Gloucestershire COUNTY COUNCIL

Quarterly Strategic Performance Monitoring Report - Annex 2

Quarter 3 2018/19

Purpose of the Report

To provide a strategic overview of the Council's performance for Quarter 3 2018/19.

The following scorecards are enclosed:

Prepared by the Performance and Improvement Team

Key to Symbols

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

★	Performance better than tolerance
●	Performance within tolerance
▲	Performance worse than tolerance
?!	No information
!	Missing target
?	No value
✗	Value Increasing (Smaller is Better)
✓	Value Decreasing (Smaller is Better)
✓	Value Increasing (Bigger is Better)
✗	Value Decreasing (Bigger is Better)
➡	No change
Bigger is better	A bigger value for this measure is good
Smaller is better	A smaller value for this measure is good
Plan is best	Where it is best for performance to be on target rather than above or below

Key to Symbols - Risk

The Gloucestershire Risk Matrix

Risk	Impact/Consequence				
Likelihood	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Critical
Almost certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Probable (3)	3	6	9	12	15
Possible (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

Risk Rating
(calculated by multiplying the Impact with the Likelihood of each risk)

Level of Risk	Score
Low	1 - 6
Moderate	7 – 12
High	13 – 25

Customer Services

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
Quarterly Trend Analysis - No Target								
Total number of outbound Customer Services contacts	Smaller is Better		14,913	17,922	18,286	16,851	18,154	Outbound contact channels remain consistently high. Adults Helpdesk account for the majority of outbound calls over the quarter 10 453 and outbound emails of 5 130. Outbound twitter contact 2111 is largely in response to inbound contact.
Total number of inbound Customer Services contacts	Plan is Best	Year to Date	39,984	48,686	51,246	46,819	44,330	There was a decline in contact over the quarter. Oct 17 122, Nov 15 867 and Dec 11 341. The last 2 weeks in Dec were extremely quiet. Contact in November was distorted by IT system failure. The issue in Nov resulted in repeated follow up contact and lengthy phone conversations with callers and increased contact via email channels both inbound and outbound.

Deputy Leader of the Council and Finance & Change
Cllr Ray Theodoulou

Property

			Quarterly Trend Analysis - Against a Target							
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Funds raised (£000) from asset sales (Capital Receipts)	Bigger is Better	Forecast	£5,731	£11,820	£179	£2,300	£7,913	£12,000	▲	A number of sale completions are now delayed until 2019/20 due to planning issues and four properties continue to be marketed as no acceptable offers have been received to date. It is expected that all of these disposals will take place early in financial year 2019/20 and these will not affect future receipt targets. It must always be recognised that there are potential delays to all disposals which are out of AMPs control including planning delays, third party decisions and other matters beyond our control.

Human Resources

			Quarterly Trend Analysis - No Target					
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
Total number of core employees, classified as permanent or temporary (FTE) (excluding schools & fire)	Smaller is Better	Snapshot	3,158	3,155	3,174	3,200	3,236	

			Quarterly Trend Analysis - Against a Target							
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Days lost to sickness per FTE (exc schools)	Smaller is Better	Latest Quarter	4.94	9.19	1.82	3.91	5.86	5.40	▲	Overall sickness absence levels remains above target level. However this is only 8% above target and the trend for this measure is steady slightly above target. While sickness levels have not fallen conversely there is no indication that there should be a significant rise .

Finance

				Quarterly Trend Analysis - No Target					
		Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
Total in year savings (£000) delivered through Savings Portfolio Projects(LPI CDS MTC)	Total in year savings (£000) delivered through our Savings Portfolio	Bigger is Better	Year to Date	£8,135	£20,531	£5,800	£10,281	£12,855	

			Quarterly Trend Analysis - Against a Target							
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Total end of year savings (£000) expected through Saving Portfolio Projects	Bigger is Better	Forecast	£22,727	£20,531	£18,635	£18,400	£18,142	£18,686	●	
Forecast Revenue Outturn Position (£000)	Smaller is Better	Forecast	£407,738	£407,735	£420,081	£420,792	£419,038	£418,081	●	

Legal

			Quarterly Trend Analysis - Against a Target							
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Number of complaints upheld by Local Government Ombudsman	Smaller is Better	Year to Date	0	0	0	0	0	0	●	
Number of complaints upheld by the Local Government Ombudsman - maladministration and injustice	Smaller is Better	Year to Date	0	0	0	0	0	0	●	

Adult Single Programme

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2017/18)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
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Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2017/18)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
Number of Adults in Reablement/Enablement	Bigger is Better	Snapshot	359	339	344	365	328	
Number of Adults in Community Care	Plan is Best	Snapshot	3,316	3,331	3,442	3,292	3,082	
Number of Adults in Residential Care	Smaller is Better	Snapshot	1,358	1,289	1,378	1,309	1,268	
Number of Adults in Nursing Care	Smaller is Better	Snapshot	643	621	682	633	625	
Number of Adults in other care (i.e Preventative)	Bigger is Better	Snapshot	465	495	456	462	351	

Adult Social Care - Delivery
Cllr Kathy Williams

Adult Social Care

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Social care clients receiving self directed support	Bigger is Better	Snapshot	96.9 %	96.4 %	95.9 %	94.3 %	93.4 %	90.0 %	★	

Public Health

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
								Quarterly Trend Analysis - No Target
% of Healthy Lifestyles customers demonstrating a significant improvement in their mental wellbeing score	Bigger is Better		77.0 %	69.0 %	62.0 %	47.0 %	52.0 %	The numbers seeing a significant improvement in their mental wellbeing score in Q3 is similar to Q2 – 87 (52%) in Q3 compared to 81 (47%) in Q2. *N.B – this is a subset of those people receiving support from the service as not everyone agrees for their wellbeing to be measured* Improving mental wellbeing is not a primary function of the service. However, we included this as an indicator to monitor what, if any, impact a lifestyle change intervention by the service may have on mental wellbeing. There are a number of things that impact on someone's mental wellbeing so it is difficult to disaggregate the impact that the service can have from external influences. However, we track this indicator to gain more insight on the wider impact the service can have outwith its primary function. However the data show that 123 (74.1%) of those accessing the service to improve lifestyle behaviour also see an improvement in their mental health. 87/166 (52.4%) saw a significant improvement 36 (21.7%) showed some improvement 28 (16.9%) remaining the same. 15 (9.0%) got worse
% of all Healthy Lifestyles customers who achieve a significant risk factor improvement	Bigger is Better		69.0 %	83.0 %	73.0 %	76.0 %	72.0 %	High numbers of service users continue to make behaviour changes that will impact on their health with 769 / 1072 (72%) of users achieving a significant improvement. Service users are contacted within 2 days, see the same coach throughout their programme and coaches are trained in motivational interviewing and see people at a place that is convenient to them. Of the 303 that did not meet the threshold for significant improvement 189 (17.6%) made some improvement in achieving their behaviour change goal. Therefore in total 958 (89.3%) made some improvement in their behaviour change goal.

	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2(2018/19)	Comments Q2 (2018/19)
			Quarterly Trend Analysis - No Target (1 Quarter in Arrears)					
% live births that receive a face to face New Birth Visit within 7-14 days by a health visitor	Bigger is Better		93.3 %	87.8 %	87.6 %	88.8 %	89.4 %	The data for PH96 is also broken down by level of need indicators Universal (U), Universal Plus (UP) and Universal Partnership Plus (UPP) these are nationally recognised offers in Health Visiting. And demonstrate health visitors' effectiveness with more vulnerable children and families. This narrative supports the data for all three indicators. For Q2 from 1,608 eligible babies 99.7% received this mandated check but some were outside of the 7-14 day time frame. The remaining 0.3% equates to 5 children not being seen within a 30 day time frame. Of these five, 3 are UPP families and these children are Children in Care who were placed at the time out of county. These children have since been seen by Gloucestershire Health Visiting on return to the county. The remaining 2 were Universal families, one moved out of county at birth and one declined the HV service.
% of children who received a 1 year check by 1 year	Bigger is Better		79.0 %	78.6 %	78.1 %	82.1 %	83.7 %	This indicator is broken down under indicators PH97i, PH97ii and PH97iii to show health visitors' effectiveness with more vulnerable children and families. This narrative supports the data for all three indicators. Q2 demonstrates an improvement in the percentage of more vulnerable children seen within timeframe from Q1. In Q2 85.5% of UP children were seen within timeframe up from 67.5% in Q1 and in Q2 85.2% UPP children were seen within timeframe up from 75.8% in Q1. For Q2 from 1,735 eligible children 89% received this mandated check but some were out of timeframe. The service aims to review all children by age 9-12months but the review continues to be a valid assessment of development up to aged 15 months. The remaining 11% equates to 190 children who did not receive the 12 month check. This 190 consisted of 3 UP and 3 UPP children who show as not receiving a 9-12m check. 1 child was a child in care who received the check 2 weeks too early and therefore shows as not seen for 9-12m (as per Child in Care policy this child has their ASQ completed every 6 months). 2 children had moved out of area and therefore were not seen and 3 DNA'd their appointments. These children have had their appointment rebooked as per protocol for UP and UPP children. The remaining 184 were Universal children, 112 children DNA'd their first appointments and have appointments coming up within the 15 month timeframe. 12 children had moved out of area and therefore were not seen, 19 declined and 41 DNA'd their 2 appointment. The Q3 lag data when reported will confirm the percentage of these 12 month reviews that have been completed within the 15 months timescale for this current Q2 cohort of children.

	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Quarterly Trend Analysis - Against a Target (1 Quarter in Arrears)										
Proportion of adult alcohol misusers who have left treatment successfully	Bigger is Better		41.3 %	34.7 %	29.3 %	27.7 %	32.6 %	29.5 %	★	
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	7.7 %	5.6 %	4.6 %	4.1 %	4.6 %	4.6 %	●	
Proportion of all Non-Opiate Users in treatment, who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Latest Quarter	35.6 %	31.0 %	22.8 %	21.0 %	27.2 %	22.8 %	★	

Children & Young People
Cllr Richard Boyles

Young People

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
Quarterly Trend Analysis - No Target								
% of young people (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better		2.5 %	2.7 %	2.5 %	1.3 %	2.4 %	

Youth Support

	Good Performance High/Low	Reporting Basis	Q1 (2017/18)	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Comments Q1 (2018/19)
Quarterly Trend Analysis - No Target (2 Quarters In Arrears)								
Rate of first time entrants to the Youth Justice system (per 100,000 of the 10-17yr old population) in the previous 12months	Smaller is Better	Rolling Year	282	267	245	198	245	For the latest period reported by the YJB, Jan 17 - Dec 17, Gloucestershire's rate is 245. This is less than Quarter 4 when the rate was 267. It is also less than the South West Region (290) and also England (292). This reduction was expected following the introduction of Children's First.

	Good Performance High/Low	Reporting Basis	Q3 (2015/16)	Q4 (2015/16)	Q1 (2016/17)	Q2 (2016/17)	Q3 (2016/17)	Comments Q3 (2016/17)
Quarterly Trend Analysis - No Target (2 Years in Arrears)								
Rate of proven re-offending by young offenders	Smaller is Better	Rolling Year	47.20 %	39.50 %	39.10 %	37.00 %	38.40 %	The Oct 16 - Dec 16 cohort consisted of 73 young people, and the reoffending rate in Gloucestershire is 38.4% this is lower than the previous Quarter which was 43.1%. The average number of re-offences per 100 young people is 1.32 which is lower than the previous Quarter which was 1.71.

Children's Safeguarding & Assessment

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
Quarterly Trend Analysis - No Target								
Rate of referrals to social care per 10,000 U18 population	Plan is Best	Rolling Year	653.4	649.8	636.2	622.3	627.3	
Rate of Children in Need per 10,000 U18 population (excluding Child Protection and Children in Care)	Smaller is Better	Snapshot	172.6	184.7	175.2	161.2	174.6	
Number of Children in Need receiving a service from safeguarding teams (excluding Child Protection and Children in Care)	Smaller is Better	Snapshot	2,137	2,287	2,169	1,996	2,162	
% of children subject to a Children in Need plan for a 2nd or subsequent time	Smaller is Better		80.9 %	72.3 %	73.7 %	70.0 %	71.0 %	
Number of children subject of a Child Protection Plan	Smaller is Better	Snapshot	612	653	789	890	861	
Rate of children and young people per 10,000 subject to a Child Protection Plan	Smaller is Better	Snapshot	49.4	52.7	63.7	71.9	69.5	

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Quarterly Trend Analysis - Against a Target										
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Rolling Year	28.6 %	29.2 %	30.1 %	30.5 %	29.9 %	25.0 %	▲	Although the rate of re-referrals improved marginally over the quarter, more work is need to improve performance. Work is ongoing with MASH partners to ensure decision making and subsequent assessment and planning is robust.
% of (single) assessments completed within 45 working days	Bigger is Better	Rolling Year	78.5 %	79.7 %	80.7 %	83.2 %	79.1 %	85.0 %	▲	Single Assessment timeliness has declined slightly however this is due in part to increased management oversight at sign-off in order to improve quality and outcomes for children and families. This has impacted on timeliness.
% of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time	Smaller is Better	Rolling Year	24.8 %	23.6 %	25.2 %	24.3 %	26.5 %	20.9 %	▲	

Children in Care

Quarterly Trend Analysis - No Target								
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
Rate of Children in Care Per 10,000 U18 population	Smaller is Better	Snapshot	51.0	52.0	54.3	53.7	56.0	
Number of children in care	Smaller is Better	Snapshot	636	649	678	670	699	
Number of children in care in a residential setting (exc. Remands)	Smaller is Better	Snapshot	59	61	53	60	55	
Average weekly cost of external foster placements	Smaller is Better	Latest Quarter	£874	£894	£905	£926	£892	
Average weekly cost of internal foster placements	Smaller is Better	Latest Quarter	£515	£511	£610	£532	£529	
Number of children becoming subject to Special Guardianship Order or Child Arrangement Order	Plan is Best	Latest Quarter	12	11	6	9	7	
Number of children who have left care and returned home	Bigger is Better	Rolling Year	91	74	67	75	54	
% of Children in Care aged 16+ in suitable accommodation	Bigger is Better	Snapshot	99.0 %	98.0 %	99.0 %	99.0 %	99.0 %	Figures from December 2018 data collection (snapshot).

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)	Comments Q3 (2018/19)
% of children admitted to care who have previously been in care (readmissions)	Smaller is Better	Rolling Year	18.1 %	18.1 %	18.0 %	20.6 %	20.1 %	12.0 % ▲	Although the proportion of children with subsequent care episodes has marginally improved further work is needed understand the underlying causes. A deep dive in to a sample of cases has been commenced which will, amongst other things, explore the reasons for repeat care episodes.
Stability of placements of children in care: 3 or more placements in current period of care	Smaller is Better	Snapshot	13.4 %	12.5 %	12.7 %	12.7 %	14.4 %	13.7 % ▲	Improving placement stability is a key area of focus and the new Sufficiency Strategy sets out a range of measures that aim to improve the quality and stability of placement options.
Stability of placements of children in care: length of placement	Bigger is Better	Snapshot	72.6 %	67.1 %	62.8 %	63.0 %	64.4 %	65.4 % ▲	Improving placement stability is a key area of focus and the new Sufficiency Strategy sets out a range of measures that aim to improve the quality and stability of placement options.
Number of children adopted (becoming subject to an adoption order)	Bigger is Better	Year to Date	15	10	5	12	1	7 ▲	

Disabled Children and Young People

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
			Quarterly Trend Analysis - No Target					
Total number of disabled children receiving a service with a personal budget	Smaller is Better	Snapshot	357	?	?	346	339	

Schools

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
			Quarterly Trend Analysis - No Target					
Number of pupils permanently excluded (all pupils)	Smaller is Better	Annual	55	48	48	21	44	Compared to the same period in 2017/18, there have been 2 more permanent exclusions in autumn 2018/19 (start Sept - end of Dec) despite a large decrease in the primary phase. The primary sector is starting to embrace the new way of working with the council to reduce exclusions (by 13 in the same period) which is having a marked impact so far. This is not the same in the secondary sector where exclusions are still rising significantly (14 more than the same period last year) but discussions are ongoing with GASH and individual schools to find a solution to this. The number of fixed term exclusions has also increased to 1,955 this autumn in both the primary and secondary phases (547 than the same period last year) and more pupils are being excluded - 1.24% of the school population. There has been an increase in the number of primary schools using fixed term exclusions, but this may be as an alternative to a permanent exclusion. Following greater challenge and parental support, 11 exclusions have been mitigated and 3 more referred back to the school Governing Body for reconsideration.

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
			Quarterly Trend Analysis - Against a Target							
Number of schools judged as inadequate	Smaller is Better	Snapshot	6	4	6	5	7	7	🔵	(Paternoster, Gloucester Academy, Drybrook, Tuffley primary, St Matthews CofE Primary, Beaufort Co-operative Academy, Offa's Mead).
% of pupils attending good or outstanding primary schools	Bigger is Better	Snapshot	93.7 %	92.7 %	85.8 %	90.0 %	90.9 %	92.0 %	🔺	
% of pupils attending good or outstanding secondary schools	Bigger is Better	Snapshot	82.4 %	82.4 %	80.4 %	80.4 %	78.5 %	91.0 %	🔺	

Economy, Skills & Growth
Cllr Lynden Stowe

Lifelong Learning

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)	
					Quarterly Trend Analysis - No Target				
Number of apprenticeship starts	Bigger is Better		24	21	39	15	5	Although the reported number of starts for the period (5) is lower than the same period in the previous two years (14 & 24 respectively), the year to date (59) is higher than the previous two years (35 & 70 respectively)	Publicly Reported

Economic Growth & Planning

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Comments Q3 (2018/19)
					Quarterly Trend Analysis - No Target			
% of Local Growth Deal funding contracted for project delivery between Gloucestershire County Council as accountable body and individual promoters following GFirst LEPs instructions	Bigger is Better		71.0 %	72.6 %	76.0 %	59.8 %	62.3 %	31 December 2018 – we have contracted £63.343m which is 62.27% of the total £101,716 available. The percentage has increased by 2.45% due to Hartpury College Agri-Tech Hub and Cheltenham Railway Station Improvement project signing agreements to the total value of £2.497m since the September 2018 performance indicators were reported.
% of premises with next generation broadband access (NGA)	Bigger is Better		91.3 %	92.1 %	92.3 %	92.7 %	93.0 %	This figure is sourced from the 'Think Broadband' website https://www.thinkbroadband.com/ by selecting the 'Information' tab below the header & then 'UK Statistics for UK LAs'. This is a reliable objective means of benchmarking data on a national basis
% of premises connected to broadband (Stage 1 - BT)	Bigger is Better		46.0 %	48.0 %	50.1 %	51.4 %	54.8 %	Figure sourced from Fastershire Broadband Board meeting dashboard performance report, dated 18th December 2018
% of premises connected to broadband (Stage 2 - mix of suppliers)	Bigger is Better		29.0 %	30.0 %	32.8 %	33.0 %	33.4 %	Figures sourced from Fastershire Board meeting performance dashboard report, dated 18th December 2018

Home to School Transport

			Quarterly Trend Analysis - No Target (1 Quarter in Arrears)					
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)
Yearly cost of transport appeals approved	Smaller is Better		£18,257	£16,948	£12,344	£0	£32,987	

			Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)							
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Average daily cost of home to school transport per primary school pupil	Smaller is Better	Latest Quarter	£8.95	£9.27	£9.39	£10.30	£10.20	£9.35	●	
Average daily cost of home to school transport per secondary school pupil	Smaller is Better	Latest Quarter	£4.19	£4.28	£4.37	£4.65	£4.22	£4.30	●	
Average daily cost of home to school transport per special school pupil	Smaller is Better	Latest Quarter	£30.11	£32.50	£32.27	£32.56	£32.30	£33.00	●	
Total average daily cost of home to school transport per pupil	Smaller is Better	Latest Quarter	£9.53	£9.89	£10.12	£10.63	£9.81	£10.00	●	

Highways & Flood
Cllr Vernon Smith

Highways & Floods

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
					Quarterly Trend Analysis - Against a Target					
28 day defects repaired or made safe - overall % repaired in time (other defects)	Bigger is Better	Latest Quarter	94.5 %	77.8 %	98.0 %	98.8 %	99.5 %	95.0 %	★	
% delivery of the annual gulley emptying programme	Bigger is Better	Latest Quarter	89.0 %	113.0 %	36.0 %	67.0 %	70.0 %	75.0 %	▲	Contractor is aware and we have assurances the programme of gulley emptying will be completed.
% of Sustainable Urban Drainage responses made to Local Planning Authorities within 21 days	Bigger is Better	Latest Quarter	100.0 %	93.0 %	100.0 %	100.0 %	94.0 %	95.0 %	▲	Two of the five consultations on which the deadline was missed were significantly complicated, and necessitated more research and consultation than the deadline allowed.

Environment & Planning
Cllr Nigel Moor

Road Safety

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q3 (2017)	Q4 (2017)	Q1 (2018)	Q2 (2018)	Q3 (2018)	Q3 Forecast (2018)		Comments Q3 (2018)
Number of killed and seriously injured people	Smaller is Better	Year to Date	225	314	62	130	196	219	●	
(A) Number of killed and seriously injured children	Smaller is Better	Year to Date	12	18	2	4	5	13	★	
(B) Number of killed and seriously injured older people	Smaller is Better	Year to Date	49	73	15	32	52	49	●	

Parking & Passenger Transport

Quarterly Trend Analysis - Against a Target									
	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Cost per journey (community transport journeys)	Smaller is Better	Latest Quarter	£3.90	£4.17	£4.25	£4.05	£3.86	£4.00	★	
Number of bus services in receipt of subsidy	Plan is Best	Year to Date	103	104	103	103	104	105	★	
Number of community transport bus journeys	Bigger is Better	Year to Date	30,530	28,725	23,762	24,913	26,167	25,000	●	
Average cost per single passenger journey on public transport	Smaller is Better		£1.45	£1.44	£1.45	£1.45	£1.45	£1.45	●	

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)							
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Comments Q2 (2018/19)
Renewable energy generation (kWh) from the Council Estate (exc schools)	Bigger is Better	Year to Date	7,271	7,875	9,817	4,014	8,149	Generation from solar PV on The Main Place, Coleford and Cirencester Fire Station. Opportunities for increasing generation on the estate are being investigated. Shire Hall refurbishment will include solar PV.
Renewable Energy Generation from the Council Estate (exc schools) % of total energy consumption	Bigger is Better		0.03 %	0.02 %	0.01 %	0.03 %	0.04 %	Generation from solar PV on The Main Place, Coleford and Cirencester Fire Station. Opportunities for increasing generation on the estate are being investigated. Shire Hall refurbishment will include solar PV.

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)									
	Good Performance High/Low	Reporting Basis	Q2 (2017/18)	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q2 Target (2018/19)		Comments Q2 (2018/19)
Overall Council Carbon Emission, buildings & transport (excluding schools) Tonnes of CO2	Smaller is Better	Year to Date	4,672	8,284	12,047	1,785	3,285	4,436	★	Ahead of target performance due to the on-going LED street lighting works, improvements to Shire Hall and the use of pool cars

Waste

Quarterly Trend Analysis - Forecast - No Target								
	Good Performance High/Low	Reporting Basis	Forecast Outturn 2017/18 (Q3)	Outturn 2017/18	Q1 Forecast Outturn 2018/19	Q2 Forecast Outturn 2018/19	Q3 Forecast Outturn 2018/19	Comments Q3 2018/19
Cost to dispose of landfill waste per household (£s per annum)	Smaller is Better	Forecast	£55	£55	£54	£54	£54	

Yearly Trend Analysis - Forecast Against a Target									
	Good Performance High/Low	Reporting Basis	Q3 Forecast Outturn 2017/18	Outturn 2017/18	Q1 Forecast Outturn 2018/19	Q2 Forecast Outturn 2018/19	Q3 Forecast Outturn 2018/19	Q3 Target Outturn 2018/19		Q3 Comments 2018/19
Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	54.73 %	54.45 %	54.33 %	54.25 %	54.61 %	54.00 %	●	As of Q3, this also includes wood recovery
Percentage of municipal waste landfilled.	Smaller is Better	Forecast	47.20 %	45.41 %	46.06 %	46.41 %	46.60 %	46.00 %	●	
Residual household waste per household (kgs)	Smaller is Better	Forecast	454	457	470	457	454	467	★	
Overall residual waste arisings (except HRC's) Tonnes	Smaller is Better	Forecast	116,058	117,230	118,588	117,692	117,644	120,535	★	
% of household waste sent to landfill	Smaller is Better	Forecast	45.10 %	45.20 %	46.00 %	46.00 %	45.39 %	46.00 %	★	

Public Protection, Parking & Libraries
Cllr Dave Norman

Trading Standards

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Quarterly Trend Analysis - Against a Target										
Number of complaints/reports of scam activity against vulnerable individuals (includes doorstep crime)	Bigger is Better		254	338	77	141	209	225	▲	The number of complaints about scams and doorstep crime is dependent on referrals from other sources such as Citizens' Advice Consumer Helpline, Police, and other GCC Services. We continue to promote the work of this Service with partner agencies in order to maintain level of activity in this area as it is a key priority for Trading Standards. We will review the manner in which referrals from external sources are recorded to ensure data is captured correctly. Quarterly targets are based on maintaining levels from last year and will be 85, 170, 255 and 340 this will also be reviewed at year end.
% of complaints/reports of scam activity against vulnerable individuals where there is a trader present or immediate risk of additional loss responded to within 1 working day	Bigger is Better		100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	95.0 %	★	

Libraries

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
Quarterly Trend Analysis - Against a Target										
No. of active borrowers of electronic stock	Bigger is Better	Year to Date	17,947	24,650	6,706	13,827	19,525	18,000	★	

Fire & Rescue

	Good Performance High/Low	Reporting Basis	Q3 (2017/18)	Q4 (2017/18)	Q1 (2018/19)	Q2 (2018/19)	Q3 (2018/19)	Q3 Target (2018/19)		Comments Q3 (2018/19)
										Quarterly Trend Analysis - Against a Target
Number of Safe and Well visits undertaken	Bigger is Better	Year to Date	1,909	2,342	2,259	2,023	1,751	2,750	▲	Safe and Well visits continue to be our focus for Prevention work across the County due to the wrap around benefits to the community. In Q3 we have seen a steady progression of S&W undertaken. Our target of 10,000 continues to be a stretch but we are above the position we were at this point in 2017-18. We have completed 6,033 compared to this time last year 5,303 an increase of 13%. In Q4 we have set Station staff and Community Safety Advisors a target to complete a further 2,250 looking at time available and finance through on and off duty delivery. This will see us deliver over 8,300 in 2018-19 which will be an increase of 16% on 2017-18.
% of incidents of dwelling fires attended within 8 minutes - Risk Category 1	Bigger is Better	Latest Quarter	81.3 %	76.9 %	80.0 %	92.9 %	92.9 %	80.0 %	★	
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better		71.0 %	82.0 %	76.0 %	80.0 %	77.0 %	75.0 %	★	
Number of Accidental dwelling fires	Smaller is Better	Year to Date	83	73	67	78	94	79	▲	Accidental Dwelling fires (ADF's) continue to be an issue and work is ongoing to develop a more robust strategy to assist early understanding of the increase. Q3 has seen 15 above our target but has risen less than in Q2. Our overall figure sits at 239 which is 44 above the target of 195 an increase of 22% to date. We will work to reduce this in Q4. We have continued to evaluate incidents data to understand trends. Information shows that as Q2 these fires were either cooking or electrical related. We will continue to develop social media campaigns around these types of fires, whilst ensuring that our Safe and Well visits highlight these areas as the main causes of ADF's
Number of Deliberate dwelling fires	Smaller is Better	Year to Date	5	5	2	3	5	5	●	

Strategic Risk Register Summary

	Strategic Risk 1: Corporate Governance									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR1.1	Failure in corporate governance which leads to service, financial, legal or reputational damage or failure.	Bungard, Pete	High 20	High 20	High 20	High 16	High 16	High 16	➡	The Fires Scrutiny task group continues to meet. A report will be brought the the Audit and Governance Committee on 25 January 2019
⊞ 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	Low 6	Low 6	Low 6	➡	Regular programme of activities

	Strategic Risk 1: Corporate Governance (New Quarter 2 2017/18)									
Ref.	Risk	Owner	Inherent Risk		Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR1.3	Uncertainties of Central Government policy relating to the Council's responsibilities and operating environment with the potential implications across multiple services.	Burns, Jane	High 16		Moderate 9	Moderate 9	Moderate 9	Moderate 9	➡	Priority being given to Brexit.

	Strategic Risk 2: Financial									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR2.2	The cumulative impact of service pressures, particularly increased demand in relation to the care of vulnerable Children and Adults, and the under delivery of Demand Management programmes and saving plans designed to address the inherent over-spend positions, result in a major over-spend in 2018/19.	Blacker, Paul	High 25	Moderate 8	Low 4	Moderate 8	High 16	High 16	➡	Continued demand pressures within Children and Families has resulted in a significant overspend of 7.2 million being forecast within Children and Families in 2018/19.
⊞ SR2.4	Reductions and changes to future funding in 2019/20, 2020/21, 21/22. Risks and uncertainties relating to NHS funding make it impossible to set a robust and deliverable budget without impacting significantly on Core Services.	Blacker, Paul	High 25	High 15	High 15	High 15	High 20	High 20	➡	The 4 year funding deal from the government comes to an end after 2019/20. The lack of certainly has increased the likelihood of unexpected changes to future funding.

	Strategic Risk 2: Financial									
Ref.	Risk	Owner	Inherent Risk				Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR2.6	Sustained increase in high demand resulting in pressure on High Needs Block (DSG) compounded by an inability to vire monies without Schools Forum/Secretary of State approval impacting on the General Fund.	Blacker, Paul	High 20				Moderate 12	Moderate 12	➡	The Council has received additional funding of £1.35m pa in 2018/19 and 2019/20 to help fund the pressures in the High Needs block. The Council and the Schools Forum are continuing to work on proposals to balance DSG.

Strategic Risk 3: Infrastructure

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR3.1	Failure to ensure technology managed by ICT (including communications abilities) remains fit for purpose.	Quayle, Mandy	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➡	The ICT Service has produced a draft ICT Strategy & Roadmap 2013-18 to inform business leaders and is aligned to both the emerging digital business strategy and the new Council strategy. The Strategy (and accompanying Roadmap) will begin to outline the continued investment in modern, up to date ICT equipment and services supplemented by several targeted MTFS bids which have been submitted to address unavoidable system upgrades and support the council on its digital journey.
⊞ SR3.2	Failure to protect the council's key information and data from Cyber Attack.	Burns, Jane	High 25	High 15	High 15	High 15	High 15	High 15	➡	The council experiences cyber attacks on a daily basis. Whilst there have been no reported successful attacks against the County Council data network, "Ransomware" malware infections are still the most prevalent type of cyber security attacks in the UK. It is critically important that all parties remain vigilant in this area both from a technological as well as a user awareness perspective. In light of the growing awareness of the risks presented by cyber-based crime ICT have sought to strengthen our cyber defence platform within this years MTFS bid submissions. During the last Quarter, the ICT Service have been notified that we have secured our annual PSN Code of Connection certification. This certification is confirmation that the ICT Service is complying with the UK government security guidelines. During the next Quarter the ICT Service will be looking to renew our Cyber Essentials Plus certification (another UK government technology security standard).

Strategic Risk 4: Waste Management

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR4.1	Failure to deliver expected benefits/outcomes from the Residual waste project impacting on future budgets and the environment.	Chick, Colin	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➡	Regular contract management meetings with the provider to monitor progress. Regular liaison with district councils to help ensure a smooth contract mobilisation. New contract monitoring role to be recruited (subject to approval) to help manage the contract performance management framework. Internal finance business partner support in place to support budget management.

Strategic Risk 5: Organisational Change Programmes

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR5.1	Failure to manage the Savings Portfolio effectively, impacting on achievement of savings and pressure on GCC budgets.	Blacker, Paul	Moderate 12	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Moderate 9	➡	All savings are plans are subject to independent challenge and quality assurance. Achievement of savings is tracked by the Portfolio Office and reported to CoMT and Cabinet quarterly. Where slippage and risks are identified, remedial actions are agreed to either mitigate the risk or to find alternatives.
⊞ SR5.3	Ineffective commissioning practice and/or lack of capacity or provider failure result in the council being unable to achieve its strategic objectives	Scott, Sarah	High 25	High 15	High 15	High 15	High 15	High 15	➡	The mechanisms used to identify, analyse, control and monitor risks and opportunities at three levels (Commissioning function, Commissioning Hub, individual commissioning activity) are currently being reviewed by the Commissioning Leadership Team / Commissioning Board and changes will be made as required. To date this work indicates that as stated before 'risks are relatively well controlled', but further work is required to ensure robust mechanisms are in place and working effectively at all three levels and across all of the Commissioning Hubs. Therefore the risk scores have remained unchanged for now.

Strategic Risk 6: Collaborative Working

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR6.1	Failure to maintain effective relationships with key partners and organisations impacting on our ability to meet statutory and local requirements.	Bungard, Pete	High 20	Moderate 8	Moderate 8	Moderate 8	Moderate 8	Moderate 8	➡	Leadership Gloucestershire continues to provide a mechanism for strategic partners to work together eg. Vision 2050. The relationship with the PCC is under strain due to him preparing a business case to take over the running of the Gloucestershire Fire and Rescue Service.

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	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	High 15	High 15	Moderate 10	Moderate 10	Moderate 10	➡	Following the principles of Making Safeguarding Personal, which supports people's rights to make their own decisions, means that this risk remains possible. The Safeguarding Adults Board is in the process of producing a High Risk Behaviours Policy, aimed at supporting practitioners when dealing with cases where there is concern that an adult is at high risk of harm and is refusing to engage. This will be launched in spring 2019.
⊞ SR7.4	Failure to close the gaps in educational outcomes for vulnerable learners and their peers resulting in adverse impacts for children and families, increased cost/pressures on specialist provision and damage to reputation.	Browne, Tim	High 20	High 20	Moderate 9	Moderate 9	Moderate 12	Moderate 12	➡	Reshaping Education - phase 1 complete and phase 2 underway High Needs Programme - with recommendations going to Cabinet in January 19 Joint Additional Strategy for Children & Young People with Additional Needs, including SEND School Partnership Board

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Quarter 1 2018/19)

Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR7.6	Unable to support all those who can, to live independently at home, because demand for home care services outstrips available capacity. Resulting in the reliance on temporary respite/alternative bed based care in lieu of home care	Willcox, Margaret	High 20			High 15	High 15	High 15	➡	Whilst the risk remains as it was in September, the mitigating actions continue. Jan update: a considerable amount of ongoing work with the local market is beginning to create improvements in the ability to expedite individuals into packages in their own homes. In addition our work on 'Proud to Care' is focused on making the whole care sector a more attractive career. Thus increasing the volume, intensity and range of services available in the community. Whilst these mitigating work programmes continue, we are experiencing the demands associated with the current Winter period. Thus there is an increased frequency and volume of cases associated with hospital discharge. Hence the sustained level of assessed risk.

Strategic Risk 7: Safeguarding Children & Young People and Adults (New Quarter 3 2018/19)

Ref.	Risk	Owner	Inherent Risk					Residual Risk Qtr Dec-18	Mitigating Actions
⊞ SR7.2	Ineffective social care practice, management oversight and review processes resulting in drift and delay for children and young people in situations of harm.	Spencer, Chris	High 16					Moderate 12	A comprehensive Improvement Plan has been developed, with input from our Improvement Partner (Essex County Council), with progress subject to oversight by the Children's Improvement Board. Key elements include: an integrated MASH to ensure a consistent, timely and effective response to contacts a comprehensive programme of professional and management development for the social care workforce a robust QA framework to enable management and senior leaders to understand the effectiveness of practice in improving outcomes for children and young people the implementation of practice standards covering all aspects of social care activity a robust multi-agency focus on complex safeguarding issues including criminal/sexual exploitation, radicalisation and missing episodes
⊞ 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	Additional funding provided to Children's Services to increase capacity and ensure caseloads are manageable Recruitment and Relocation Strategy in place including enhanced package for 'hard to recruit' posts 'Grow our own' approach to workforce development including ASYE, Frontline and Step Up to Social Worker Overseas social work recruitment Investment in technology and workplaces to place the focus on direct work with children and young families.
⊞ SR7.7	Failure to develop sufficient placement capacity to meet the needs of children looked after	Spencer, Chris	High 20					High 16	Revised Sufficiency Strategy currently being completed. Refreshed Recruitment strategy for foster carers with the aim of increasing the numbers and proportion of children care for by 'in house' foster care provision. Work with health partners to develop specialist residential provision as part of the IRIS Project Continued development of our Permanence arrangements
⊞ SR7.8	Unable to access adequate levels of residential care beds, due to Care Home provider failure, for those who can no longer live independently at home. This would effect local market provision and reduce the number of beds available.	Willcox, Margaret	High 20					Low 6	The implementation of the Care Home Strategy coupled with the key development of the three tiered conversation within the Adult's Single Programme has reduced the risk in this area. This is further supported by the regional workforce programme of Proud to Care which is increasing the flow of staff into this area of provision.

Strategic Risk 8: Workforce Planning & Employee Relations

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR8.1	Difficulties in recruiting and retaining experience workers in hard to fill roles leading to vacancies and/or high numbers of agency staff in some areas. This is particularly prevalent for social workers but is also increasingly a factor for other professional roles.	Quayle, Mandy	High 20	Low 6	Low 6	Low 6	Low 6	Moderate 12	↑X	Turnover and vacancies are increasing in a number of key areas, the most high profile of which are children's qualified social workers and lawyers who are children's specialist. These and some other key professional roles are proving hard to fill. There is a specific recruitment and retention plan included with the wider children's improvement plan. In other areas, we are developing a more proactive workforce planning approach and implementing a 'grow our own' strategy which utilises the apprentice levy.
⊞ SR8.2	Poor employee relations cause a disruption to services, lost productivity and increased costs	Quayle, Mandy	High 20	Low 6	Low 6	Low 6	Low 6	Low 6	➡	Ongoing proactive engagement with the trades unions regarding the changes to the green book means that we are on track to reach collective agreement. The trades unions are likely to ballot members regarding the changes during Q3 and are indicating that they will recommend accepting the changes. Ongoing dialogue with the FBU regarding the culture of the fire service is starting to improve the relationships.

	Strategic Risk 9: Gloucestershire Prevent									
Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR9.1	Failure to deliver outcomes of the PREVENT Strategy impacting on the residents and businesses of Gloucestershire	Hermiston, Andy	High 20	High 15	High 15	High 15	High 15	High 15	➡	Gloucestershire PREVENT Partnership Board meet quarterly. This complements the Counter Terrorism Local Profile and the recent national referral system to ensure agencies effectively understand and prioritise local threats and vulnerabilities and agree courses of action as required by: • Annual Training and Self-Assessment survey to identify gaps • Monitoring agencies PREVENT activity Running awareness workshops and training sessions for all agency members to: • ensure understanding of the risk of radicalisation • embedded in the day to day safeguarding work within their agency, educational institution or body

Strategic Risk 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR10.1	Failure of the Council or a key partner to effectively respond to a major incident or event external to the council that results in community disruption and failure to return to normal, within required timescales.	Hermiston, Andy	High 15	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Moderate 9	➡	The LRF continues to meet regularly to prepare for emergencies and run joint exercises and share learning. Although there are increasing pressures on all agencies the relationships between key staff established through the LRF remain strong.
⊞ SR10.3	Implications of the Policing and Crime Bill impacting on the Fire & Rescue Service and County Council	Hermiston, Andy	High 15	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➡	In December 2017 the OPCC consulted on a business case for change in relation to the governance of the Fire and Rescue Service. The business case is due to be submitted to the Secretary of State in February 2019 and this may change the risk to high.

Strategic Risk 11: Information Governance

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR11.1	Failure to protect the confidentiality, integrity and availability of information resulting in inefficient/ineffective service delivery by the Council and its partners, service interruption, harm to individuals, reputational damage, legal action or fines	Burns, Jane	High 20	High 16	High 16	High 20	High 20	High 20	➡	The number of breaches continues to increase. This reflects increased awareness. All breaches are investigated and lessons learned shared with the relevant services.
⊞ SR11.2	Failure to implement the General Data Protection Regulation. Failure to safeguard born-digital records.	Burns, Jane	High 20	Low 6	Low 6	Moderate 9	Moderate 9	Moderate 9	➡	Good progress with implementation of year 1 plans. Further work to do in 2019/20

Strategic Risk 12: Climate Change

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	Direction of Travel	Mitigating Actions
⊞ SR12.1	Failure of the Council/Gloucestershire to adapt to a more volatile climate, with rising temperatures, continually high and increasing energy prices and the increasing need to reduce carbon emissions.	Chick, Colin	High 25	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➡	Pete Wiggins In summary for Q2 (reported in arrears): - GCC corporate emissions remain significantly ahead of target, due to the on-going LED street lighting works. improvements to Shire Hall and the trial of pool cars. - Renewable energy generation on the Council's estate remains limited. Options for further investment are being investigated. The Council will host a climate change symposium by the end of Mar 2019, to review the Council's ambition and the effectiveness of its policies in delivering sustainable development in Gloucestershire, with the ambition for Gloucestershire to be carbon neutral by 2050. GCC continues to be a member of Defra's Local Advisory Adaptation Panel (LAAP), which is looking at how to encourage local authorities to take action, together with what a 'good' local authority looks like.

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

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Dec-17	Residual Risk Qtr Mar-18	Residual Risk Qtr Jun-18	Residual Risk Qtr Sep-18	Residual Risk Qtr Dec-18	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	Burns, Jane	High 25	High 16	High 16	High 16	High 20	High 20	➡	We continue to follow the advice of the LGA