Quarterly Strategic Performance Monitoring Report - Annex A

Quarter 2 2014/15

Purpose of the Report

To provide a strategic overview of the Council's performance for Quarter 2 2014/15

The following scorecards are enclosed:

Prepared by the Challenge and Performance Team

Key to Symbols

	Performance better than tolerance
	Performance within tolerance
	Performance worse than tolerance
	No information
	Missing target
	No value
	Value Increasing (Smaller is Better)
	Value Decreasing (Smaller is Better)
	Value Increasing (Bigger is Better)
	Value Decreasing (Bigger is Better)
	No change
YTD	Year to date (Sum)
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
DoT	Direction of Travel

Key to Symbols - Risk

The Gloucestershire Risk Matrix

Risk	Impact / Consequence				
Likelihood	1 Insignificant	2 Minor	3 Moderate	5 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

Vulnerable Families
Vulnerable Children and Adults are safe from injury, exploitation and harm

Early Help - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
Av. Spend per child on services/goods through Common Assessment funding (BHLP) (CIC 07)	Smaller is Better	£199.54	£157.39	£161.74	£175.00	£130.71	

Early Help - Quarterly Trend Analysis - No Target (In Arrears)

	Good Performance High/Low	Q4 (2011/12)	Q4 (2012/13)	Q4 (2013/14)	Q3 (2013/14)	Comments Q4 (2013/14)
YJ1 Rate of first time entrants to the Youth Justice system (per 100K pop 10-17yrs) in prev 12months	Smaller is Better	524	486	398	386	The latest period reported by the Youth Justice Board is April 2013 - March 2014 - which shows Gloucestershire's rate as 398. This is a slightly higher rate than for the previous quarter and lower than the same quarter last year.

Families First - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
FF2 No of families achieving reduced offending & Anti-Social behaviour & increased school attendance	Bigger is Better	111	479	402	
FF3 No. of families with at least one adult moving from Out of Work benefits to cont. employment	Bigger is Better	37	66	62	
FF4 Total number of families turned around by the Families First programme	Bigger is Better	161	545	464	
FF5 Number of families with at least one adult volunteering for the work programme	Bigger is Better	13	42	35	

Families First - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
FF1 Number of families engaged with the Families First Programme	Bigger is Better	443	900	825		884	

Children's Safeguarding & Assessment - Quarterly Trend Analysis - No Target

	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
Number of children on a Child Protection Plan for 2 years or more (CYPOBP290)	Smaller is Better	23	14	8	7	3	Individual case files will be reviewed to ensure plans for the children are robust and to make a judgement as to whether alternative intervention is required.

Children's Safeguarding & Assessment - Quarterly Trend Analysis - Against a Target

	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Rate of children and young people subject to a Child Protection Plan (Rate Per 10,000) (CYP33)	Smaller is Better	32.90	33.80	40.50	34.40	35.00		33.80	
CYPOBP288 % of initial assessments completed within 10 working days	Bigger is Better	54.1 %	82.5 %	75.1 %	43.2 %	71.0 %		56.6 %	Demand for children's social care remains high and our ongoing issues relating to staff recruitment and retention (especially in front line teams) and management capacity are continuing to impact on performance in relation to areas such as timeliness of assessments and reviews. However, priority is being given to children and families being visited and risk assessed rather than completion of written documents. The backlog is now being managed and agency staff and permanent staff have now been recruited.
CYPOBP462 % Of children subject to Child Protection Plans for 2nd or subsequent time within 2yrs	Smaller is Better	29.8 %	9.1 %	6.9 %	11.9 %	9.0 %		12.0 %	We are undertaking further analysis to gain a better understanding of the pathways for those children who are coming back into the child protection arena. Our learning will be used to inform future practice.
% of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time (NI065)	Smaller is Better	35.8 %	14.8 %	20.0 %	20.5 %	16.0 %		19.6 %	We are undertaking further analysis to gain a better understanding of the pathways for those children who are coming back into the child protection arena. Our learning will be used to inform future practice.

Children in Care - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Average weekly cost of internal foster placements (CIC 03)	Smaller is Better	£534	£524	£537	£522	£535		£557	
Average weekly cost of external foster placements (CIC 02)	Smaller is Better	£786	£817	£860	£842	£832		£843	
Stability of placements of children in care: length of placement (NI063)	Bigger is Better	58.4 %	65.9 %	63.8 %	68.3 %	65.0 %		64.9 %	
NI062 Stability of placements of children in care: number of moves	Smaller is Better	13.1 %	10.5 %	14.1 %	12.4 %	12.0 %		11.8 %	
NI066 % of Children in care cases which were reviewed within required timescales	Bigger is Better	93.8 %	94.8 %	94.6 %	94.1 %	95.0 %		98.5 %	Staff sickness impacted on timely reviews this quarter but this has now been resolved.

Long Term Support

People with a disability or limiting long term illness live as independently as possible

Adult Social Care - Long Term Support - Quarterly Trend Analysis - No Target					
	Good Performance High/Low	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
BOC2 Number of Adults in Community Care	Plan is Best	3,493	3,312	3,476	
BOC3 Number of Adults in Residential Care	Smaller is Better	1,601	1,509	1,566	
BOC4 Number of Adults in Nursing Care	Smaller is Better	910	896	902	

Adult Social Care - Quarterly Trend Analysis - Against a Target							
	Good Performance High/Low	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
ASCOF 1C pt1 Social care clients receiving self directed support	Bigger is Better	77.9 %	85.0 %	80.0 %		84.0 %	

Adult Social Care - Carers - Quarterly Trend Analysis - No Target				
	Good Performance High/Low	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
ASC2 Total number of Carers provided with support	Bigger is Better	6,951	6,527	This information includes data from all the 5 contracts, the Positive Caring Programme and the Black Minority Ethnic Carer Services.

Health & Wellbeing

People live healthy lives as free as possible from disability or limiting long-term illness

Adult Social Care - Quarterly Trend Analysis - No Target					
	Good Performance High/Low	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
BOC1 Number of Adults in Reablement/Enablement	Bigger is Better	587	597	610	
BOC5 Number of Adults in Other care (i.e Preventative)	Bigger is Better	412	274	301	

Public Health - Quarterly Trend Analysis - Against a Target							
	Good Performance High/Low	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
PH4 Proportion of all Opiate Users left treatment successfully not representing in six months	Bigger is Better	9.4 %	4.5 %	11.5 %		5.5 %	As reported previously, our performance against drug targets will continue to be off track until Autumn 2015 due to the lag in reporting. Success is measured by the number of users who have left treatment and do not re-present for treatment again within six months. We are continuing to work with the provider, Turning Point, to address the shortfall and we are now seeing more people having treatment.
PH46 Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	31.2 %	24.9 %	46.3 %		22.2 %	Although we have under-achieved on our target, there is improvement this quarter and we predict further improvement over the coming months.

Public Health - Quarterly Trend Analysis - Against a Target (In Arrears)								
	Good Performance High/Low	Q1 (2012/13)	Q1 (2013/14)	Q1 (2014/15)	Q1 Target (2014/15)		Q4 (2013/14)	Comments Q1 (2014/15)
PH1 Total number of pregnant smokers that have achieved a successful 4 week quit	Bigger is Better	31	32	35	35		32	
PH2 Total number of smokers that have achieved a successful 4 week quit	Bigger is Better	989	892	662	672		951	Our local targets for people who successfully quit smoking at four weeks are particularly challenging. Although this quarter we have fewer overall quitters than planned, our performance is within acceptable levels. A large percentage of those still smoking include the 'hard to reach' and are long term 'committed' tobacco users.
PH3 The percentage of eligible patients offered a NHS health check	Bigger is Better	5.6 %	4.9 %	5.1 %	5.0 %		5.5 %	

Communities

People and communities are active, resilient and able to prevent accidents, injury, crime and respond to emergency, disaster and long term environmental change

Fire & Rescue - Quarterly Trend Analysis - Against a Target								
	Good Performance High/Low	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Number of Accidental dwelling fires (CSD01)	Smaller is Better	133	146	120	148		49	This is a cumulative figure covering all fires from 1 April to 30 September 2014.
Number of Deliberate dwelling fires (CSD03)	Smaller is Better	11	14	11	11		7	This is a cumulative figure covering all fires from 1 April to 30 September 2014.

Highways - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Number of potholes/defects repaired (HIG03)	Smaller is Better	10,408	12,143	10,717	8,798	10,000		8,013	

Road Safety - Quarterly Trend Analysis - Against a Target (In Arrears)									
	Good Performance High/Low	Q1 (2011/12)	Q1 (2012/13)	Q1 (2013/14)	Q1 (2014/15)	Q1 Target (2014/15)		Q4 (2013/14)	Comments Q1 (2014/15)
Number of killed and seriously injured people (ENV H99ai)	Smaller is Better	100	118	80	116	103		55	The Killed and Seriously Injured figure is cumulative from January 2014.
Number of killed and seriously injured children (ENV H99bi)	Smaller is Better	9	3	9	9	8		3	The Killed and Seriously Injured figure is cumulative from January 2014.
Number of killed and seriously injured older people (ENV H99ci)	Smaller is Better		24	18	24	14		14	We are continuing to promote our older driver programme (SAGE) and supporting the Streets Ahead project.

Floods - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Percentage delivery of the gulley emptying programme (as published on the website) (ENV O25)	Bigger is Better	50.0 %	50.0 %	50.0 %	85.0 %	85.0 %		85.0 %	

Schools, Education & Skills

Young People reach adulthood with the skills and self-confidence they need to make a positive contribution to the economy of the county

Vulnerable children and young people have the basic skills and support they need to live successful lives

Young People - Quarterly Trend Analysis - No Target						
	Good Performance High/Low	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
Number of young people who are not in education, employment or training (NEET) (CYPOBP164)	Smaller is Better	616	535	519	449	

Young People - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
% of young people aged 16 to 18 years not in education employment or training (NEET) NI117	Smaller is Better	5.6 %	5.3 %	4.6 %	5.4 %	4.5 %		3.5 %	Although the percentage of young people not in education, employment or training (NEET) is below target this quarter, we predict this will improve as we follow up the young people in transition.

Schools - Quarterly In Year Trend Analysis - No Target				
	Good Performance High/Low	Q1 (2014/15)	Q2 (2014/15)	Comments Q2 (2014/15)
EPI1 % of pupils attending good or outstanding primary schools	Bigger is Better	92.0 %	92.0 %	The performance of primary schools in Ofsted inspection is very strong. The vast majority of primary schools are currently judged good or outstanding. 4 primary schools are currently judged inadequate.
EPI2 % of pupils attending good or outstanding secondary schools	Bigger is Better	71.0 %	72.0 %	
EPI9- Number of schools judged as inadequate	Smaller is Better	6	7	Seven Gloucestershire schools are currently judged inadequate (4 maintained primary schools and 3 academies.

Home to School Transport - Quarterly Trend Analysis - Against a Target (In Arrears)								
	Good Performance High/Low	Q1 2012/13	Q1 2013/14	Q1 2014/15	Q1 Target (2014/15)		Q4 2013/14	Comments Q1 (2014/15)
Number of pupils receiving transport assistance (CYPOBP162)	Smaller is Better	9,421	8,757	7,997	8,200		8,026	
HTS03 Average daily cost of home to school transport per pupil - Primary	Smaller is Better	£8.33	£9.65	£9.46	£8.60		£7.07	
HTS04 Average daily cost of home to school transport per pupil - Secondary	Smaller is Better	£4.31	£4.48	£4.34	£4.40		£4.26	
HTS06 Average daily cost of home to school transport - Special Schools	Smaller is Better	£31.88	£31.79	£31.76	£31.00		£25.60	
HTS07 Total Average daily cost of home to school transport per pupil	Smaller is Better	£7.37	£8.00	£7.87	£7.90		£7.28	

Lifelong Learning - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Total number of learners (LPI AS 224)	Bigger is Better	5,511	5,297	3,780	1,822	2,025		1,749	Although our figures show us as below target, overall we are 646 learners up on the year to date target and expect to over-perform by year end.

Planning, Economy & Environment

Gloucestershire and its communities are attractive places to live, work and invest, now and in the future

People can access training, work and essential services

Climate Change - Yearly Trend Analysis - No Target (In Arrears)					
	Good Performance High/Low	Q1 2012/13	Q1 2013/14	Q1 2014/15	Comments Q1 (2014/15)
Renewable Energy Generation (kWh) from the Council Estate (inc schools)(CLC02a)	Bigger is Better	201,605	93,006	60,408	It is too early in the year to know whether the Q1 performance is significant. It is likely that the warmer autumn will reduce the use of renewable biomass heating in schools for Q2.
Renewable Energy Generation from the Council Estate - % of total energy consumption(CLC02b)	Bigger is Better	0.67 %	0.29 %	0.27 %	It is too early in the year to know whether the Q1 performance is significant. It is likely that the warmer autumn will reduce the use of renewable biomass heating in schools for Q2.

Climate Change - Yearly Trend Analysis - Against a Target (In Arrears)							
	Good Performance High/Low	Q1 2012/13	Q1 2013/14	Q1 2014/15	Q1 Target (2014/15)		Comments Q1 (2014/15)
Council Carbon Emissions, buildings & transport (inc schools) - Tonnes of CO2 (CLC 03a)	Smaller is Better	11,009	11,215	8,503	8,000	▲	It is too early in the year to know whether the Q1 performance is significant. It is likely that the warmer autumn will reduce Q2 emissions.

Parking & Public Transport - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Number of community transport journeys (LPI ENV 62)	Plan is Best	52,025	51,459	43,000	35,806	36,000	★	37,737	
Number of bus services in receipt of subsidy (PUT 02)	Plan is Best	162	105	105	105	105	★	106	
Cost per journey (community transport journeys) (PUT 04)	Smaller is Better	£2.37	£2.47	£2.79	£2.62	£3.00	★	£2.44	
Average cost of 5 most expensive urban subsidised bus journeys/head (LPI ENV 172)	Smaller is Better		£2.22	£1.69	£2.52	£2.00	▲	£2.22	This indicator includes Gloucester P&R for which the various options available are being reviewed. Other poorly performing services are being reviewed.
Average cost of 5 most expensive rural subsidised bus journeys/head (LPI ENV 173)	Smaller is Better		£6.64	£8.09	£17.03	£8.00	▲	£14.38	The performance of a number of mainly low cost rural routes remains of concern and action plans are in place to address them.

Finance & Change

Good value for money for local citizens

Human Resources - Quarterly Trend Analysis - No Target						
	Good Performance High/Low	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
Total number of staff/headcount exc schools/fire (CDS HR1)	Smaller is Better	3,693	3,171	3,092	3,061	

Human Resources - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Days lost to sickness per FTE (exc schools) (HR18)	Smaller is Better	3.85	3.16	3.24	3.67	3.60		1.94	

Finance - Quarterly Trend Analysis - No Target							
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
Total in year savings (£000) delivered through Meeting the Challenge Projects(LPI CDS MTC1)	Bigger is Better	£26,136	£20,981	£19,421	£10,820	£9,520	In year Meeting the Challenge (MtC) project savings to date are £10,820k. Total MtC project savings to date are £86,706k against the total MtC Project Savings target (2011/12-2014/15) of £95,359k.

Finance - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
SFOBP01 Forecast Year End Budget Outturn (£000)	Smaller is Better	£394,542	£391,570	£434,116	£428,342	£428,413		£428,196	Position based on actual expenditure at the end of October 2014 and forecasts made in November 2014.

ICT/Property - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1 (2014/15)	Comments Q2 (2014/15)
Funds raised (£000) from asset sales (Capital receipts) (BM2)	Bigger is Better	£5,073	£8,400	£15,000	£16,166	£16,166		£16,166	

Legal - Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Q2 (2011/12)	Q2 (2012/13)	Q2 (2013/14)	Q2 (2014/15)	Q2 Target (2014/15)		Q1(2014/15)	Comments Q2 (2014/15)
Number of complaints upheld by Local Government Ombudsman (BM5)	Smaller is Better	0	0	1	0	0		0	

Waste - Quarterly Trend Analysis - Forecast Against a Target								
	Good Performance High/Low	Outturn (2011/12)	Outturn (2012/13)	Outturn (2013/14)	Forecast Outturn (2014/15)	Target Outturn (2014/15)		Comments Q2 (2014/15)
NI191 Residual household waste per household (kgs)	Smaller is Better	511	502	511	529	457		Residual waste is continuing to show an upward trend. This increase is probably caused by the upturn in the economy with people generating more waste. In addition, recycling schemes have matured and in the absence of further changes, some households may have lost the impetus to recycle.
WTE 08 Overall residual waste arisings (except Household Recycling Centres) (Tonnes)	Smaller is Better	124,233	120,424	122,518	128,186	121,507		After a decade or so of steady reduction, for the second year running we are seeing an upturn in overall waste disposed. This increase mirrors a national trend and is due to a combination of household growth and the economic upturn with the associated consumption of goods.
NI 192 Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	47.23 %	48.49 %	47.74 %	47.54 %	53.00 %		The overall recycling rate has effectively flatlined for the last four years with gains in some areas cancelled out by improved light-weighting of packaging and the decline in newspaper circulation. This mirrors both national and regional trends. While marginal improvements might be made through various local campaigns and service enhancements, it is unlikely the current targets will be achieved without changes to national policy or significant service changes.
NI 193 Percentage of municipal waste landfilled	Smaller is Better	55.18 %	53.66 %	54.04 %	53.95 %	50.00 %		The majority of the waste not recycled or composted is sent to landfill and, with static recycling and increased overall arisings, the proportion has risen and is above target. The Authority aspires to move away from landfill as the principal disposal solution and is awaiting the outcome of the Energy from Waste facility at Javelin Park appeal.
WTE 01 Average cost to dispose of 1 tonne of residual waste (£ per tonne)	Smaller is Better	£89.91	£97.21	£104.80	£112.29	£120.15		

Customer Services - Quarterly Trend Analysis - No Target					
	Good Performance High/Low	Q2 (2013/14)	Q2 (2014/15)	Q1 (2014/15)	Comments Q2 (2014/15)
CUS03 Cost per transaction for Adult Helpdesk	Smaller is Better	£10.82	£10.75	£10.75	
CUS04 Cost per transaction for Childrens & Families Helpdesk	Smaller is Better	£3.74	£3.97	£3.97	
CUS32 Cost per transaction for Council Direct Services & Switchboard	Smaller is Better	£1.13	£1.27	£1.27	
Number of Customer Services contacts: Total (LPI AS 226)	Bigger is Better	77,859	82,073	70,915	The increase in contact volumes resulted from school admissions and transport calls at the beginning of the new school year and calls regarding adult social care during the prolonged hot weather.

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR1.1	Failure in corporate governance which leads to service, financial or reputational damage or failure.	Bungard, Pete	High 15	Moderate 8	Moderate 8	→	
SR1.2	Failure to effectively understand, inform, consult or engage customers, resulting in dissatisfaction, criticism or challenge.	Burns, Jane	High 20	Low 6	Low 6	→	

Strategic Risk 2: Financial

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR2.1	Reductions and changes in relation to 2015/16 make it impossible to set a robust and deliverable budget without impacting significantly on Core Services.	Walker, Jo	High 20	High 15	High 15	→	Final settlement for 2015/16 still outstanding.
SR2.2	Ineffective Budgetary Control including MtC realisation leading to a major overspend	Walker, Jo	High 25	Moderate 8	Moderate 8	→	
SR2.3	Breakdown in Treasury Management arrangement leading to a significant loss in investment balances	Walker, Jo	High 20	Low 4	Low 4	→	
SR2.4	Reductions and changes to future funding in 2016/17 and 2017/18, and risks and uncertainties relating to NHS funding make it impossible to set a robust & deliverable budget without impacting significantly on Core Services.	Walker, Jo	High 25	High 15	High 15	→	Given that there will be no further financial settlements issued before the general election this remains a high risk.

Strategic Risk 3: Infrastructure

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR3.1	Failure to provide fit for use ICT Services impacting on our ability to meet our statutory and local requirements	Jones, Peter	High 25	Moderate 10	Moderate 10	→	Our Public Service Network accreditation gives assurance that the ICT infrastructure is adequately secure. There was a limited assurance report to the Audit Committee regarding the presence of Windows XP computers on our network. There is a project in progress to remove XP from our network by the time our extended support expires. We are expecting results from our annual IT Health Check in October and early indications are that we are in a strong position.
SR3.2	Non alignment of the Property Asset Management Strategy with the business impacting on poor investment decisions and impaired ability to operate and deliver services.	Jones, Peter	Moderate 9	Low 6	Low 6	→	

Strategic Risk 4: Waste Management

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR4.1	Failure to deliver expected benefits/outcomes from the Residual waste project impacting on future budgets and the environment.	Walker, Jo	High 25	High 20	High 20	→	Secretary of State Decision is now due on or before 22nd December.

Strategic Risk 5: Organisational Change Programmes

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR5.1	Failure to manage the Meeting the Challenge Programme effectively, impacting on service outcomes, customer satisfaction, finance and reputation.	Burns, Jane	Moderate 12	Low 6	Low 6	→	
SR5.2	Failure to secure effective service delivery, impacting on our ability to meet statutory and local requirements.	Burns, Jane	High 15	Low 6	Low 6	→	

Strategic Risk 6: Collaborative Working

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR6.1	Failure to maintain effective relationships with key partners and organisations impacting on our ability to meet statutory and local requirements.	Bungard, Pete	High 20	Moderate 10	Moderate 10	→	

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.1	Failure to protect vulnerable adults in Gloucestershire from abuse neglect in situations that potentially could have been predicted and prevented.	Willcox, Margaret	High 20	Moderate 10	Moderate 10	→	

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR7.2	Failure of GCC to protect CYP from abuse or neglect in situations that could have been predicted or prevented.	Uren, Linda	High 20	High 15	High 15	➔	The residual risk remains high due to high demand and workforce capacity issues. In the face of these ongoing capacity issues (including social work recruitment), the service is maintaining a good level of practice. New ways of working and delivering services (such as the Gloucester Pods) will start addressing the capacity in the system.
SR7.3	Poor outcomes for vulnerable children and young people lead to poor inspection results, impacting on ability to meet statutory requirements, reputation and intervention.	Uren, Linda	Moderate 12	Moderate 12	Moderate 12	➔	
SR7.4	Educational outcomes for vulnerable groups of Children & Young People worsen and gap widens because of Schools and Academies not meeting their responsibilities to vulnerable groups and the Local Authority not clear about it's role in Schools and Academies	Grills, Jo	High 16	Moderate 12	Moderate 12	➔	

Strategic Risk 8: Workforce Planning & Employee Relations

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR8.1	Workforce skills and capacity gaps/challenges impacting on reduced performance, increased sickness and staff turnover and the reduction in the quality of service provision	Wynn, Dilys	High 20	Moderate 10	Moderate 10	➔	
SR8.2	Poor employee relations cause a disruption to services, lost productivity and increased costs	Wynn, Dilys	High 20	Moderate 12	Moderate 12	➔	

Strategic Risk 9: Public Health

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR9.1	GCC failure to embed Public Health into its business will result in failure to meet its responsibilities under the Health & Social Care Act 2012, including poor health outcomes and widening health inequalities.	Brambleby, Peter	Moderate 12	Moderate 12	Moderate 8	✔	Public health structural review fully implemented - further work needed to achieve fully integrated working arrangements.

Strategic Risk 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR10.1	Inability of the Council or a key partner to effectively respond to an incident or event that results in community disruption and failure to return to normal, within required timescales.	Edgar, Stewart	High 15	Moderate 9	Moderate 9	➔	
SR10.2	Inability of the Council or a key partner to effectively respond to an incident or event that results in significant service disruption and failure to return to business as normal, within required timescales.	Edgar, Stewart	Moderate 12	Moderate 9	Moderate 9	➔	

Strategic Risk 11: Information Governance

	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR11.1	Failure to protect the confidentiality, integrity and availability of information resulting in inefficient/ineffective service delivery by the Council and its partners, service interruption, harm to individuals, reputational damage, legal action or fines	Burns, Jane	High 20	High 16	High 16	➔	We continue to develop additional measures to address risks in this area.

Strategic Risk 12: Climate Change

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR12.1	Failure of the Council/Gloucestershire to adapt to a more volatile climate, with rising temperatures, continually high and increasing energy prices and the increasing need to reduce carbon emissions.	Riglar, Nigel	High 25	Moderate 10	Moderate 10	➔	It is too early in the year to know whether the Q1 performance (reported in arrears) is significant, although it is likely that the cooler summer and warmer autumn will reduce Q2 emissions and help expenditure remain below target. - GCC performance should benefit from planned carbon reduction projects later in the year. CRC Energy Efficiency Scheme requirements for 2013/14 met in full, the final year of council participation.

Strategic Risk 13: Welfare Reform Fund

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 14/15	Residual Risk Q2 14/15	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR13.1	Increased demand for council assessment and support services following the implementation of the Welfare Reform Act	Uren, Linda	High 20	Low 6	Low 6	➔	

Meeting the Challenge (MTC) Savings Overview Q2 2014/15 (July - September 2014)

Ref.	Project Name	Total	
		MtC Project Savings to date	Revised MTC Project Target 2011/12 - 2014/15
		(£000s)	(£000s)
BMB1	Occupational Health and Safety (OHS)	**130**	**130**
BMP1	Business Service Centre (BSC)	**456**	**456**
BMP2	ICT	**2,640**	**2,640**
BMP3	Finance	**1,080**	**1,080**
BMP4	HR	**1,515**	**1,515**
BMP5	Legal and Democratic Services (LADS)	**117**	**117**
BMP6	Asset Management and Property Services - farms	**100**	**100**
BMP7	Asset Management and Property Services – disposal of assets	**3,245**	**4,500**
BMP8	Procurement	**0**	**250**
BMP9	Rationalisation of Staff Pay and Benefits, Phase I & 2	**1,000**	**1,000**
		10,283	**11,788**
CACDB1	Renegotiate or re-tender contracts	**5,383**	**5,383**
CACDB11	Control and Redesign of Adult Social Care	**6,000**	**6,000**
~~CACDB12~~	~~Independent Commission on Longer Term Care~~ (replaced by Bed Based Care - see below)	~~**0**~~	~~**0**~~
PR000386	Bed Based Care for Older People	**0**	**3,360**
CACDB13	Downsizing GCC funding element of Lifelong Learning services	**500**	**500**
CACDB2	Improved Debt Recovery	**500**	**500**
CACDB3	Reduce preventative grant	**150**	**150**
CACDB4	CACD Charging	**221**	**300**
CACDB5	De-prioritise Non-essential posts	**92**	**50**
CACDB6	Increased deflator (personalised budgets)	**4,970**	**4,970**
CACDB7a	Physical Disability Deflator	**500**	**500**
CACDB7b	Learning Disability Deflator	**500**	**500**
CACDB8	Supporting People	**5,748**	**7,000**

Ref.	Project Name	Total	
		MtC Project Savings to date	Revised MTC Project Target 2011/12 - 2014/15
		(£000s)	(£000s)
CACDB9	Equalities	90	90
CACDP1a	Customer Journey	2,000	2,000
CACDP1b	Accommodation	5,000	5,000
CACDP1c	Reablement	2,000	2,000
CACDP2	Closure of In-house Day Services	1,380	2,000
CACDP3	Restructure GCC and NHS (reduction in commissioning costs)	110	110
CACDP4	Restructure localities and management structure	750	750
CACDP5	Cease/Charge for Transport	617	617
CACDP6	Outsourcing Adult Education	0	0
CACDP7	Libraries	1,460	1,800
CACDP8	Outsourcing Gloucestershire Music Service	0	0
		37,970	43,580
CCPR1	Future Operating Model	1,500	1,500
~~CESUP2~~	~~Customer~~ (Replaced by Customer Programme - see below)	~~350~~	~~350~~
PR000187	Customer Programme	0	300
CCPR2	Review of Transport	500	1,080
CCPR3	Renewable Energy	0	0
		2,350	3,230
CESUP1	Redesign of CESU functions	800	800
		800	800
CSP1	Trading Standards Service Transition	880	880
CSP2	Redesign & Merge of Emergency Management Service into GFRS	200	200
CSP3	Fire and Rescue Redesign	1,980	1,912

Ref.	Project Name	Total	
		MtC Project Savings to date	Revised MTC Project Target 2011/12 - 2014/15
		(£000s)	(£000s)
CSP4	Police Contract	**2,150**	**2,150**
CSPB1	Reduction of Community Safety Team	**100**	**100**
CSPB2	Future-Proofing Gloucestershire Registration Service	**440**	**410**
CSPB3	Removal of Area Based Grant	**659**	**659**
PR000233	Road Safety Partnership	**125**	**125**
		6,534	**6,436**
CYPB1	Home to school transport entitlement	**996**	**1,500**
CYPB2	Recovery against grants	**1,800**	**1,800**
CYPB3	Area Based Grant	**7,190**	**7,190**
CYPB4	Learning & Development	**1,200**	**1,200**
~~CYPPR2~~	~~Right First Time Programme~~ (remaining savings delivered through the Medium Term Financial Strategy)	~~**1,100**~~	~~**1,100**~~
PR000294	Early Years Strategic Planning	**500**	**500**
CYPPR3	Targeted Young People’s Services	**3,600**	**3,600**
		16,386	**16,390**
ENVB1	Waste (non PFI)	**250**	**250**
ENVPR1	Parking and Buses	**2,447**	**3,200**
ENVPR2	Economy and Environment	**2,025**	**2,025**
ENVPR3	Highways – redesign provision	**7,660**	**7,660**
		12,382	**13,135**
	Total MTC Project Savings & Target	**86,706**	**95,359**
	Additional savings delivered through the Medium Term Finacial Strategy (MTFS) 2011/12 to 2014/15	**27,672**	**27,672**
	TOTAL MTC Savings (includes MTC Projects & MTFS)	**114,378**	**123,031**