361	2,388		
Rate of Children in Need per 10,000 of the under 18 population (including Child Protection & Children in Care)	Smaller is Better	Snapshot	290.4	298.8	292.8	295.5	294.3		286.0

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19	Comments Dec-19
% of Single Assessments completed within 45 working days	Bigger is Better	Rolling Year	79.1%	77.1%	76.7%	79.2%	76.4%	85.0%	▲ Performance remains stuck between 76% and 80% of Single Assessments completed within 45 working days. Performance also remains below target and worse than comparators. The continued turnover of staff and managers in a number of assessment teams has impacted on improvement in this area.

Children in Need of Help & Protection

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Dec-19	Comparator
Rate of Children and Young People per 10,000 subject to a Child Protection Plan	Smaller is Better	Snapshot	67.8	59.4	56.4	54.6	50.6		39.0
Number of Children subject to a Child Protection Plan	Smaller is Better	Snapshot	861	754	716	700	643		

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19	Comments Dec-19
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	In Quarter	25.2%	29.9%	24.9%	32.4%	26.2%	25.0%	▲ Performance in the last quarter dropped to within 1% of target, although remains significantly higher than comparators. A specific review is currently being undertaken to support improvements in this area.

Children in Care

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Dec-19	Comparator
Number of Children in Care (CiC)	Smaller is Better	Snapshot	699	716	714	720	734		
% Foster Carers having an annual review	Bigger is Better	Snapshot					94.2%		
% of Children waiting less than 14 months between entering care & moving in with their adoptive family	Bigger is Better	In Quarter			0.0%	0.0%	25.0%	12 children were placed with their adoptive families between September 2019 and December 2019. For 3 children (25%) this was within 14 months of the date they came into care. Note: Current adoption timeliness data is not reflective of the national definition for adoption timeliness. Work is underway to ensure that local data is reflective of the national definition.	65.7%
Rate of Children in Care Per 10,000 of the under 18 population	Smaller is Better	Snapshot	56.0	55.5	56.1	56.0	57.3		49.6

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19	Comments Dec-19
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	13.2%	15.1%	16.2%	17.3%	19.6%	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	64.4%	63.3%	60.2%	59.4%	60.5%	65.0%	▲ Although the proportion of children experiencing long-term placement stability has increased slightly this is following a broadly declining trend and is below target. As the sufficiency strategy and the fostering service impact on a wider offer of appropriate placements, it is anticipated that this performance will improve.
% Children in Care (CiC) reviewed in timescales	Bigger is Better	In Quarter	94.9%	95.4%	95.6%	98.6%	96.7%	100.0%	●
% of Children admitted to care who have previously been in care (readmissions)	Smaller is Better	In Quarter	19.3%	17.9%	21.1%	26.8%	14.8%	12.7%	▲ Although this is an improvement, there has been a reduction in the number of children readmitted to care in the quarter but there has been a greater increase in the number of admissions overall which has impacted on the percentage.

Children Leaving Care

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Dec-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%	90.0%	92.0%	93.0%		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	57.0%	44.0%	48.0%	43.0%		53.1%

Youth Support

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Qtr Dec-19
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.4%	2.3%	2.5%	1.5%	2.5%	Adjusted NEET percentage from MI Program at end of December (snapshot). We continue to exceed target and are working towards continual improvement.

Quarterly Trend Analysis - No Target (2 Quarters In Arrears)								
	Good Performance High/Low	Reporting Basis	Jul17/Jun18	Oct17/Sep18	Jan18/Dec18	Apr18/Mar19	Jul18/Jun19	Comments Jul18/Jun19
Rate of first time entrants to the Youth Justice system (per 100,000 of the 10-17 year old population) in the previous 12 months	Smaller is Better	Rolling Year	119	86	72	82		There are no First Time Entrant statistics available for this reporting period, as the MoJ did not include this data in the latest publication of the Criminal Justice Stats whilst PNC updates are carried out. It is expected that FTE data will resume from the next quarter.

Quarterly Trend Analysis - No Target (2 Years in Arrears)								
	Good Performance High/Low	Reporting Basis	Qtr Dec (16-17)	Qtr Mar (16-17)	Qtr Jun (17-18)	Qtr Sep (17-18)	Qtr Dec (17-18)	Comments Qtr Dec (17-18)
Rate of proven re-offending by Young People in the Youth Justice System, aged 10-17.	Smaller is Better	Rolling Year	38.4	5.3	4.4	5.1		There is no Reoffending data available for this reporting period, as the MoJ did not include this data in the latest publication of the Criminal Justice Stats whilst PNC updates are carried out. It is expected that this data will resume from the next quarter.

Economy, Education & Skills
Cllr Patrick Molyneux

Economic Development

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Qtr Dec-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	Latest Quarter	£63,343	£67,643	£67,643	£89,198	£79,451	Total LGD funding in contract = £79,450,967 which is 78% of programme total Q3 figure amends and updates the Q2 figure which anticipated a contract award which hasn't yet fully completed
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£8,167	£7,761	£5,383	£927	£3,266	Value of agreements signed = £3,266,000 (3 agreements in quarter)
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better	Latest Quarter	93.0%	94.4%	95.0%	93.9%	94.0%	
% of premises connected to broadband (Stage 1 - BT - FTTC)	Bigger is Better	Latest Quarter	54.8%	57.7%	60.9%	60.9%	63.7%	
% of premises connected to broadband (Stage 2 - mix of suppliers - ADSL)	Bigger is Better	Latest Quarter	33.4%	36.1%	36.1%	22.9%	36.9%	

Lifelong Learning

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Qtr Dec-19
Number of people accessing the Adult Education service undertaking Apprenticeships	Bigger is Better	Latest Quarter	6	25	39	32	7	The number of recorded starts in the period (7) is slightly higher than the same period last year (6). The cumulative number of starts in the year to date (78) is higher than the equivalent period in the previous three years (16/17: 26, 17/18: 49, 18/19: 60)

Home to School Transport

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)										
	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
Average daily net cost of home to school transport per primary school pupil	Smaller is Better	Latest Quarter	£10.20	£10.30	£10.08	£9.00	£8.85	£10.00	★	

Schools

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19		Comments Dec-19
Number of pupils permanently excluded (all pupils)	Smaller is Better	Quarterly	42	31	21	13	24	29	★	
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	90.9%	88.0%	86.0%	89.0%	85.0%	86.0%	●	From September 2019 a new more challenging Ofsted Framework was introduced. In quarter 3 inspections have been carried out on schools that were at risk or that hadn't been inspected for some time where their judgement declined.
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	78.5%	76.0%	76.0%	76.0%	80.0%	82.0%	▲	Whilst this remains below target it is an increase from 76% last quarter. A large secondary school was inspected and their judgment increased but there was also a secondary school inspected whose judgement declined. There are further secondary schools which are due to be inspected where their judgement is expected to increase, balanced with some schools who remain in special measures. A new more challenging Ofsted Framework was launched from September 2019, this may impact on the proportion of schools achieving a good or outstanding judgement.
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	89.0%	89.2%	90.0%	90.0%	91.0%	90.0%	★	

Highways

Cllr Vernon Smith

Highways

Quarterly Trend Analysis - Against a Target													
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19		Mth Oct-19	Mth Nov-19	Mth Dec-19	Comments Qtr Dec-19
% of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	91.0%	92.0%	80.0%	78.0%	86.0%	96.0%	▲	85.0%	87.0%	88.0%	The recent heavy rain and high winds has put exceptional pressure on the service, had it not been for these isolated events the targets would have been met.
% of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	98.6%	98.5%	85.0%	88.0%	92.0%	96.0%	▲	97.0%	88.0%	93.0%	The recent heavy rain and high winds has put exceptional pressure on the service, had it not been for these isolated events the targets would have been met.
% of 28 day defects repaired or made safe in time	Bigger is Better	Latest Quarter	99.5%	99.5%	50.0%	74.0%	94.0%	95.0%	▲	96.0%	91.0%	95.0%	The recent heavy rain and high winds has put exceptional pressure on the service, had it not been for these isolated events the targets would have been met.

Quarterly Trend Analysis - Against a Target												
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19		Comments Qtr Dec-19		
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter			25.0%	62.0%	71.0%	75.0%	▲	Structural maintenance programme is on track to deliver, different schemes have different solutions and values, the target is only ever approximate.		

Annual Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-14	Qtr Dec-15	Qtr Dec-16	Qtr Dec-17	Qtr Dec-18	Comments Qtr Dec-18
Overall resident satisfaction with Highways network	Bigger is Better	Annual		53.0%	53.0%	52.0%	51.0%	Overall satisfaction levels for 2018 is 51% compared to 53% nationally. this is an on target result and within tolerance. - This should be reported for Q2 2019/20. link to data https://www.nhtnetwork.co.uk/isolated/page/255

Environment & Planning

Cllr Nigel Moor

Passenger Transport

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19		Comments Qtr Dec-19
Cost per journey - community transport journeys	Smaller is Better	Latest Quarter	£3.86	£4.29	£4.05	£4.04	£4.16	£4.00	●	
Number of Subsidised Bus routes provided in the county	Smaller is Better	Latest Quarter	104	104	104	104	105	105	●	
Number of Community Transport bus journeys	Bigger is Better	Latest Quarter	26,167	29,109	25,758	25,232	24,512	25,000	●	

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)								
	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
Renewable energy generation (kWh) from the Councils Estate (exc schools)	Bigger is Better	Year to Date	8,149	9,351	12,771	21,842	41,380	Significant increase in generation from solar PV on Shire Hall, in addition to that from The Main Place, Coleford and Cirencester Fire Station.

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)										
	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
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	3,345.25	5,783.90	8,348.07	1,481.76	2,701.79	4,083.00	★	Ahead of target performance will be a combination of improvements to Shire Hall, including replacing energy use with renewable energy, the use of pool cars for business travel and the tail end of the LED street lighting programme

Waste

Quarterly Trend Analysis - Forecast - No Target								
	Good Performance High/Low	Reporting Basis	Q3 Forecast Outturn 2018/19	Outturn 2018/19	Q1 Forecast Outturn 2019/20	Q2 Forecast Outturn 2019/20	Q3 Forecast Outturn 2019/20	Comments Q3 2019/20
% of household waste sent to landfill	Smaller is Better	Forecast	45.4%	45.0%	44.6%	14.0%	2.9%	Contractor has sent minimal waste to landfill over the period. Target is 92.8% diversion and achieved 97.11%

Yearly Trend Analysis - Forecast Against a Target									
	Good Performance High/Low	Reporting Basis	Q3 Forecast Outturn 2018/19	Outturn 2018/19	Q1 Forecast Outturn 2019/20	Q2 Forecast Outturn 2019/20	Q3 Forecast Outturn 2019/20	Q3 Forecasted Outturn 2019/20	Q3 Comments 2019/20
Residual household waste per household (Kgs)	Smaller is Better	Forecast	454	450	488	466	451	479	★
% of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	54.6%	52.8%	50.2%	50.0%	50.4%	51.0%	●

Public Protection, Parking & Libraries
Cllr Dave Norman

Trading Standards

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19		Comments Qtr Dec-19
% achieved positive outcome with respect to activities	Bigger is Better	Latest Quarter	92.00	93.00	96.00	96.00	95.00	90.00	★	

Fire & Rescue

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Qtr Dec-19		Comments Qtr Dec-19
Number of Safe and Well visits undertaken	Bigger is Better	Year to Date	6,033	8,058	1,626	3,044	4,395	6,033	▲	The aspirational annual target of 8,000 Safe and Well visits is starting to drop off as crews undertake more complex and time consuming visits. Following a change in structure across the Service operational crews are also dedicating more time to core operational training, this time in turn has been taken away from the time allocated to Safe and well visits. To balance this, the Prevention department have employed dedicated staff and new admin to assist in the booking of visits and assist with the more complex Safe and Well visits. Over time the numbers will start to increase towards the target. GFRS strive to deliver against the target, but understand that these changes will take time to embed so may continue to see a reduced number until the available resource is fully embedded.
% of incidents of dwelling fires attended within 8 minutes - Risk Category 1	Bigger is Better	Latest Quarter	92.9%	93.0%	60.0%	90.5%	90.0%	80.0%	★	
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better	Latest Quarter	77.0%	78.0%	82.0%	78.0%	80.0%	75.0%	★	
Number of Accidental Dwelling Fires	Smaller is Better	Latest Quarter	94	64	65	84	55	67	★	

Libraries

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Comments Qtr Dec-19	
Number of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date			276	185	228		

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Target Dec-19	Comments Qtr Dec-19
Number of active borrowers of e-stock	Bigger is Better	Year to Date	19,525	27,490	8,386	15,448	21,975	18,000	★

Road Safety

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-18	Qtr Mar-19	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Forecast Dec-19	Comments Qtr Dec-19
Number of killed and seriously injured people	Smaller is Better	Year to Date	203	282	63	153	236	214	▲ The number of killed or seriously injured casualties has increased over the past two quarters. This increase may be 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.
Number of killed and seriously injured children	Smaller is Better	Year to Date	6	8	5	11	14	11	▲ 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 three quarters of 2019/20 reflect similar levels to 2017/18. The increase in reported incidents maybe as a result of more accurate data being supplied to us by Gloucestershire Constabulary.
Number of killed and seriously injured older people	Smaller is Better	Year to Date	52	69	16	33	55	50	●

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance										
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	Residual Risk Qtr Dec-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	➔	
Strategic Risk 2: Financial										
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	Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
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	➔	
Strategic Risk 2: Financial (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
SR2.8	The cumulative impact of service pressures, particularly increased demand in Children and Adults social care and Educational High Needs, potential grant reductions and the under delivery of planned savings will result in major over-spend positions in 2019/20.	Blacker, Paul	High 25					High 16		
Strategic Risk 3: Infrastructure										
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	Residual Risk Qtr Dec-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	High 15	High 15	➔	
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	➔	
Strategic Risk 5: Organisational Change Programmes (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
SR5.3	Provider failures result in the council being unable to achieve its strategic objectives	Willcox, Margaret	High 25					Moderate 10		
Strategic Risk 6: Collaborative Working										
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	Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
SR6.1	Failure to maintain effective relationships with key partners and organisations and shared funding arrangements, impacting on our ability to meet statutory and local requirements.	Bungard, Pete	High 20	Moderate 8	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 Dec-18	Residual Risk Qtr Mar-19	Residual Risk Qtr Jun-19	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-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 Road Shows are due to commence this quarter. The target audience this year is staff from the voluntary and community sector. The sessions will be held at various locations across the county and will be raising awareness about responding to safeguarding concerns, the Mental Capacity Act and learning from Safeguarding Adults Reviews.	
⊕ 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 25	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➔	The Essentials 2.0 training programme is now in the final phase of delivery to all Social Care teams. This places a focus on the practice fundamentals of assessment, planning and intervention and has been well received by SWs. Case file auditing and screening is also contributing to a renewed focus addressing drift and delay in our case work but more improvement is needed to ensure this is consistent across all teams. Accelerated Improvement Programme (AIP) sets out future actions to improve visiting, timeliness, supervision rates etc but has not yet achieved all key targets particularly for initial visits.	
⊕ 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 - phase 2 focusing upon vulnerable children Implementation of High Needs Strategy Implementation of Inclusion and Joint Additional Needs Strategies Establishment of Schools Improvement Board	
⊕ 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	Moderate 12	➔	There is a gradual and sustained improvement in the stability of our social care workforce as evidenced by agency %, turnover and vacancies. Our expanded routes into social care and recruitment of overseas SW will contribute more over time. However we still have a lot more to do to increase workforce capacity.	
⊕ 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	➔	Continued Focus on Integrated brokerage and Commissioning to respond quicker to people leaving hospital and to support local providers.	
⊕ 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	High 16	➔	Trevone House is continuing to progress and a potential provider day was recently held as the next stage in the development process. Work has also progressed to ensure we have a single commissioning/fostering team to ensure we have a shared appreciation of in house capacity and ensure children are well matched. This is likely to go live on 10 February. Further work is needed to increase our Foster Care capacity, as currently 68% are in-house against a target of 80%. There is an increased interest by the Regulator on unregulated placements which has required a review of all placements potentially falling into that category.	

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Qtr3 19 - 20)										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
⊕ SR7.8	Risk of legal action being taken against the Local Authority due to failure to complete a Deprivation of Liberty assessment within the stated time lines. Since a significant and sudden change in the law due to a Supreme Court Judgement in March 2014 there is an excessively high demand for best interest assessments to be carried out for Deprivation of Liberty (DoLS) authorisations.	Willcox, Margaret	High 20					Moderate 9		NEW RISK. All DoLS applications and reviews are prioritised in line with the ADASS screening tool. ADASS guidance is followed to identify 'technical' (low risk) breaches and 'substantive' (high risk) breaches. MTFS bid made for additional staff to address the backlog and prepare for the forthcoming change in legislation. Review exercise undertaken periodically on the outstanding applications to monitor changes in circumstance and potential increased risk.

Strategic Risk 8: Workforce Planning & Employee Relations										
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	Residual Risk Qtr Dec-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 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➔	

Strategic Risk 10: Emergency Response & Business Continuity Threats										
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	Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
⊕ SR10.1	Failure of the Council or a key partner to effectively respond to a major incident such as flooding that results in community disruption and failure to return to normal, within required timescales.	Bowcock, Wayne	High 15	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Moderate 9	➔	

Strategic Risk 10: Emergency Response & Business Continuity Threats (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
⊕ SR10.4	Due to insufficient business continuity management arrangements failure of the Council or a key partner to effectively deliver their statutory services, resulting in community disruption and failure of corporate objectives.	Bowcock, Wayne	High 16					Moderate 12		A review of business continuity management has been undertaken and briefed to CLT. Support being provided to the Business Continuity Board to develop, review and arrange testing of Business Continuity Plans across GCC.

Strategic Risk 11: Information Governance										
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	Residual Risk Qtr Dec-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 16	⬆	

Strategic Risk 12: Climate Change (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
⊕ SR12.1	Failure to deliver the County Council's climate change Strategy impacting on reputational damage.	Chick, Colin	High 25					Moderate 10		

Strategic Risk 13: Uncertainties arising from the UK leaving the EU										
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	Residual Risk Qtr Dec-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 15	High 20	High 20	High 20	High 20	Moderate 10	⬆	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.

Strategic Risk 14: Community Infrastructure Levy										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-19	Direction of Travel	Mitigating Actions
⊕ SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16					Moderate 9		