Year End Strategic Performance Monitoring Report - Annex A

Year End 2013/14

Purpose of the Report

To provide a strategic overview of the Council's performance including:

- Full core dataset end of year comparisons

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 - Yearly Trend Analysis - No Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Comments
Av. Spend per child on services/goods through Common Assessment funding (BHLP) (CIC 07)	Smaller is Better		£232.18	£204.25	£206.85	

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

	Good Performance High/Low	Quarter 2 (11/12)	Quarter 2 (12/13)	Quarter 2 (13/14)	Comments
YJ1 Rate of first time entrants to the Youth Justice system (per 100K pop 10-17yrs) in prev 12months	Smaller is Better	500	527	399	

Families First - In Year Trend Analysis - No Target

	Good Performance High/Low	Quarter 1 (13/14)	Quarter 2 (13/14)	Quarter 3 (13/14)	Quarter 4 (13/14)	Comments
FF2 Number of families achieving reduced offending & ASB and increased school attendance	Bigger is Better	14	111	142	142	Figures confirmed. No Payment by Results claim window since last quarter.
FF3 No. of families with at least one adult moving from Out of Work benefits to cont. employment	Bigger is Better	13	37	15	15	Figures confirmed. No Payment by Results claim window since last quarter.
FF4 Total number of families turned around by the Families First programme	Bigger is Better	27	161	154	306	Provisional figure - not yet published by Department for Communities & Local Government.
FF5 Number of families with at least one adult volunteering for the work programme	Bigger is Better	0	13	14	14	Figures confirmed. No Payment by Results claim window since last quarter.

Families First - In Year Trend Analysis - Against a Target

	Good Performance High/Low	Quarter 1 (13/14)	Quarter 2 (13/14)	Quarter 3 (13/14)	Quarter 4 (13/14)	Quarter 4 Target (13/14)		Comments
FF1 Number of families engaged with the Families First Programme	Bigger is Better	322	443	660	763	750		Target exceeded

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

	Good Performance High/Low	2011/12	2012/13	2013/14	Comments
Number of children on a Child Protection Plan for 2 years or more (CYPOBP290)	Smaller is Better	23	5	12	Of the 444 children subject of a child protection plan at the end of March, 12 have been subject of that plan for at least 2 years. This figure is provisional pending formal sign off by Department for Education (DfE). Performance in this area has been impacted by the implementation of the new legal Public Law Outline (PLO) process (pre-proceedings). Prior to the introduction of PLO, risk for these children would have managed through the courts with Judiciary oversight removing the need for a child protection plan. We also continue to work with our partner agencies in supporting them to manage more cases in the community where appropriate.

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

	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
CYPOBP288 % of initial assessments completed within 10 working days	Bigger is Better	82.0 %	80.8 %	71.4 %	80.0 %		Of 4915 Initial Assessments completed in the year to end of March, 3510 were completed within 10 working days. These figures are provisional until signed off by DfE. Performance has been partly affected by a recent data cleansing exercise as well as locality specific issues in Cheltenham and Gloucester relating to increased demand and staff capacity.

Children's Safeguarding & Assessment - Yearly Trend Analysis - Against a Threshold

	Good Performance High/Low	2011/12	2012/13	2013/14	Lower Threshold	Upper Threshold		Comments
Rate of children and young people subject to a Child Protection Plan (Rate Per 10,000) (CYP33)	Plan is Best	32.76	36.00	35.80	30.00	35.00		There are 444 children subject of a child protection plan as at the end of March. This figure is provisional and due for sign off by DfE in May. Although we have narrowly missed our in year GCC threshold, performance has slightly improved compared to last year. Latest benchmarking data based on 2012/13 indicates we are slightly above the average for our statistical neighbours (29.7), but below last year's national average (37.9).
CYPOBP462 % Of children subject to Child Protection Plans for 2nd or subsequent time within 2yrs	Plan is Best	13.5 %	7.4 %	10.8 %	7.0 %	10.0 %		An internal peer review is planned by Head of Quality and Safeguarding Service Manager to identify any common factors impacting on these children. Child Protection Chairs are tracking parental issues alongside children's needs to provide management oversight of risk. The Multi-agency Case Review Panel will continue to focus attention on this cohort of children.

Children's Safeguarding & Assessment - Yearly Trend Analysis - Against a Threshold

	Good Performance High/Low	2011/12	2012/13	2013/14	Lower Threshold	Upper Threshold		Comments
% of children becoming the subject of a Child Protection Plan for a 2nd or subsequent time (NI065)	Plan is Best	18.8 %	15.3 %	19.0 %	13.0 %	15.0 %		Of 604 children who became the subject of a child protection plan during the year, 115 had been the subject of a plan on a previous occasion. This figure is provisional pending formal sign off by Department for Education (DfE). An internal peer review is planned by Head of Quality and Safeguarding Service Manager to identify any common factors impacting on these children. Child Protection Chairs are tracking parental issues alongside children's needs to provide management oversight of risk. The Multi-agency Case Review Panel will continue to focus attention on this cohort of children.

Children in Care - In Year Trend Analysis - Against a Target

	Good Performance High/Low	Quarter 1 (13/14)	Quarter 2 (13/14)	Quarter 3 (13/14)	Quarter 4 (13/14)	Target 2013/14		Comments
Average weekly cost of residential placements funded by Social Care (CIC 04)	Smaller is Better	£2,893.00	£2,968.00	£3,169.00	£2,786.00	£2,670.00		The average weekly cost has decreased in quarter 4 compared with quarter 3 and shows movement in the right direction and an overall reduction in average costs over the course of the year. This reduction has come about because most costs are now contained within a narrower band with fewer high cost placements.

Children in Care -Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
Average weekly cost of internal foster placements (CIC 03)	Smaller is Better	£537.00	£537.00	£560.00	£565.00		The quarter 4 unit cost has increased due to higher direct/overhead costs and fewer placement numbers. The increase in the costs are in the following areas; Foster Panel member claims (additional 3 panels in Q4); increase in freelance assessor payments (payments are not made until carers have gone to panel); large payment made for professional services from the Discretionary Payment budget; additional hours paid to part-time staff for reviews/assessments in Friends & Family fostering team.
Average weekly cost of external foster placements (CIC 02)	Smaller is Better	£775.00	£820.00	£827.00	£783.00		Benchmarking would indicate that target for 2013-14 was unrealistically low and will be revised for the new financial year.
Stability of placements of children in care: length of placement (NI063)	Bigger is Better	66.4 %	63.2 %	66.0 %	68.0 %		Although most children in care experience good levels of placement stability, the proportion who have not been in placement for 2 years or more remains a concern. We are working with commissioners to ensure improved placement availability and will be using the new placement panel (starting in May) to identify placement stability risks for individual children and target support to prevent placement breakdown
Care leavers in suitable accommodation 2 yrs after leaving care (NI147)	Bigger is Better	94.0 %	93.8 %	?	95.0 %	?	The 13/14 position will be available in June

Children in Care - Yearly Trend Analysis - Against a Threshold

	Good Performance High/Low	2011/12	2012/13	2013/14	Lower Threshold	Upper Threshold		Comments
NI062 Stability of placements of children in care: number of moves	Smaller is Better	10.8 %	14.4 %	13.4 %	10.0 %	13.5 %		Although most children in care experience good levels of placement stability, the number of placement moves for some children remains a cause for concern. The profile of children with three placements is now better understood but further detailed analysis is taking place in relation to individual cases to establish the root causes and inform further development. In addition, we will be using the new placement panel (starting in May) to identify placement stability risks for individual children and target support to prevent placement breakdown
NI066 % of Children in care cases which were reviewed within required timescales	Bigger is Better	94.7 %	91.0 %	93.0 %	93.0 %	95.0 %		433 out of 466 Children in Care had all their reviews held on time during the 12 months to 31/3/14. Performance has improved compared to last year within the context of rising demand for reviews.

Long Term Support

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

Adult Social Care - Yearly Trend Analysis - Against a Target								
	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
ASCOF 1C pt1 Social care clients receiving Self Directed Support (prev NI130)	Bigger is Better	10.6 %	39.2 %	57.3 %	85.4 %	80.0 %		
Carers receiving needs assessment/review and specific carer's service, or advice and info (NI 135)	Bigger is Better	32.4 %	61.2 %	67.1 %	68.0 %	70.0 %		

Health & Wellbeing

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

Adult Social Care - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Adults receiving preventative services funded by Adult social care (LPI AS 201)	Bigger is Better	12,465	12,326	13,010	11,182	12,326	▲	Although there have been changes in the manner in which some services (such as interim beds) have been delivered, the main cause of the reduction is an alternative approach to the recording of one off items of equipment, following changes in national guidance on this issue.

Public Health - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2012/13	2013/14	Target 2013/14		Comments
PH4 Proportion of all Opiate Users left treatment successfully not representing in six months	Bigger is Better	10.64 %	6.55 %	11.47 %	▲	Success of drug treatment programmes is measured by number of users who have left treatment successfully and do not re-present for treatment again within 6 months. Recent changes in commissioning arrangements, as well as ambitious targets linked to Public Health England predictions, have impacted on performance. We are working pro-actively with our new provider, Turning Point, to address the shortfall. Due to time lag in reporting, we predict improvements will not be evident in our figures until June 2015.
PH46 Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	33.5 %	26.4 %	46.3 %	▲	Success of drug treatment programmes is measured by number of users who have left treatment successfully and do not re-present for treatment again within 6 months. Recent changes in commissioning arrangements, as well as ambitious targets linked to Public Health England predictions, have impacted on performance. We are working pro-actively with our new provider, Turning Point, to address the shortfall. Due to time lag in reporting, we predict improvements will not be evident in our figures until June 2015.

Public Health - Yearly Trend Analysis - Against a Target (In Arrears)

	Good Performance High/Low	Quarter 3 (12/13)	Quarter 3 (13/14)	Quarter 3 Target (13/14)		Comments
PH1 Total number of pregnant women that have achieved a successful 4 week quit	Bigger is Better	74	83	76	★	Smoking targets report a quarter behind. Whilst we are 6 short of the Q3 target we have over achieved for Q's 1 & 2 by 13 thus we are currently 7 over the target for the first 3 Q's.
PH2 Total number of smokers that have achieved a successful 4 week quit	Bigger is Better	2,655	2,263	2,300	●	Smoking targets report a quarter behind. We missed the Q3 target by 100 but over achieved in Q1 & 2 meaning that we have a short fall overall of 37. Figures so far also suggest that we are going to struggle to meet our Q4 target. We believe that the increase in sales of e-cigarettes and the low numbers of quitters coming through GP's and pharmacies are the main reason for this. We are investigating if this is a national trend and have met with the pharmacy leads in the Clinical Commissioning Group to try and re-engage pharmacies. An action plan has been developed and a more detailed report will be provided for the Department of Public Health.
PH3 The percentage of eligible patients offered a NHS health check	Bigger is Better	4.0 %	5.6 %	5.0 %	★	NHS England have recently changed the parameters for NHS Health Checks so whereas we are now in the final year of our contract with them, others are just beginning. This results in lower numbers, in some cases, of those invited by GP's as they have less people left to invite, having invited larger numbers earlier in the programme according to their available resources to carry out the checks. However these figures are currently on target.

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 - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Number of Accidental dwelling fires (CSD01)	Smaller is Better	309	321	294	308	280		94 in quarter 4. 10% over target for year, but no significant trends apparent.
Number of Deliberate dwelling fires (CSD03)	Smaller is Better	28	29	22	24	22		5 in quarter 4.

Fire & Rescue - Yearly Trend Analysis - Against a Target (In Arrears)

	Good Performance High/Low	Quarter 3 (12/13)	Quarter 3 (13/14)	Quarter 3 Target (13/14)		Comments
Net revenue cost of fire service per head of population (FRS3)	Smaller is Better	£34.03	£28.92	£28.92		

Registrations - Yearly Trend Analysis - No Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Comments
Cost of Registration Service per registration (REG1)	Smaller is Better	£0.07	-£33.27	£17.53	-£85.38	

Coroners - Yearly Trend Analysis - No Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Comments
Cost of Coroners Service per head of population (COR1)	Smaller is Better	£0.64	£0.20	£0.17	£1.98	

Highways - Yearly Trend Analysis - No Target (In Arrears)

	Good Performance High/Low	2010/11	2011/12	2012/13	Comments
Cost of structural maintenance per km of road (HIG04)	Smaller is Better		£59,000	£51,113	The 13/14 end of year position will be reported in Q1 14/15

Highways - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Non-principal road condition (NI 169)	Smaller is Better	9 %	9 %	8 %	7 %	8 %		
Principal road condition (NI 168)	Smaller is Better	4 %	4 %	3 %	4 %	5 %		
Unclassified road condition (BVPI 224b)	Smaller is Better	17 %	17 %	16 %	14 %	16 %		
Number of potholes/defects repaired (HIG03)	Smaller is Better	82,402	41,677	48,042	50,847	44,947		Having caught up with backlog during the year, prolonged wet winter has caused extensive damage, so higher numbers of safety defects are appearing. Importantly, indicators show that these are largely being found and repaired within contract timescales.

Road Safety - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Number of killed and seriously injured people (ENV H99ai)	Smaller is Better	187	245	255	213	216		
Number of killed and seriously injured children (ENV H99bi)	Smaller is Better	9	19	11	19	16		Analysis suggests that more than half of the reported incidents up to Q3 related to child pedestrians We are actively targeting this area through the SkillZONE experience with a focus on primary age school children.
Number of killed and seriously injured older people (ENV H99ci)	Smaller is Better		39	48	38	29		Analysis suggests that approximately half of the reported casualties up to Q3 related to car drivers. The SAGE (Safer Driving with Age) award winning programme is being promoted in 2014, in addition the Police and Crime Commissioner is providing resources to help target this user group.

Floods - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Percentage delivery of the gulley emptying programme (as published on the website) (ENV O25)	Bigger is Better	95 %	95 %	100 %	100 %	100 %		

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 - Yearly Trend Analysis - No Target

	Good Performance High/Low	2011/12	2012/13	2013/14	Comments
Number of young people who are not in education, employment or training (NEET) (CYPOBP164)	Smaller is Better	684	616	595	
NI148 % Care leavers in education, employment or training	Bigger is Better	64.2 %	75.0 %	?	The 13/14 position will be available in June

Young People - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
% of young people aged 16 to 18 years not in education employment or training (NEET) NI117	Smaller is Better	3.8 %	4.8 %	4.4 %	4.2 %	4.5 %		

Schools - Academic Year Trend Analysis - Against a Target

	Good Performance High/Low	Academic Year 2010/11	Academic Year 2011/12	Academic Year 2012/13	Target 2012/13		Comments
NI101 % of children in care achieving 5 A*-C GCSEs (or equiv) at Key Stage 4 (with English & Maths)	Bigger is Better	6.0 %	8.0 %	15.2 %	17.0 %		This relates to 5 students in a cohort of 33. Stability of placements continues to be a challenge and can influence exam results. The National average for academic year 11/12 was 14.6%.

Home to School Transport- Yearly Trend Analysis - Against a Target (In Arrears)

	Good Performance High/Low	Quarter 3 (10/11)	Quarter 3 (11/12)	Quarter 3 (12/13)	Quarter 3 (13/14)	Quarter 3 Target (13/14)		Comments
Number of pupils entitled to school transport (CYPOBP162)	Smaller is Better	9,284	9,327	8,634	8,009	8,500		

Home to School Transport - Yearly Trend Analysis - Against a Threshold (In Arrears)

	Good Performance High/Low	Quarter 3 (12/13)	Quarter 3 (13/14)	Lower Threshold	Upper Threshold		Comments
HTS03 Average daily cost of home to school transport per pupil - Primary	Smaller is Better	£8.99	£7.40	£7.60	£9.00		
HTS04 Average daily cost of home to school transport per pupil - Secondary	Smaller is Better	£4.34	£4.26	£3.90	£4.60		
HTS05 Average daily cost of home to school transport per pupil - Special Educational Needs	Smaller is Better	£33.65	£33.38	£33.00	£35.50		
HTS06 Average daily cost of home to school transport - Special Schools	Smaller is Better	£32.58	£29.60	£28.00	£33.50		
HTS07 Total Average daily cost of home to school transport per pupil	Smaller is Better	£7.97	£7.35	£6.90	£8.00		

Lifelong Learning - Yearly Trend Analysis - Against a Target

	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Total number of learners (LPI AS 224)	Bigger is Better	10,250	1,806	3,802	2,310	2,100		

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	Quarter 3 (10/11)	Quarter 3 (11/12)	Quarter 3 (12/13)	Quarter 3 (13/14)	Comments
Renewable Energy Generation (kWh) from the Council Estate (inc schools)(CLC02a)	Bigger is Better	889,179	488,532	459,431	202,043	
Renewable Energy Generation from the Council Estate - % of total energy consumption(CLC02b)	Bigger is Better	0.92 %	1.20 %	0.81 %	0.58 %	

Climate Change - Yearly Trend Analysis - Against a Target								
	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Council Carbon Emissions, buildings & transport (inc schools) - % change on previous year (CLC 03b)	Smaller is Better	-0.79 %	-11.61 %	7.63 %	-28.59 %	-17.20 %		

Climate Change - Yearly Trend Analysis - Against a Target (In Arrears)								
	Good Performance High/Low	Quarter 3 (10/11)	Quarter 3 (11/12)	Quarter 3 (12/13)	Quarter 3 (13/14)	Quarter 3 Target (13/14)		Comments
Council Carbon Emissions, buildings & transport (inc schools) - Tonnes of CO2 (CLC 03a)	Smaller is Better	18,749	15,254	16,941	10,357	30,300		Updated data for Q3 as reported a quarter behind - suspect schools under-reporting; it is unlikely that the outturn for the year will be on target, as schools performance is historically poor given their reluctance to invest in energy efficiency opportunities and the increasing use of ICT in schools.

Public Transport - Yearly Trend Analysis - Against a Target								
	Good Performance High/Low	2010/11	2011/12	2012/13	2013/14	Target 2013/14		Comments
Number of community transport journeys (LPI ENV 62)	Bigger is Better	224,911	217,002	216,234	183,231	189,000		Slightly below target, but also missing a small amount of late data. Not a significant issue, but being actively monitored.
Number of bus services in receipt of subsidy (PUT 02)	Plan is Best	166	109	105	105	105		
Cost per journey (community transport journeys) (PUT 04)	Smaller is Better	£2.31	£2.22	£2.06	£2.71	£3.00		Figure excludes data from Stroud Ring & Ride and Voluntary Car Service
Average cost of 5 most expensive urban subsidised bus journeys/head (LPI ENV 172)	Smaller is Better		£2.14	£2.19	£2.20	£2.00		Service 527 subject to S106 development at Bishop's Cleeve. Bank Holiday, evenings and Sundays subject to change in June aligned to Stagecoach service revisions.
Average cost of 5 most expensive rural subsidised bus journeys/head (LPI ENV 173)	Smaller is Better		£7.70	£8.91	£10.17	£8.00		Bristol commuter service subject to major review along with Dursley area network. Service 351 being retendered now. Some Stroud local services to transfer to Community Transport sector.

Finance & Change

Good value for money for local citizens

Human Resources - Yearly Trend Analysis - No Target					
	Good Performance High/Low	2011/12	2012/13	2013/14	Comments
Total number of staff/headcount exc schools/fire (CDS HR1)	Smaller is Better	3,847	3,596	3,074	

Human Resources - Yearly Trend Analysis - Against a Target							
	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
Days lost to sickness per FTE (exc schools) (HR18)	Smaller is Better	8.15	7.56	7.61	7.40		We have under achieved our target for absence levels this year, although our performance is better than the 9.2 day average reported for the public sector in 2013. Highest levels of absence were amongst frontline workers in both Adult and Children's Social Care. Human Resources are working closely with service managers to deliver a structured sickness management plan alongside updating policies and organising management workshops.

Finance - Yearly Trend Analysis - Against a Target							
	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
Total in year savings (£000) delivered through Meeting the Challenge Projects(LPI CDS MTC1)	Bigger is Better	£27,849	£26,164	£21,873	£26,015		Total in year Meeting the Challenge (MtC) project savings are £21,873m and total savings to date are £75,885m. Due to slippage, we have a minor under delivery on this year's savings for MtC projects. This shortfall had been offset by additional savings generated throughout the year to balance the budget.
SFOBP01 Forecast Year End Budget Outturn (£000)	Smaller is Better	£391,900	£388,826	£431,668	£431,216		The current forecast of the year end revenue position is an under-spend position of £127,000 (0.03% of the net budget).

Property - Yearly Trend Analysis - Against a Target							
	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
Funds raised (£000) from asset sales (Capital receipts) (BM2)	Bigger is Better	£9,114	£8,400	£8,713	£20,000		The target of £20M was a very challenging one for this financial year, and it is anticipated that the reduction in receipts received this year will be met by an over-achievement in the financial year 2014/15.

Legal - Yearly Trend Analysis - Against a Target							
	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
Number of complaints upheld by Local Government Ombudsman (BM5)	Smaller is Better	0	0	1	0		The finding of maladministration in Q2 was in respect of a children's social care case. Lessons have been learnt and best practice disseminated.

Waste - Yearly Trend Analysis - Against a Target							
	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
Overall residual waste arisings (except Household Recycling Centres) (WTE 08)	Smaller is Better	124,233	120,424	122,730	121,507		Waste arisings are higher than forecast, this could be due to the economic upturn and in part due to the maturity of recycling schemes across the county.
Percentage of household waste sent for reuse, recycling and composting (NI 192)	Bigger is Better	47.23 %	48.49 %	47.74 %	52.00 %		Waste arisings are higher than forecast, this could be due to the economic upturn and in part due to the maturity of recycling schemes across the county.
Percentage of municipal waste landfilled (NI 193)	Smaller is Better	55.18 %	53.66 %	54.04 %	50.00 %		Waste arisings are higher than forecast, this could be due to the economic upturn and in part due to the maturity of recycling schemes across the county.
Residual household waste per household (NI 191)	Smaller is Better	511.16	502.33	511.00	472.00		Waste arisings are higher than forecast, this could be due to the economic upturn and in part due to the maturity of recycling schemes across the county.
Average cost to dispose of 1 tonne of residual waste (WTE 01)	Smaller is Better	£89.91	£97.21	£104.80	£104.40		

Libraries - Yearly Trend Analysis - Against a Target							
	Good Performance High/Low	2011/12	2012/13	2013/14	Target 2013/14		Comments
Number of unique users (Library & Information) (LPI AS 221)	Bigger is Better	267,289	276,053	298,485	285,000		Some 'best estimated' data with uncertainty on 'uniqueness' of users and possible overlaps. Improvements in reporting should help for next year.
Cost per user (Libraries) (LPI AS 222)	Smaller is Better	£19.76	£16.62	£13.70	£16.55		

Customer Services - In Year Trend Analysis - No Target						
	Good Performance High/Low	Quarter 1 (13/14)	Quarter 2 (13/14)	Quarter 3 (13/14)	Quarter 4 (13/14)	Comments
CUS03 Cost per transaction for Adult Helpdesk	Smaller is Better	£10.73	£10.73	£11.09	£9.21	
CUS04 Cost per transaction for Childrens & Families Helpdesk	Smaller is Better	£3.87	£3.87	£3.45	£4.87	

Customer Services - In Year Trend Analysis - No Target						
	Good Performance High/Low	Quarter 1 (13/14)	Quarter 2 (13/14)	Quarter 3 (13/14)	Quarter 4 (13/14)	Comments
CUS32 Cost per transaction for Council Direct Services & Switchboard	Smaller is Better	£1.05	£1.05	£1.30	£1.33	

Customer Services - Yearly Trend Analysis - No Target					
	Good Performance High/Low	2011/12	2012/13	2013/14	Comments
Number of Customer Services contacts: Total (LPI AS 226)	Bigger is Better	356,483	337,401	314,206	

Strategic Risk Register Summary

Strategic Risk 1: Corporate Governance

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	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	Moderate 12	Moderate 12	Moderate 12	Moderate 9	↓	The impact of this risk did not materialise to the predicted extent by the year end, this has therefore led to the reduction of the risk rating.

Strategic Risk 2: Financial

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR2.1	Reductions and changes in relation to 2014/15 make it impossible to set a robust and deliverable budget without impacting significantly on Core Services.	Walker, Jo	High 20	High 20	High 20	Moderate 10	Low 5	↓	Robust budget approved by Council in February 2014
SR2.2	Ineffective Budgetary Control including MtC realisation leading to a major overspend	Walker, Jo	High 25	Moderate 12	High 20	Moderate 9	Low 6	↓	Year end forecasts indicate that a major overspend will not occur.
SR2.3	Breakdown in Treasury Management arrangement leading to a significant loss in investment balances	Walker, Jo	High 20	Low 4	Low 4	Low 4	Low 4	→	

Strategic Risk 2: Financial (New Quarter 3 2013/14)

Ref.	Risk	Owner	Inherent Risk			Residual Risk Q3 13/14	Residual Risk Q4 13/14	Direction of Travel	Mitigating Actions for High or Changed Residual Risks
SR2.4	Reductions and changes to future funding in 2015/16 and 2016/17, 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 20	High 15	↓	Funding indications released in the draft financial settlement in December 2013 give more certainty regarding funding reductions enabling detailed planning to commence at an early stage.

Strategic Risk 3: Infrastructure

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	High 15	Moderate 10	Moderate 10	→	
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	Low 6	Low 6	→	

Strategic Risk 4: Waste Management

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	High 20	High 20	→	Secretary of State decision due on or before 17th September 2014.

Strategic Risk 5: Organisational Change Programmes

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	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	Moderate 12	Moderate 12	Moderate 12	Moderate 9	↓	The impact of this risk did not materialise to the predicted extent by the year end, this has therefore led to the reduction of the risk rating.

Strategic Risk 6: Collaborative Working

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	Moderate 10	Moderate 10	→	

Strategic Risk 7: Safeguarding Children & Young People and Adults

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	Moderate 10	Moderate 10	→	
SR7.2	Risk of system, processes and Council services failing to respond appropriately to reduce the risk of children being seriously harmed or killed.	Uren, Linda	High 20	High 15	High 15	High 15	High 15	→	This risk was reviewed strategically. In line with Internal Audit recommendations, this risk is now being aligned with the overarching Safeguarding Board risk and it will be monitored within this framework and managed at various levels of practice. This risk remains high due to the impact of the inherent risk. However, the likelihood in some instances has been lowered.
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 8	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	Moderate 12	Moderate 12	→	

Strategic Risk 8: Workforce Planning & Employee Relations

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	Moderate 10	Moderate 10	→	
SR8.2	Poor employee relations cause a disruption to services, lost productivity and increased costs	Wynn, Dilys	High 15	Moderate 10	Moderate 12	Moderate 12	Moderate 12	→	

Strategic Risk 9: Public Health (Revised Quarter 2 2013/14)

Ref.	Risk	Owner	Inherent Risk		Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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.	Walsh, Alice	Moderate 12		Moderate 12	Moderate 12	Moderate 12	→	

Strategic Risk 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	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	Low 6	Low 6	Low 6	Low 6	→	

Strategic Risk 11: Information Governance

	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	Moderate 12	High 16	High 16	High 16	→	The Government's recent adoption of a zero tolerance approach to councils achieving PSN (Public Services Network) accreditation is requiring accelerated improvements and developments to take place.

Strategic Risk 12: Climate Change

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	Moderate 10	Moderate 10	→	

Strategic Risk 13: Welfare Reform Fund

Ref.	Risk	Owner	Inherent Risk	Residual Risk Q1 13/14	Residual Risk Q2 13/14	Residual Risk Q3 13/14	Residual Risk Q4 13/14	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	Moderate 9	Moderate 9	Low 6	Low 6	→	