












The following scorecards are enclosed:

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Prepared by the Performance and Improvement Team

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

Key to Symbols

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

Key to Symbols - Risk

The Gloucestershire Risk Matrix

Risk Likelihood	Impact/Consequence				
	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

Highways

Cllr Vernon Smith

Highways

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Qtr Mar-21	Target Mar-21		Comments Qtr Mar-21	Comparator Group
% of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	82.0%	98.0%	99.0%	98.0%	98.0%	96.0%	★		n/a
% of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	86.0%	99.0%	99.0%	100.0%	100.0%	96.0%	★		n/a
% of 28 day defects repaired or made safe in time	Bigger is Better	Latest Quarter	86.0%	98.0%	99.0%	100.0%	95.0%	95.0%	★		n/a
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter	95.0%	44.0%	73.0%	87.0%	99.0%	100.0%	●		n/a

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

Annual Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Mar-17	Qtr Mar-18	Qtr Mar-19	Qtr Mar-20	Qtr Mar-21	Target Mar-21		Comments Qtr Mar-21	Comparator Group
% of principal roads where maintenance should be considered	Smaller is Better	Annual	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	★		2.0%
% of the Non-principal classified roads where maintenance should be considered	Smaller is Better	Annual	5.0%	5.0%	5.0%	6.0%	5.0%	5.0%	★		5.0%

Floods

Quarterly Trend Analysis - Against a Target											
	Good Performance High/Low	Reporting Basis	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Qtr Mar-21	Target Qtr Mar-21		Comments Qtr Mar-21	Comparator Group
% delivery of the annual gully emptying programme (as published on the website)	Bigger is Better	Latest Quarter		48.0%	81.0%	97.0%	100.0%	100.0%	★		n/a

Environment & Planning

Climate Change

Quarterly Trend Analysis - No Target (1 Quarter In Arrears)											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Comments Qtr Dec-20			Comparator Group
Renewable energy generation (kWh) from the Councils Estate (exc schools)	Bigger is Better	Year to Date	11,587,026	28,054,687	13,692,113	29,818,032	44,700,725				n/a

Quarterly Trend Analysis - Against a Target (1 Quarter In Arrears)											
	Good Performance High/Low	Reporting Basis	Qtr Dec-19	Qtr Mar-20	Qtr Jun-20	Qtr Sep-20	Qtr Dec-20	Target Qtr Dec-20		Comments Qtr Dec-20	Comparator Group
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	5,306.40	7,704.79	1,118.52	2,177.73	4,066.42	4,929.00	★		n/a

Waste

Yearly Trend Analysis - Forecast Against a Target											
	Good Performance High/Low	Reporting Basis	Outturn 2019/20	Q1 Forecast Outturn 2020/21	Q2 Forecast Outturn 2020/21	Q3 Forecast Outturn 2020/21	Outturn 2020/21	Target Outturn 2020/21		Comments 2020/21	Comparator Group
Residual household waste per household (Kgs)	Smaller is Better	Forecast	454	440	446	464	451	479	★		520
% of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	50.7%	52.7%	52.7%	52.0%	50.9%	51.0%	●		48.7%

Strategic Risk Register Summary

Strategic Risk 12: Climate Change (New Qtr 3 19/20)									
Ref.	Risk	Owner	Inherent Risk		Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Residual Risk Qtr Mar-21	Direction of Travel	Mitigating Actions
SR12.1	Failure to deliver the County Council's climate change Strategy impacting on reputational damage.	Chick, Colin	High 25		Moderate 10	Moderate 10	High 15	↗	Council emissions are reported quarterly in arrears. At the end of Q3 these were 73% lower than in 2005, the baseline year, and significantly ahead of the council's target of an 80% reduction by 2030. This is mostly due to lower energy use for heating and transport during the pandemic. Progress has been made developing carbon reduction and offsetting schemes including a bid to the Woodland Trust Emergency Tree Fund, the procurement of Electric Vehicle Chargers and a fleet replacement review for switching to zero emission vehicles. Much of this will not be reflected in spend until 2021/22. The pace of project delivery has been impacted by Covid significantly reducing staff project management capacity. However this is being mitigated by a graduate placement, recruiting to two new posts in Q1 of 2021/22, and the appointment of a countywide climate change coordinator part-funded by GCC and employed by Gloucester City Council.

Strategic Risk 14: Community Infrastructure Levy (New Qtr 3 19/20)									
Ref.	Risk	Owner	Inherent Risk		Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Residual Risk Qtr Mar-21	Direction of Travel	Mitigating Actions
SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16		High 16	High 16	High 16	→	CIL is now in place in 5 of the 6 District Councils. A review of CIL for the JCS authorities is currently being commissioned.