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This report has been prepared by the Performance & Improvement Team using data up to 30/09/2020

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	Target Sep-20		Comments Sep-20	Comparator
% of Adults receiving secondary Mental Health services in settled accommodation	Bigger is Better	Quarterly	87.0%	87.0%	87.0%	96.0%	80.0%	★		55.2%
% of Adults with Learning Disabilities in settled accommodation	Bigger is Better	Monthly	79.5%	79.1%	78.8%	78.8%	75.0%	★		70.6%

Reablement & Preventative

Quarterly Trend Analysis - No Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20		Comments Sep-20	
% of clients with more than 1 episode of reablement in the last 12 months	Smaller is Better	Latest Quarter	35.6%	29.3%	32.8%	24.1%	32.2%		During Q2 there were 273 individuals who started reablement of which 88 had more than 1 episode of reablement in the last 12 months	

Quarterly Trend Analysis - Against a Target										
	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 Sep-20
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	85.3%	85.0%	89.4%	90.1%	91.1%	85.0%	★	

Admissions & Transfers

Quarterly Trend Analysis - Against a Target											
	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
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	12.4	9.7	9.2	6.5	7.8	12.0	★		16.0
Permanent admissions aged 65+ to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	446.8	460.8	470.5	457.4	412.3	472.0	★		527.6

Quarterly Trend Analysis - Against a Target (In Arrears)											
	Good Performance High/Low	Reporting Basis	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Target Jun-20		Comments Jun-20	Comparator
Delayed transfers of care from hospital due to Adult Social Care per 100,000 population	Smaller is Better	Rolling Year	4.93	5.06	5.04	5.49		4.90	★	DTOC measures were suspended on 1st March. There is no data available at present.	3.80

Long Term Care

Quarterly Trend Analysis - Against a Target										
	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
% of Service Users who have had a review/ re-assessment of their needs within the last 12 months	Bigger is Better	Snapshot	57.2%	50.4%	36.4%	31.7%	48.0%	50.0%	🟡	This figure now includes those individuals subject to the 3-conversation model. This shows an improvement from the outturn from the previous reporting system. Discussions will be held with ASMT to set future targets now that information can be capture.
Average number of weeks an individual waits for a Carers Assessment	Smaller is Better	Snapshot	1.3	3.0	2.6		2.2	6.0	🟢	

Adult Social Care: ASCOF

Annual Trend Analysis - No Target (1 Year in Arrears)								
	Good Performance High/Low	Reporting Basis	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	19.4	19.7	19.1	19.6		18.1
Carer reported Quality of Life	Bigger is Better	Annual	7.4	7.4	7.4	7.4		7.0

Learning Disabilities

Annual - No Target									
	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
% of Adults with Learning Disabilities in Employment	Bigger is Better	Annual	8.3%	8.7%	6.8%	6.4%	3.1%		5.9%

Adult Safeguarding

Quarterly Trend Analysis - Against a Target										
	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 Sep-20
% of Section 42 enquiries this quarter where the risk was reduced or removed	Bigger is Better	Latest Quarter	88.1%	87.7%	90.4%	90.2%	88.0%	85.0%	★	

Prevention, Wellbeing and Communities

Cllr Tim Harman

Quarterly Trend Analysis - Against a Target (1 Quarter in Arrears)

	Good Performance High/Low	Reporting Basis	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Target Qtr Jun-20		Comments Qtr Jun-20
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Latest Quarter	78.5%	77.2%	90.0%	94.0%	88.0%	70.0%	★	The number of pregnant women achieving a 4 week quit was 42/48: HLS - 40/44 PHE - 2/4
Proportion of adult alcohol misusers who have left treatment successfully	Bigger is Better	Latest Quarter	37.7%	38.8%	39.9%	38.8%	37.4%	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	Latest Quarter	7.5%	7.5%	7.4%	6.2%	5.9%	6.3%	▲	Performance against this target has reduced as predicted in this quarter. Current figures show that at least 17 further completions would be required to be in the top quartile of comparator areas . During this year it was predicted we would see a reduction in performance on this target. This was due to the increasing complexity of the caseload and ensuring that successful completions are safe and risk assessed. This is to help and prevent service users not representing quickly having relapsed into heroin and crack use. However covid and lockdown have slowed completions further due to keeping service users in treatment for individual and community safety reasons.
Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Latest Quarter	32.8%	33.4%	35.1%	32.5%	32.2%	32.2%	★	

Annual Trend Analysis - No Target

	Good Performance High/Low	Reporting Basis	Qtr Mar-15	Qtr Mar-16	Qtr Mar-17	Qtr Mar-18	Qtr Mar-20	Comments Qtr Mar-20
% Reception Children overweight including obesity	Smaller is Better	Annual	24.7%	23.1%	22.2%	24.5%	22.0%	The data shown here is for the year 2018/2019 (reported annually in arrears). Gloucestershire is in the upper middle percentile of comparator authorities for this measure. The NCMP measurement programme was paused in response to Covid-19 and it is anticipated that it will not be reinstated until January 2021.
% Year 6 Children overweight including obesity	Smaller is Better	Annual	32.1%	31.3%	32.1%	31.1%	31.9%	The data shown here is for the period 2018/2019 (reported in arrears). Gloucestershire is very similar to the comparator group average of 31.5%. The NCMP weight measurement programme was paused in response to Covid-19 and it is anticipated it will not be reinstated until January 2021.

Three Year Average Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Dec-16 (13-15)	Qtr Dec-17 (14-16)	Qtr Dec-18 (15-17)	Qtr Dec-19 (16-18)	Qtr Sep-20 (17-19)	Target Qtr Sep-20		Comments Qtr Sep-20
Suicide rate per 100,000 Population	Smaller is Better	3 Year Average	12.2	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).

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 Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Target Qtr Sep-20		Comments Sep-20
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Snapshot	91.7%	86.6%	92.9%	92.9%	92.4%	90.0%	★	
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	30.7%	28.4%	29.9%	33.1%	29.8%	24.0%	▲	
% Initial visits in time	Bigger is Better	Latest Quarter	74.0%	76.0%	88.0%	87.0%	86.0%	85.0%	★	

Children In Need

Quarterly Trend Analysis - Against a Target										
	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 Sep-20
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quarter	79.0%	77.0%	82.0%	81.0%	84.0%	85.0%	●	
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	4.6%	6.0%	7.4%	7.6%	6.0%	10.0%	★	

Children in Need of Help & Protection

Quarterly Trend Analysis - Against a Target										
	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 Sep-20
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	Latest Quarter	32.4%	26.2%	32.5%	30.6%	32.8%	25.0%	▲	
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	3.3%	2.8%	2.4%	2.0%	2.1%	2.0%	●	

Children in Care

Quarterly Trend Analysis - No Target									
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Comments Sep-20	Comparator
% of Children waiting less than 14 months between entering care & moving in with their adoptive family	Bigger is Better	Latest Quarter	0.0%	25.0%					65.7%

Quarterly Trend Analysis - Against a Target										
	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 Sep-20
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	17.2%	18.2%	20.1%	17.5%	17.3%	13.0%	▲	
% of Children in Care for more than 2.5 years in the same placement for at least 2 years	Bigger is Better	Snapshot	59.4%	60.5%	64.1%	60.3%	60.9%	65.0%	▲	
% of Children who are fostered who are placed with the in-house fostering service	Bigger is Better	Snapshot	67.5%	66.6%			69.0%	70.0%	●	
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	98.6%	97.0%	98.3%	100.0%	100.0%	98.0%	★	
% of Children admitted to care who have previously been in care (readmissions)	Smaller is Better	Latest Quarter	26.8%	15.4%	13.0%	29.2%	19.0%	12.7%	▲	
% Children in Care persistently absent	Bigger is Better	Latest Quarter					23.0%	11.9%	★	

Children Leaving Care

Quarterly Trend Analysis - Against a Target											
	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 Sep-20	Comparator
% of Young People aged 19-21 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Latest Quarter	92.0%	93.0%	91.0%	91.0%	94.0%	95.0%	●		83.8%
% 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	48.0%	43.0%	50.0%	57.0%	49.0%	45.0%	▲		36.0%

Youth Support

Quarterly Trend Analysis - Against a Target										
	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
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	1.5%	2.5%	2.2%	2.7%	1.9%	4.5%	★	NEET percentage from MI Program at end of September (snapshot). This figure continues to improve.

Quality Assurance

Quarterly Trend Analysis - Against a Target											
	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 Sep-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%	85.0%	★		n/a

Economy, Education & Skills
Cllr Patrick Molyneux

Economic Development

Quarterly Trend Analysis - No Target								
	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
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	£89,198	£79,451	£83,979		£96,958	We have contracted £96.958 million which is 95.32% of the total £101.716 million funding available
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£927	£3,266	£0	£456	£366	1 agreement signed to the value of £366,400
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better	Latest Quarter	93.9%	94.0%	94.8%	95.4%	95.7%	
Total Unemployment Related Benefits Claimants as % of 16 - 64 year olds	Smaller is Better	Latest Quarter			2.0%	4.7%	4.9%	Just under 5% of 16-64 years olds in Gloucestershire are making unemployment related benefits claims. This compares favourably to the South West and England which both have higher levels and a steeper growth rate of claimants at 5.3% and 6.6% respectively. However, the proportion of claimants in Gloucestershire has increased over the last two quarters, up from 2%, reflecting the impact of lockdown on businesses and employments.

Schools

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Comments Sep-20
Number of Education Health and Care Plans	Plan is Best	Latest Quarter	3,859	3,922	3,954	4,076	4,185	

Quarterly Trend Analysis - Against a Target									
	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
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	13	31	37	0	6	7	★
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	89.0%	85.0%	85.0%	85.0%	86.0%	85.0%	★
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	76.0%	80.0%	80.0%	80.0%	81.0%	80.0%	★
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	90.0%	91.0%	91.0%	91.0%	91.0%	91.0%	★

Annual Trend Analysis - Against a Target						
	Good Performance High/Low	Reporting Basis	Academic Year 16/17	Academic Year 17/18	Academic Year 18/19	Comments Academic Year 18/19
% 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%	
% 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%		Data for 2019/20 academic year will be reported in Q3
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%		Data for 2019/20 academic year will be reported in Q3

Highways

Cllr Vernon Smith

Highways

Quarterly Trend Analysis - Against a Target										
	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 Qtr Sep-20
% of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	78.0%	88.0%	82.0%	98.0%	99.0%	96.0%	★	
% of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	88.0%	93.0%	86.0%	99.0%	99.0%	96.0%	★	
% of 28 day defects repaired or made safe in time	Bigger is Better	Latest Quarter	74.0%	95.0%	86.0%	98.0%	99.0%	95.0%	★	
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter	62.0%	71.0%	95.0%	44.0%	73.0%	55.0%	★	

Annual - Calendar Year Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Qtr Dec-15	Qtr Dec-16	Qtr Dec-17	Qtr Dec-18	Qtr Dec-19	Comments Qtr Dec-19
Overall resident satisfaction with Highways network	Bigger is Better	Annual	53.0%	53.0%	52.0%	51.0%	52.0%	Current results show we are performing in the middle of our Peer Group comparators (lowest performance 47% and highest performance 56%)

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
% of principal roads where maintenance should be considered	Smaller is Better	Annual	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	★	
% 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%	★	

Floods

Quarterly Trend Analysis - Against a Target										
	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
% delivery of the annual gully emptying programme (as published on the website)	Bigger is Better	Latest Quarter				48.0%	81.0%	50.0%	★	

Environment & Planning
Cllr Nigel Moor

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)								
	Good Performance High/Low	Reporting Basis	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Comments Qtr Jun-20
Renewable energy generation (kWh) from the Councils Estate (exc schools)	Bigger is Better	Year to Date	21,842	65,928	11,587,026	28,054,687	13,692,113	Significant increase in generation compared to Q1 2019/20, including Shire Hall rooftop solar PV operational and electricity generation from Javelin Park Energy from Waste facility

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)										
	Good Performance High/Low	Reporting Basis	Qtr Jun-19	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Target Qtr Jun-20		Comments Qtr Jun-20
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	1,549.95	2,846.49	5,306.40	7,777.20	1,150.57	1,428.00	★	Significant drop in corporate emissions due largely to Covid-19 impacts, especially and members working from home. Emissions against the same period 2019/20: Buildings -21% Fleet -45% Includes pool car use GFRS -19% Staff & Member mileage -63% Street lighting -17% Tail end of LED programme Overall -24%

Waste

Yearly Trend Analysis - Forecast Against a Target										
	Good Performance High/Low	Reporting Basis	Q2 Forecast Outturn 2019/20	Q3 Forecast Outturn 2019/20	Q3 Forecasted Outturn 2019/20	Outturn 2019/20	Q1 Forecast Outturn 2020/21	Q2 Forecast Outturn 2020/21	Target Outturn Qtr Sep-20	Comments 2020/21
Residual household waste per household (Kgs)	Smaller is Better	Forecast	466	451	479	454	440	446	479	★
% of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	50.0%	50.4%	51.0%	50.7%	52.7%	52.7%	51.0%	★

Road Safety

Quarterly Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Qtr Sep-19	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Forecast Sep-20		Comments Qtr Sep-20
Number of killed and seriously injured people	Smaller is Better	Calendar Year to Date	153	236	316	85	133	141	★	

Public Protection, Parking & Libraries
Cllr Dave Norman

Fire & Rescue

Quarterly Trend Analysis - Against a Target									
	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
Number of Safe and Well visits undertaken per 1,000 population (HFSC)	Bigger is Better	Latest Quarter	2.24	2.13	1.72	0.27	0.82	2.35	▲ Target unachieved, due to the Coronavirus Pandemic, all safe and well visits completed have undergone a risk assessment to ascertain if we have to visit or can delay. The majority of visits have been safeguarding visits, installation of Hearing Impaired Alarms and Smoke alarms to the vulnerable members of our community. All other Jobs have been left open to complete a visit when the restrictions were lifted.
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better	Latest Quarter	78.0%	80.0%	83.0%	85.0%	82.0%	75.0%	★ Target Achieved
Number of Accidental Dwelling Fires	Smaller is Better	Latest Quarter	84	55	66	53	63	68	★ An increase from Q1. Still better than target of 68.
Average Response times to dwelling fires	Smaller is Better	Latest Quarter				9.3	8.5	9.2	★ A healthy decrease from Q1. This target is aligned to HMICFRS reporting criteria and we remain within our target.

Libraries

Quarterly Trend Analysis - No Target								
	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
Number of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date	185	228	161	0	5	

Human Resources

Quarterly Trend Analysis - No Target										
	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
GCC Turnover (staff leaving as a % of all staff)	Smaller is Better	Rolling Year	10.9%	10.8%	9.7%	10.3%	9.2%	Workforce stability is good, with turnover reducing to 9.2% and below the national average (13.4%)		n/a
Turnover of all adults social workers and senior practitioners	Smaller is Better	Rolling Year	10.7%	10.4%	13.9%	12.5%	13.0%			n/a
Turnover of all children's social workers and senior practitioners	Smaller is Better	Rolling Year	12.2%	12.5%	12.6%	12.6%	11.2%			n/a
Days lost to sickness/absence per FTE - Rolling Year	Smaller is Better	Rolling Year	8.50	8.77	8.59	7.87	7.04	Over a 12-month period, performance is better than the national average (7.04 compared with 8.8 days lost per FtE).		8.8

Quarterly Trend Analysis - Against a Target										
	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
Days lost to Sickness per FTE (excluding Schools)	Smaller is Better	Latest Quarter	1.98	2.45	2.09	1.36	1.09	1.80	★	
% of appraisals completed	Bigger is Better	Latest Quarter	50.9%	68.3%	69.0%	9.8%	20.3%	100.0%	▲	

Annual Trend Analysis - Against a Target										
	Good Performance High/Low	Reporting Basis	Annual Dec-15	Annual Dec-16	Annual Dec-17	Annual Dec-18	Annual Dec-19	Target Annual Dec-19		Comments Annual Dec-19
Employee Engagement Index	Bigger is Better	Annual				93.4%	94.4%	95.0%	●	

Finance

Quarterly Trend Analysis - Against a Target									
	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
% of Council Savings Portfolio Achieved	Bigger is Better	Forecast	76.5%	78.4%	76.1%	60.5%	69.9%	65.0%	★ At the end of Quarter 2 of the third year of the current savings programme, we are reporting £7.371 million delivered against a 2020/21 target of £10.545 million. This represents 69.90% of the annual target achieved.
Forecast Revenue Budget Outturn % Variance	Smaller is Better	Latest Quarter	1.2%	0.0%	0.1%	3.3%	1.8%	0.0%	▲
Uncommitted general reserves as a % of revenue budget	Bigger is Better	Latest Quarter	4.3%	4.3%	4.3%	4.0%	4.0%	4.0%	★

Corporate Governance

Quarterly Trend Analysis - No Target								
	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
Number of FOIs & EIRs	Plan is Best	Latest Quarter				265	307	
Number of Information Security breaches	Smaller is Better	Latest Quarter				235	263	
Number of SARs	Plan is Best	Latest Quarter				82	81	
Number of FOIs & EIRs completed on time	Bigger is Better	Latest Quarter				118	243	
Number of SARs completed on time	Bigger is Better	Latest Quarter				28	35	

Quarterly Trend Analysis - Against a Target									
	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
% Official requests for information responses released within legal time limit	Bigger is Better	Latest Quarter	85.0%	67.0%	76.0%	66.0%	71.0%	90.0%	Performance is being monitored by the Information Board and measures identified that aim to improve performance. 381 cases closed, of which 110 were out of time. There has been an increase in the number of requests of a complex and large volume nature, meaning demand is exceeding capacity and a backlog of requests is now in place. ▲ There are ongoing capacity issues, both in the corporate team and across the council. Additional temporary central resource has been identified, which has already started to show an impact, with a slight increase on the council's performance towards the end of this quarter. Further temporary recruitment is also underway, which in time is predicted to have a positive impact on performance. Performance is currently further impacted due to COVID-19, in particular for those staff with school aged children, and ongoing ICT issues.
Number of Cases Upheld by Local Government Ombudsman	Smaller is Better	Latest Quarter	2	1	6	0	2	2	★

ICT / Property

Quarterly Trend Analysis - Against a Target										
	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
Total number of ICT Priority 1 incidents raised per quarter	Smaller is Better	Latest Quarter	8	5	8	3	3	3	★	
Funds raised from asset sales (Capital receipts) (£000)	Bigger is Better	Latest Quarter	£12,200	£12,200	£3,216	£22	£1,355	£5,000	▲	Capital receipts achieved in Q2 = £1,355,000 Two properties sold; farmhouse in Saintbury sold 03/07/2020 for £1.3m and land in Cheltenham sold 18/08/2020 for £55,000. Capital receipts achieved to date for 2020/21 is £1,376,614

SHE

Quarterly Trend Analysis - Against a Target										
	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
Number of RIDDOR reportable incidents	Smaller is Better	Latest Quarter	0	2	0	0	1	2	★	

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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	High 16	Moderate 12	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-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Direction of Travel	Mitigating Actions
SR2.4	Reductions and changes to future funding in 2021/22, 2022/23 and 2023/24 impacting significantly on Core Services.	Blacker, Paul	High 25	High 20	High 20	High 20	High 20	High 20	→	GCC and professional bodies (such as Society of County Treasurers, County Council Network, Local Government Association, etc) continue to lobby central government to ensure that pressures faced by local government are fully incorporated into the Comprehensive Spending Review expected in November.
Strategic Risk 2: Financial										
Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Sep-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		The impact remains critical if the Council does not receive sufficient funding but given recent announcements about next year's funding the likelihood is now only possible.
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		The impact remains high and given that central Government will need to find savings in future years, it is still highly likely that this risk could materialise in some form.
Strategic Risk 2: Financial (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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	High 16	Moderate 12	↓	An overspend in 2020/21 is still highly likely due to the current forecast overspend in Children & Families. Currently the impact is a forecast between £4-5m overspend (so 1% of net budget which we can cover from General Reserves if necessary).
Strategic Risk 3: Infrastructure										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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 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

Strategic Risk 3: Infrastructure										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Direction of Travel	Mitigating Actions
										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)

Strategic Risk 5: Organisational Change Programmes (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	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	Moderate 10	High 15	↑✗	Six supplier relief payments made at 10% between April and September. Infection Prevention Grant distributed promptly. Proud to Care Campaign running to assist recruitment. Regular information and support given to all providers.

Strategic Risk 6: Collaborative Working											
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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, seeing highly effective and very positive working relationship 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. The county has established County and District Leader and Chief Executive Stocktake meetings; Leadership Gloucestershire meetings have continued albeit remotely; regular MP briefings with Health; and the COVID 19 Member Engagement and Public Health Assurance Boards. These 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 Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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.	Willcox, Margaret	High 20	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➡	The Safeguarding Adults Board continues to commission Safeguarding Adult Reviews and disseminate the learning from the reviews across the multi agency partnership. The Safeguarding Adults team continues to participate in virtual multi agency training sessions to improve the knowledge and understanding of adult safeguarding duties across the county.	
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 8	⬆️	The evidence from our data and quality assurance activity is showing gradual and sustained improvement across most aspects of service. The proportion of inadequate work is reducing and evident in a smaller number of teams. The programme of improvement work set out in the AIP is now gaining traction however there is more improvement needed particularly for repeat work - CP plans, re referrals and placement stability.	
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.	Jones, Charlotte	High 20	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➡	Implementation of Joint Additional Needs & High Needs Transformation Programme Establishment of Education Strategy Targeted school webinars and training focusing on educational recovery, well being and closing the gap following C19 lockdown implications	
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 8	Moderate 8	Moderate 8	➡	Are workforce is becoming gradually more stable with reductions in agency %, vacancies and turnover. More improvement is needed and the balance between newly qualified and experienced practitioners is an area of continued focus.	
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	Moderate 12	⬆️	Infection Prevention Grant issued to all providers. PPE supplied when required. Proud to Care Campaign assisting in recruiting staff. Alliance established enabling providers to work collectively and in partnership with the NHS.	
SR7.7	Failure to develop sufficient placement capacity to meet the needs of children looked after	Spencer, Chris	High 16	High 16	High 16	Moderate 12	Moderate 12	Moderate 12	➡	The delivery of our Sufficiency Strategy is well advanced. This deliver the opening of Trevone House shortly and has helped to unlock capacity within the in house fostering service. That said the impact of Covid on the market has been severe hence why the risk is unchanged despite the progress being made.	

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Qtr3 19 - 20)										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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.	Willcox, Margaret	High 20			Moderate 9	Moderate 9	Moderate 9	➔	The DoLS team continues to prioritise cases by utilising the ADASS prioritisation tool and works to ensure that high priority cases are dealt with swiftly

Strategic Risk 8: Workforce Planning & Employee Relations										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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	➔	We have over-recruited to our annual newly qualified social worker programme for the last three years as part of our 'grow your own strategy'. We recruited 47 in 2018, 51 in 2019 and we have recruited 36 in 2020. We have 4 candidates on a step-up programme. This is a fast track programme (18 months) for graduates to train to be a social worker. These candidates will be able to join us as a newly qualified social worker when they complete the programme. We have signed a three year agreement with Front-line. A government programme aimed at graduates to train to be a social worker. We have 11 candidates who have joined our newly qualified social worker cohort this year. We have another cohort started in the summer of 2020. We have two unqualified social care staff on the SW apprenticeship programme. A further five are joining the programme in September 2020. We are aiming to have a cohort of 5 for September 2021. The apprenticeship is a three year programme. We have recruited 9 overseas social workers who join us last year. We have another 3 are joining us in November with a further 7 in the new year. We have introduced welcome payments and retention payments. Our SW salaries are benchmarked annually. We stream-lined our recruitment process to ensure that candidates are contacted with 48 hours of receiving their application with an interview date and time, if suitable. We offer an interview within two weeks of an application being received. As well as these programmes, we continue to use social media, programmatics and GoogleAD to promote our roles to the external market.

Strategic Risk 10: Emergency Response & Business Continuity Threats										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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	Moderate 9	High 15	✖	Effective partnership working and emergency response has been demonstrated through LRF and individual agency responses to incidents. Civil Protection arrangements have been strengthened in support of civil contingencies responsibilities. The LRF has plans to manage concurrent events. Partner resources are stretched due to the prolonged response to C-19. Known winter pressures and weather related event history require this residual risk to be elevated.

Strategic Risk 10: Emergency Response & Business Continuity Threats (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	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	Moderate 12	Moderate 12	→	An experienced business continuity practitioner joined the Civil Protection Team (CPT) on 01 June 2020. A formally-constituted business continuity management project has been set up, led by CPT, and a two-year programme of work to review, improve and embed all aspects of business continuity management (BCM) was approved by GCC CLT on 08 September 2020. A new corporate business continuity policy was also signed off and adopted by CLT on the same date. As the project progresses, business impact analyses and business continuity plans 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 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).
Strategic Risk 11: Information Governance										
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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 20	High 16	Moderate 8	Moderate 8	Moderate 12	↗	The recent audit by the ICO provided Reasonable Assurance for Information Security. However, an increase in demand and agile working for staff has lead to a review and increase of the current scoring.
Strategic Risk 12: Climate Change (New Qtr 3 19/20)										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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 Q1 (reported a quarter in arrears) show that corporate emissions are way ahead of the new target of at least 80% carbon reduction by 2030 (net zero inc offset). Overall 24% reduction in emissions vs Q1, including from the impacts of Covid-19 on energy use for buildings, fuel for fleet (inc pool cars) and staff & member travel claims. 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 Sep-19	Residual Risk Qtr Dec-19	Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-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	High 20	Moderate 10	Moderate 10	Moderate 10	High 15	↗	With no agreement in place between the UK Government and the EU negotiating team, the risk of leaving on World Trade Terms is a possibility. A command structure in response to this situation has been drafted and a Worst Case Planning Scenario has been developed. Dealing with both exit from the EU and Covid19 has resulted in this risk increasing.

Strategic Risk 14: Community Infrastructure Levy										
Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Mar-20	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Direction of Travel	Mitigating Actions
SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16			Moderate 9	Moderate 9	High 16	↑x	CIL remains of significant concern to GCC, with several millions of pounds of education and library developer contributions no longer being secured. It is hoped that the JCS CIL will be reviewed in early 2021 to remove education and libraries from the CIL, hence allowing these developer contributions to be secured by GCC via S.106 in the future.