Corporate Overview & Scrutiny Committee
Quarter 3 Reporting 2020/21

The following scorecards are enclosed:

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

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

Key to Symbols

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

Key to Symbols - Risk

The Gloucestershire Risk Matrix

Risk	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

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 Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Dec-20		Comments Dec-20	Comparator
% of Adults receiving secondary Mental Health services in settled accommodation	Bigger is Better	Quarterly	87.0%	87.0%	87.0%	87.0%	88.0%	80.0%	★		55.2%
% of Adults with Learning Disabilities in settled accommodation	Bigger is Better	Monthly	79.8%	79.4%	79.2%	79.2%	79.1%	75.0%	★		73.1%

Reablement & Preventative

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Dec-20	Comparator Group
% of clients with more than 1 episode of reablement in the last 12 months	Smaller is Better	Latest Quarter	29.3%	32.8%	24.1%	32.2%	35.8%		n/a

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Dec-20	Comparator Group
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	85.0%	89.4%	90.1%	91.1%	85.1%	85.0%	★		n/a

Admissions & Transfers

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

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

Long Term Care

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

Adult Social Care: ASCOF

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

Annual Trend Analysis (Bi-Annual) No Target								
	Good Performa… High/Low	Reporting Basis	Qtr Mar-14	Qtr Mar-16	Qtr Mar-18	Qtr Mar-20	Comments Mar-20	Comparator Group
Carer reported Quality of Life	Bigger is Better	Annual		7.4	7.4	7.4		7.4

Learning Disabilities

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

Adult Safeguarding

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

Prevention, Wellbeing and Communities

Cllr Tim Harman

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Dec-20	Comparator
% of Covid-19 cases referred for Contact Tracing that have been completed	Bigger is Better	Snapshot					86.4%	For all confirmed cases which have been through contract tracing (either national track and trace or local contract tracing with a test date between 01/10/2020 and 31/12/2020): 11.8% were classed as failed - This could be because: The case is in progress for too long Someone refusing to take part Someone was too ill or in hospital and nobody could complete on their behalf 1.8% uncontactable	n/a

Quarterly Trend Analysis - Against a Target (1 Quarter in Arrears)											
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Target Qtr Sep-20		Comments Qtr Sep-20	Comparator
Proportion of adult alcohol misusers who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Snapshot	38.8%	39.9%	38.8%	37.4%	36.8%	35.0%	★		35.0%
Proportion of all Opiate Users in treatment, who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Snapshot	7.5%	7.4%	6.2%	5.9%	5.4%	6.3%	▲	Performance has slightly reduced in this area and due to covid 19 we are likely to see further reductions in performance across next 2 quarters. This is due to keeping service users in treatment for clinical safety during the pandemic.19 further successful completions would be required to bring performance into the upper quartile of LA comparator families..	4.9%
Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Snapshot	33.4%	35.1%	32.5%	32.2%	29.8%	32.2%	▲	Performance has slightly reduced in this area and due to covid 19 we are likely to see further reductions in performance across next 2 quarters. This is due to keeping service users in treatment for clinical safety during the pandemic. 48 further successful completions would be required to bring performance into the upper quartile of LA comparator families..	30.1%
Number of customers who achieve a significant risk factor improvement	Bigger is Better	Latest Quarter				513	480	763	▲	• Due to Covid 19 fewer people are accessing HLS than would be expected under normal circumstances hence the lower numbers achieving a risk factor improvement. • • Of those that do access the service those seeking support to quit achieve a higher success rate than weight mgt participants. There were fewer people accessing the service to quit smoking in Q2 than in Q1 which will have impacted on the both the numbers and % of those achieving improvement this quarter. In addition, this is the first quarter that the service has offered weight management support via WW (Slimming World are not currently operating) and the performance of this new virtual service has been disappointing. We will be tracking the performance of this provider over the next 2 quarters to see if performance can be improved. The numbers achieving a significant behaviour change has decreased from 513/745 (69%) in Q1 to 480/792 (61%) in Q2. This is due to the closing of Slimming World groups due to COVID and the spike in smoking numbers that occurred in Q1.	n/a
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Latest Quarter	77.2%	90.0%	94.0%	88.0%	83.0%	70.0%	★	The number of pregnant women achieving a 4 week quit was 38/46: HLS-38/40 PHE-0/6	n/a

Annual Trend Analysis - No Target

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

Three Year Average Trend Analysis - Against a Target

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

Deputy Leader of the Council & Children & Young People
Cllr Richard Boyles

Contact Activity

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Dec-20	Comparator Group
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Snapshot	86.6%	92.9%	92.9%	92.4%	64.7%	90.0%	▲		n/a
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	28.4%	29.9%	33.1%	29.8%	29.0%	24.0%	▲		22.5%
% Initial visits in time	Bigger is Better	Latest Quarter	76.0%	88.0%	87.0%	86.0%	82.3%	85.0%	●		n/a

Children In Need

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Dec-20	Comparator Group
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quater	77.0%	82.0%	81.0%	84.0%	83.0%	85.0%	●		84.3%
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	6.0%	7.4%	7.6%	6.0%	6.0%	10.0%	★		n/a

Children in Need of Help & Protection

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Dec-20	Comparator Group
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	Latest Quarter	26.2%	32.5%	30.6%	32.8%	26.5%	25.0%	▲		23.3%
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	2.8%	2.4%	2.0%	2.1%	3.1%	2.0%	▲		2.8%

Children in Care

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Dec-20	Comparator
% of Children waiting less than 14 months between entering care & moving in with their adoptive family	Bigger is Better	Latest Quarter	25.0%	?	?	?	?		65.7%

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Dec-20	Comparator
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	18.2%	20.1%	17.5%	17.3%	19.2%	13.0%			11.0%
% of Children in Care for more than 2.5 years in the same placement for at least 2 years	Bigger is Better	Snapshot	60.5%	64.1%	60.3%	60.9%	59.2%	65.0%			68.0%
% of Children who are fostered who are placed with the in-house fostering service	Bigger is Better	Snapshot	66.6%	?	?	69.0%	66.0%	70.0%			n/a
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	97.0%	98.3%	100.0%	100.0%	100.0%	98.0%			n/a
% of Children admitted to care who have previously been in care (readmissions)	Smaller is Better	Latest Quarter	15.4%	13.0%	29.2%	19.0%	19.8%	12.7%			12.7%
% Children in Care persistently absent	Smaller is Better	Latest Quarter				17.4%	20.0%	11.9%			n/a

Children Leaving Care

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Dec-20	Comparator
% of Young People aged 19-21 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Latest Quarter	93.0%	91.0%	91.0%	94.0%	93.0%	95.0%			80.7%
% of Young People aged 19-21 who were looked after aged 16 who were not in employment, education or training	Smaller is Better	Latest Quarter	43.0%	50.0%	57.0%	49.0%	48.0%	45.0%			38.6%

Youth Support

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20	Comparator Group
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.5%	2.4%	2.8%	2.4%	2.6%	4.5%	★		4.5%

Quality Assurance

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Dec-20	Comparator Group
% of Children open to Social Care with fewer than 3 Social Workers in 6 months	Bigger is Better	Corporate Data Set	81.0%	78.0%	79.0%	79.0%	78.0%		n/a

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Dec-20	Comparator Group
% of audits judged as Requires Improvement (RI) or better	Bigger is Better	Latest Quarter	73.0%	80.0%	81.0%	86.0%	87.0%	85.0%	★		n/a

Economy, Education & Skills
Cllr Patrick Molyneux

Economic Development

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Qtr Dec-20	Comparatlor Group
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	£79,451	£83,979	?	£96,958	£101,258	We have contracted £101.258 million which is 99.55% of the total £101.716 million funding available	n/a
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£3,266	£0	£456	£366	£345	One agreement signed to the value of £345,000	n/a
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better	Latest Quarter	94.0%	94.8%	95.4%	95.7%	95.8%		n/a
Total Unemployment Related Benefits Claimants as % of 16 - 64 year olds	Smaller is Better	Latest Quarter		2.0%	4.7%	4.9%	4.5%	4.5% of 16-64 years olds in Gloucestershire are making unemployment related benefits claims. This is down from a peak in August 2020 (5%) and compares favourably to the South West and England which both have higher levels of claimants at 4.9% and 6.4% respectively. However, the proportion of claimants in Gloucestershire remains higher than at the end of March 2020 (2%), reflecting the impact of lockdown on businesses and employments.	n/a

Schools

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Dec-20	Comparator Group
Number of Education Health and Care Plans	Plan is Best	Latest Quarter	3,922	3,954	4,076	4,185	4,322		n/a

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Dec-20		Comments Dec-20	Comparator Group
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	31	34	0	8	27	35		Although the number of permanent exclusions in the quarter is less than target and lower than the previous year this will have been impacted by some children having to isolate during the term due to COVID.	n/a
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	85.0%	85.0%	85.0%	86.0%	86.0%	85.0%		Following the suspension of routine Ofsted inspections of schools in March 2020, the proportion of children attending good or outstanding Primary, Secondary and Early Years setting remains the same in Quarter 3. Since September 2020, Ofsted have carried out monitoring visits at 16 schools in Gloucestershire (12 Primary, 3 Secondary, and 1 Alternative Provision). These visits are not graded.	n/a
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	80.0%	80.0%	80.0%	81.0%	81.0%	80.0%			n/a
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	91.0%	91.0%	91.0%	91.0%	91.0%	91.0%			n/a

Annual Trend Analysis - Against a Target								
	Good Performance High/Low	Reporting Basis	Academic Year 16/17	Academic Year 17/18	Academic Year 18/19	Academic Year 19/20	Comments Academic Year 19/20	Comparator Group
% points gap between disadvantaged pupils and their peers at Key Stage 2 (achieving expected standard or above in Reading, Writing and Maths)	Smaller is Better	Academic Year	27.0%	28.0%	28.0%	-		28.0%
% points gap between disadvantaged pupils and their peers at Key Stage 4 (achieving A* - C in English and Maths)	Smaller is Better	Academic Year	17.3%	17.4%	?	-	Although no data is available, the gap between the achievement of vulnerable children (those with SEND, disadvantaged pupils eligible for free school meals, minority ethnic groups and children known to social care) and their peers is a significant concern and is expected to widen. Provision for the children and young people most at risk has been supported in a number of ways by schools and the Local Authority.	?
The SEN/Non-SEN gap - achieving expected standard or higher at KS2 in Reading, Writing & Maths	Smaller is Better	Academic Year	57.0%	60.0%	?	-		60.0%

Highways

Cllr Vernon Smith

Highways

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Dec-20		Comments Qtr Dec-20	Comparator Group
% of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	88.0%	82.0%	98.0%	99.0%	98.0%	96.0%			n/a
% of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	93.0%	86.0%	99.0%	99.0%	100.0%	96.0%			n/a
% of 28 day defects repaired or made safe in time	Bigger is Better	Latest Quarter	95.0%	86.0%	98.0%	99.0%	100.0%	95.0%			n/a
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter	71.0%	95.0%	44.0%	73.0%	87.0%	80.0%			n/a

Annual - Calendar Year Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-16	Qtr Dec-17	Qtr Dec-18	Qtr Dec-19	Qtr Dec-20	Comments Qtr Dec-20	Comparator Group
Overall resident satisfaction with Highways network	Bigger is Better	Annual	53.0%	52.0%	51.0%	52.0%	52.0%		n/a

Annual Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Mar-16	Qtr Mar-17	Qtr Mar-18	Qtr Mar-19	Qtr Mar-20	Target Mar-20		Comments Qtr Mar-20	Comparator Group
% of principal roads where maintenance should be considered	Smaller is Better	Annual	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%			n/a
% of the Non-principal classified roads where maintenance should be considered	Smaller is Better	Annual	4.0%	5.0%	5.0%	5.0%	6.0%	6.0%			n/a

Floods

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20	Comparator Group
% delivery of the annual gully emptying programme (as published on the website)	Bigger is Better	Latest Quarter	?	?	48.0%	81.0%	97.0%	75.0%			n/a

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)									
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Comments Qtr Sep-20	Comparator Group
Renewable energy generation (kWh) from the Councils Estate (exc schools)	Bigger is Better	Year to Date	65,928	11,587,026	28,054,687	13,692,113	29,818,032	Significant increase in generation compared to Q2 2019/20, including: rooftop solar PV on Shire Hall, The Main Place Coleford and Cirencester Fire Station; and electricity generation from Javelin Park Energy from Waste facility.	n/a

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)											
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Target Qtr Sep-20		Comments Qtr Sep-20	Comparator Group
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	2,846.49	5,306.40	7,783.44	1,156.57	2,232.96	2,609.00	★	Significant drop in corporate emissions due largely to Covid-19 impacts, especially and members working from home. Emissions against the same period 2019/20: **Area GHG** | **Q2 YTD 2019** | **Q2 YTD 2020** | **% Change** Buildings | 1,239 | 1,259 | +2% Fleet, inc GFRS | 299 | 214 | -28% Inc use Street lighting, etc | 981 | 834 | -15% Staff business mileage | 348 | 161 | -54% **Total** | **2,866** | **2,468** | **-14%**	n/a

Waste

Yearly Trend Analysis - Forecast Against a Target											
	Good Performance High/Low	Reporting Basis	Q3 Forecast Outturn 2019/20	Outturn 2019/20	Q1 Forecast Outturn 2020/21	Q2 Forecast Outturn 2020/21	Q3 Forecast Outturn 2020/21	Target Outturn Qtr Dec-20		Comments 2020/21	Comparator Group
Residual household waste per household (Kgs)	Smaller is Better	Forecast	479	454	440	446	464	479	★		n/a
% of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	51.0%	50.7%	52.7%	52.7%	52.0%	51.0%	★		n/a

Road Safety

Quarterly Trend Analysis - Against a Target - One Quarter in Arrears											
	Good Performance High/Low	Reporting Basis	July-September 2019	October - December 2019	January-March 2020	April-June 2020	July-September 2020	Forecast July-September 2020		Comments July-September 2020	Comparator Group
Number of killed and seriously injured people	Smaller is Better	Calendar Year to Date	236	316	85	133	216	222	★		n/a

Public Protection, Parking & Libraries

Cllr Dave Norman

Fire & Rescue

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

Libraries

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

Finance & Change
Cllr Lynden Stowe

Human Resources

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Qtr Dec-20	Comparator
GCC Turnover (staff leaving as a % of all staff)	Smaller is Better	Rolling Year	10.8%	9.7%	10.3%	9.2%	9.3%		n/a
Turnover of all adults social workers and senior practitioners	Smaller is Better	Rolling Year	10.4%	13.9%	12.5%	13.0%	10.1%		n/a
Turnover of all children's social workers and senior practitioners	Smaller is Better	Rolling Year	12.5%	12.6%	12.6%	11.2%	15.1%		n/a

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20
Days lost to Sickness per FTE (excluding Schools)	Smaller is Better	Latest Quarter	2.45	2.09	1.36	1.09	1.58	1.80		
% of appraisals completed	Bigger is Better	Latest Quarter	68.3%	69.0%	9.8%	20.3%	26.7%	100.0%		

Annual Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Annual Dec-16	Annual Dec-17	Annual Dec-18	Annual Dec-19	Annual Dec-20	Target Annual Dec-20		Comments Annual Dec-20
Employee Engagement Index	Bigger is Better	Annual			93.4%	94.4%	?	95.0%	?	The Employee Engagement Survey has been delayed due to Covid-19. Results expected within Q4.

Finance & Audit

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Qtr Dec-20
Audit recommendations outstanding beyond target date	Smaller is Better	Latest Quarter	?	?	?	?	9	The current ARA action plan includes the action for review & update of the ARA recommendation monitoring approach – i.e. to ensure ownership of actions and confirmation of action implementation is within the business. This will be completed over the next year.

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20
% of Council Savings Portfolio Achieved	Bigger is Better	Latest Quarter	78.4%	76.1%	60.5%	69.9%	85.9%	80.0%		
Forecast Revenue Budget Outturn % Variance	Smaller is Better	Latest Quarter	0.0%	0.1%	3.3%	1.8%	0.4%	0.0%		Budget £506.079 million outturn of £507.809 million forecast which equates to an overspend of 0.37% of the revised Net Budget following the receipt of additional Covid-19 funding.
Uncommitted general reserves as a % of revenue budget	Bigger is Better	Latest Quarter	4.3%	4.3%	4.0%	4.0%	4.0%	4.0%		

Legal

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Qtr Dec-20
Number of FOIs & EIRs	Plan is Best	Latest Quarter			265	307	312	
Number of Information Security breaches	Smaller is Better	Latest Quarter			235	263	256	
Number of SARs	Plan is Best	Latest Quarter			82	81	101	
% of FOI/EIR requests responded to on time	Bigger is Better	Quarterly			67.0%	77.0%	75.0%	Number of FOI/EIR closed in the quarter is 350, with 93 being responded to after the time limit. There has been a slight decrease in performance from the previous quarter. However, throughout the year there has been an increase in performance, resulting from additional temporary resource being put in place.
% of SAR requests responded to on time	Bigger is Better	Latest Quarter			42.0%	41.0%	68.0%	Number of SARs closed in the quarter is 63, with 20 being responded to after the time limit. • Requests of a complex and large volume nature continue to be received, meaning demand is still exceeding capacity and a backlog of requests is growing. • There are ongoing capacity issues, both in the corporate team and across the council. • A review of capacity has been completed. • Performance is currently further impacted due to COVID-19, in particular for those with school aged children and ongoing ICT issues, specifically in relation to Adobe Pro our specialist software.

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20
% Official requests for information responses released within legal time limit	Bigger is Better	Latest Quarter	67.0%	76.0%	66.0%	71.0%	73.0%	90.0%		Number of official requests for information closed: 413 Number of official requests for information closed out of time: 113 Performance is being monitored by the Information Board and measures identified that aim to improve performance. • There are ongoing capacity issues, both in the corporate team and across the council. • A review of capacity has been completed and plans underway to implement changes. • Performance is currently further impacted due to COVID-19, in particular for those staff with school aged children, and ongoing ICT issues, mainly in relation to our specialist software for redaction of disclosures.
Number of Cases Upheld by Local Government Ombudsman	Smaller is Better	Latest Quarter	1	6	3	2	2	2		

ICT / Property

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20
Total number of ICT Priority 1 incidents raised per quarter	Smaller is Better	Latest Quarter	5	8	3	3	3	3	★	
Funds raised from asset sales (Capital receipts) (£000)	Bigger is Better	Latest Quarter	£12,200	£3,216	£22	£1,355	£1,696	£5,000	▲	Capital receipts achieved in Q3 = £1,696,000 Two properties sold; Prestbury Day Centre, Cheltenham for £1,040,000 and Mere Hill Farm, Dymock for £656,000. Capital receipts achieved to date for 2020/21 is £3,072,614. AMPS expect to achieve capital receipts of £7.165m for 2020/21 by March 2021.

SHE

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20	Comparator Group
Number of RIDDOR reportable incidents	Smaller is Better	Latest Quarter	2	0	0	1	1	2	★		n/a

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR1.1	Failure in corporate governance which leads to service, financial, legal or reputational damage or failure.	Ayliffe, Rob	High 20	High 16	High 16	Moderate 12	Moderate 8	Moderate 8	→	No new risks or issues emerging in relation to corporate governance.

Strategic Risk 2: Financial										
Ref.	Risk	Owner	Inherent Risk				Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR2.4a	Reductions and changes to funding in 2021/22 and any additional unplanned overspends from 2020/21, with the potential to impact Core Services.	Blacker, Paul	High 25				Moderate 10	Moderate 10	→	The provisional Finance Settlement was announced on 17th December 2020 and funding levels were largely in line with expectations enabling the Council to set a balance budget for 2021/2022. The Council is still forecasting an overspend in 20/21 as a result of higher than anticipated demand in Childrens Services but it is currently estimated that this overspend will be covered by underspends elsewhere and / or reserves.
SR2.4b	Reductions and changes to funding for 2022/23 and 2023/24, potentially impacting, in particular, Core Services	Blacker, Paul	High 25				High 20	High 15	✓	The provisional Finance Settlement announced in December 2020 only covered one financial year therefore considerable uncertainty remains about funding levels in 2022/23 and 2023/24. It is anticipated that there will be a Comprehensive Spending Review in autumn 2021 where further clarity will be given regarding medium term funding levels.

Strategic Risk 2: Financial (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR2.8	The cumulative impact of service pressures, particularly the financial impact of COVID-19, 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 2020/21.	Blacker, Paul	High 25			High 16	Moderate 12	Moderate 12	→	Following the announcement of additional COVID related funding from central government, including an extension of this funding into the new financial year, the Council is forecasting that this funding will be sufficient to cover the financial impact of the pandemic. There continue to be significant non-COVID related financial pressure within Chldren's Services and Educational High Needs - both areas are being monitored very closely. Any year end overspend in Children's Services will be covered by underspends elsewhere and / or the use of General Reserves. The High Needs overspend will be carried forward and a financial recovery plan is being developed.

Strategic Risk 3: Infrastructure										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR3.1	Failure to ensure technology managed by ICT (including communications abilities) remains fit for purpose.	Quayle, Mandy	High 25	High 15	High 15	High 15	High 15	High 15	→	The Worksmarter digital programme is now well established, through which we are able to support technology by increasing internal capability, and commissioning a higher performing enterprise support contract that will be in place by April 2021. We expect these measures to reduce the risk level during 21/22 Items below are a summary of the 'Controls in Place' field held on the Strategic Risk Register: Director level ownership of the ICT Managed Service contract with Sopra Steria ICT client team staffing structure re-developed - e.g. greater engagement with all Directorates via new ICT Business Relationship team, underpinned by an internal Strategy & Architecture function. Governance in place to ensure any ICT operational risks and issues are appropriately managed ICT Strategy and strategic roadmap in place to address ageing and legacy technological products and solutions

Strategic Risk 3: Infrastructure

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
										Comprehensive MTFS/capital expenditure activity to address a legacy of under-investment in technology and digital solutions Significant change activities have been undertaken to modernise/stabilise critical infrastructure, focused on a journey to cloud technologies via improved WAN / LAN / telephony / Wi-Fi services. On going management of Sopra Steria via Directors due to succession of failures with critical ICT infrastructure and service delivery - service improvement plans. Worksmarter Digital Programme underway to implement a new Digital and ICT operating model
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		There is an increase prevalence of Ransomware attacks within both council and major suppliers. As an organisation we are being extra vigilant. Although this quarter we are not changing the risk rating we are mindful this situation can change quickly and are therefore keeping this under review. Items below are a summary of the 'Controls in Place' field held on the Strategic Risk Register: ICT Managed Service contract with Sopra Steria in place to provide technological controls and measures against cyber attack ICT client team staffing structure re-developed - e.g. closer working with the Information Management Service. Governance in place via the Information Board to ensure any technical and non-technical operational risks and issues are appropriately managed Cyber & Information Management (Procurement) Policy in place Comprehensive MTFS/capital expenditure activity to address a legacy of under-investment in technology and digital solutions The annual Independent IT health check has been completed and remediating any issues found in partnership with suppliers. Significant change activities have been undertaken to modernise/stabilise critical infrastructure, e.g. telephony, Wi-Fi, video-conferencing, etc. Regular communications are circulated and training provided to ensure that staff are fully aware of their responsibilities to help in the fight against cyber-crime. Worksmarter Digital Programme underway to implement a new Digital and ICT operating model incorporating greater control and management of data and information across the council Independent advice has been taken regarding recent attacks against our outsourced supplier (Sopra Steria) Internal audit conducting a cyber audit in Q1 2021

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

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

Strategic Risk 6: Collaborative Working										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
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	➡	The Coronavirus pandemic has taken priority over the last 10 months and continues to do so, seeing highly effective and very positive working relationships with partners and organisations to meet statutory and local requirements. The LRF, other emergency management functions and business continuity arrangements have ensured the county continues to meet its statutory and local requirements effectively. County and District Leaders' meeting have now ceased but Leadership Gloucestershire meetings continue, albeit remotely, and have taken over the COVID 19 updating function that the County and District Leaders' meeting was set up to establish. Leader's Stocktake meetings; regular MP briefings with Health; and the COVID 19 Member Engagement and Public Health Assurance Boards continue and will continue to operate for the foreseeable future.

Strategic Risk 7: Safeguarding Children & Young People and Adults									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
⊞ SR7.1	Failure to protect vulnerable adults in Gloucestershire from abuse neglect in situations that potentially could have been predicted and prevented.	Scott, Sarah	High 20	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➡	Safeguarding Adults team continues to screen and triage all concerns raised with GCC. The Safeguarding Adults Board is currently undertaking 4 Safeguarding Adults reviews, to promote further learning across the multi agency partnership in adult safeguarding practice. The Board continues to meet quarterly and all sub groups are meeting regularly via virtual platforms.
⊞ 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 8	Moderate 8	➡	Performance has continued to improve over this period, particularly response to risk and visiting. The enduring impact of Covid and fragility of our ICT systems are having an impact. Repeat activity continues to be an area of focus
⊞ 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.	Spencer, Chris	High 20	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➡	Closing the gaps and reducing the risks is the highest priority for the Local Authority and for schools. Provision for the children and young people most at risk has been supported in a number of ways including the strategic use of intervention funding in schools. The Local Authority provides advice and guidance related to the use of catch-up funding; work alongside other agencies e.g. the Education Endowment Fund to ensure that best practice is widely disseminated. Schools causing concern continue to be closely monitored and supported. Investment has been made by the Local Authority, schools and settings in the recovery curriculum and ensuring that resources are available to support well-being and to address the social, emotional and mental health needs that have increased as a result of the Covid-19 crisis.
⊞ 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 8	Moderate 8	Moderate 8	Moderate 8	➡	Our workforce profile has improved over this quarter as we have continued to reduce our agency % and absorb our ASYE, students and overseas workforce. Despite Covid our attendance has also remained strong although a degree of fatigue and weariness is evident.
⊞ SR7.6	Unable to support all those who can, to live independently at home, because demand for home care services outstrips available capacity. Resulting in the reliance on temporary respite/alternative bed based care in lieu of home care	Scott, Sarah	High 20	High 15	High 15	High 15	Moderate 12	Moderate 12	➡	We continue to develop Home First with the Lead Provider GHC in order to maximise home based packages for all of those who need them. Where we do not have the capacity within the service then GHC are working with Winter Alliance of providers who are providing care hours to bolster the existing service. With people coming home with more acuity, the assessed packages are larger, but GHC will work to bring them down once they are at home where their needs can dramatically reduce. With the development of the Transfer of Care Bureau which triages patients as they are discharged, most people who need a bed based service will transfer to one. Community referrals amount for 40% of the current business, but GHC are still able to meet the demand for these packages. COVID is affecting the rate of referrals making them artificially low however, so commissioners will extend the Winter Alliance scheme to cover off gaps in provision if demand outstrips supply. General packages of care are still being supported by providers. Where there have been provider issues, commissioners have been able to find alternative provision.
⊞ SR7.7	Failure to develop sufficient placement capacity to meet the needs of children looked after	Spencer, Chris	High 16	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➡	Trevone House has now come into commission and we are increasing the % of in house foster care capacity that has a child in placement. Covid is continuing to have an adverse impact on the availability of placement options.

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Qtr3 19 - 20)										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR7.8	Risk of legal action being taken against the Local Authority due to failure to complete a Deprivation of Liberty assessment within the stated time lines. Since a significant and sudden change in the law due to a Supreme Court Judgement in March 2014 there is an excessively high demand for best interest assessments to be carried out for Deprivation of Liberty (DoLS) authorisations.	Scott, Sarah	High 20			Moderate 9	Moderate 9	Moderate 9	➡	The DoLS service continues to prioritise all applications in line with ADASS guidance. Two new practitioners have recently been recruited, which will assist in addressing the backlog of applications and in preparing for the implementation of the Mental Capacity (Amendment) Act in April 2022.

Strategic Risk 8: Workforce Planning & Employee Relations										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
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	➡	The programmes to attract new workers to hard to fill roles have continued throughout the pandemic and the trends in reducing Children's social worker vacancies and agency workers continue to be positive. Apprenticeships and other 'grow our own' programmes are also starting to show positive results, however there continues to be challenges in recruiting experienced workers in areas where there are national shortages such as social care lawyers and professionals in highways and infrastructure. The impact of Covid on the job market has increased applications for some roles but largely not those which are highly specialist.

Strategic Risk 10: Emergency Response & Business Continuity Threats										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
SR10.1	Failure of the Council or a key partner to effectively respond to a major incident such as flooding that results in community disruption and failure to return to normal, within required timescales.	Bowcock, Wayne	High 20	Moderate 9	Moderate 9	Moderate 9	High 15	Moderate 12		Whilst seasonal inclement weather still poses a risk, the recent localised flooding was managed within planning guidelines and the impact was minimised. Although several properties suffered flooding and roads closed there was a coordinated response which supported communities and prioritised and protected the vulnerable. The response to this has already been debriefed and reviewed and further changes to the partnership response protocols updated and strengthened.
SR10.4	Due to insufficient business continuity management arrangements failure of the Council or a key partner to effectively deliver their statutory services, resulting in community disruption and failure of corporate objectives.	Bowcock, Wayne	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12		The agreed business continuity management (BCM) programme which runs through to summer 2022 is progressing and is on track. Membership of the corporate BCM Assurance Board (BCMAB) has been finalised and work to compile accurate management information (MI) for consideration by BCMAB is near completion. As it stands, the MI shows that only approx. 25% of existing business continuity plans are up-to-date, with approx. 6% of all GCC / GFRS services and functions admitting that they do not have any form of BCP in place. These figures confirm the current risk impact assessment. In line with best practice, robust and accurate business impact analyses (BIAs) need to be conducted before BCPs are developed / updated. A new BIA process has therefore been developed and this has been successfully trialed with GFRS Logistics & Resources; a further trial with the GCC Archives Service is scheduled for January 2021. BIAs will then be rolled out across GCC / GFRS, using an existing understanding of priority / criticality to inform which BIAs need to be addressed first. As the project progresses, more BIAs and BCPs will be updated across the organisation and processes will be implemented to ensure that plans are rehearsed and tested, resulting in greater confidence in the robustness of each service's BCM arrangements and a reduction in risk impact. The planned business continuity activities may also reduce risk likelihood over time although it should be noted that CLT has agreed, per the corporate Business Continuity Policy, that it is neither feasible nor practicable to entirely eliminate low frequency but high impact disruption risks at source (the appropriate response to such risks being for GCC to plan to react effectively should the risks be realised - preparing to minimise the impact of the incident and to promptly recover the affected activities, i.e. business continuity planning). Additionally, a range of work is progressing with the GCC Strategic Procurement Service to ensure that a significant BCM risk - arising from a reliance on third parties, suppliers and delivery partners - is adequately addressed throughout the procurement life-cycle, from the beginning of the procurement process (e.g. defining requirements and drafting tenders), through supplier selection and the agreement of contracts, ongoing contract / relationship management activities and, ultimately, the orderly exit from relationships with key suppliers.

Strategic Risk 10: Emergency Response & Business Continuity Threats (New Qtr 3 20/21)

Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
⊞ SR10.6	Insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to increased risk to firefighter safety or capability to deliver emergency services to the community	Bowcock, Wayne	High 20					Moderate 12	?	Workforce planning takes place but the impact of COVID has delayed recruitment processes for Firefighters. A comprehensive improvement plan is in development which will require sufficient core support and / or GFRS capacity. Effective business planning, support and access to resources will impact the direction of travel of this risk.

Strategic Risk 11: Information Governance

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
⊞ SR11.1	Failure to comply with data protection and to protect the confidentiality, integrity and availability of information.	Ayliffe, Rob	High 20	High 16	Moderate 8	Moderate 8	Moderate 12	Moderate 12	→	There has been a growing number of cyber-attacks on public sector bodies. While GCC has not been a victim, it is an area requiring increased vigilance. Work is underway on a specific Cyber Security risk register, but progress has been slowed by other priorities for the ICT team.

Strategic Risk 12: Climate Change (New Qtr 3 19/20)

Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
⊞ SR12.1	Failure to deliver the County Council's climate change Strategy impacting on reputational damage.	Chick, Colin	High 25			Moderate 10	Moderate 10	Moderate 10	→	Emissions for Q2 YTD (reported a quarter in arrears) show that corporate emissions continue to be way ahead of the new target of at least 80% carbon reduction by 2030 (net zero inc offset); 2,126 tCO2e to date for 2020/21 vs 2,866 tCO2e for the same period 2019/20. Overall 14% reduction in emissions vs Q2 YTD 2019/20, including from the impacts of Covid-19 on energy use for buildings, fuel for fleet (inc pool cars) and staff & member travel claims. The 50% renewable electricity generation from the Javelin Park Energy from Waste Facility equivalent to 6,924 tCO2e grid electricity takes the council's corporate emissions beyond carbon neutral, to being carbon negative by 4,798 tCO2e. Delivery of the Glos Climate Change Strategy has slowed, with work being dialled down during the pandemic, but progress with development and delivery of the action plan continues.

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

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
⊞ 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	Bowcock, Wayne	High 15	Moderate 10	Moderate 10	Moderate 10	High 15	Moderate 10	✓	GCC departmental BCP's have been updated, RWCS have been assessed and risks agreed by Gloucestershire LRF. The LRF strategic group has reviewed membership to ensure full representation. Strategic coordination group meetings are taking place to coordinate activity. Current indications are that there is unlikely to be a local sudden impact and that adjustments to legislation, policy and practice will occur at steady pace over a prolonged period of time enabling a planned approach by the county council.

Strategic Risk 14: Community Infrastructure Levy

Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Direction of Travel	Mitigating Actions
⊞ SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16			Moderate 9	High 16	High 16	→	Negotiations continue with the 5 District Councils that have implemented CIL.