

Quarter 1 2026/27

Purpose of the report: To provide a clear, strategic overview to help monitor the Council's performance, and underpin decision making.

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Reporting Basis	
Annual	Performance measured once a year
Forecast	Predicted position at the end of the year
Latest Quarter	Performance this quarter
Rolling Year	Average performance over a 12-month period
Snapshot	Performance at a particular point in time
Year To Date	Performance accumulated over the year
Tolerance Type	
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 better for performance to be on target rather than above or below

Symbols	
★	Performance better than target
●	Performance worse than target
▲	Performance significantly worse than target
?	No information
!	Missing target
?!	No value
✗	Risk value increasing
✓	Risk value decreasing
➡	No change

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Critical 5
Likelihood	Almost Certain 5	5	10	15	20	25
	Highly Likely 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Remote 1	1	2	3	4	5

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

Measure Description	Tolerance Type	Reporting Basis	Jun-25	Sep-25	Dec-25	Mar-26	Actual Jun-26	Target Jun-26		Comments	Comparator Group
Percentage of Freedom of Information and Environmental Information Regulations requests responded to within legal time limits	Bigger Is Better	Latest Quarter	94.0%	93.0%	93.0%	91.0%	93.0%	90.0%	★		
Percentage of Subject Access Requests responded to within legal time limits	Bigger Is Better	Latest Quarter	78.0%	76.0%	79.0%	73.0%	71.0%	90.0%	▲	71% of all SAR were responded to within legal time limits in Q1 26/27. Slightly down compared with last quarter and the same time last year. Requests Received: 172 requests were received in Q1. An increase of 9 compared with Q4 25/26 and 40 compared with the same period (Q1) in 25/26. Requests Closed: 94 requests were closed in Q1. An increase of 31 requests when compared with Q4 25/26. Closed Out of Time: 27 requests were closed out of time, an increase of 10 compared with Q4 25/26. The continued decline in performance against statutory timescales reflects a sustained increase in both the volume and complexity of requests received. Demand has risen by around 41% since 2021/22, with a significant proportion (c. 70%) relating to Children's Social Care records, which are often extensive and complex. This growth has reduced service resilience and made it increasingly challenging to meet statutory timescales consistently. Despite these pressures, complaint levels and ICO escalations currently remain comparatively low, reflecting the service's continued focus on customer engagement. Work continues to address key areas of concern, including a recent comprehensive review of the process for managing EHCP-related requests. However, with each SAR requiring an average of 37 hours of IMS officer time to process, even relatively small increases in demand can have a significant impact on capacity, performance, and team resilience.	

Measure Description	Tolerance Type	Reporting Basis	Jun-25	Sep-25	Dec-25	Mar-26	Actual Jun-26	Target Jun-26		Comments	Comparator Group
Number of cases upheld by the Local Government and Social Care Ombudsman	Smaller Is Better	Latest Quarter	9	7	5	6	7	4	▲	There are 7 total cases upheld for Q1 2026/27, split between Adults and Children's Services. This remains above the target of 4 upheld cases, and a slight increase from Q4 2025/26 (6 cases). The main themes of these complaints related to communication failures across both services due to unclear or delayed responses, in addition to failures to adhere to assessment processes or accurately assess service needs. Mitigations are being implemented to reduce these issues such as continuous process reviews, comms to relevant staff to clarify assessment processes & raise awareness, alongside implementing additional training initiatives with staff to improve their understanding of needs. While the Council tries to get it right first time, and to resolve complaints via our internal procedures, as a large and complex organisation, it doesn't always achieve this standard. Nevertheless, the rate of complaints upheld by the ombudsman is in line with that of other similar authorities	

Theme 4 An Open, Fair and Sustainable Council
Strengthen leadership, culture, and workforce capability to make GCC a great place to work.

Measure Description	Tolerance Type	Reporting Basis	Jun-25	Sep-25	Dec-25	Mar-26	Actual Jun-26	Target Jun-26		Comments	Comparator Group
Percentage of appraisals completed	Bigger Is Better	Rolling Year	75.6%	76.6%	77.0%			85.0%		Due to the implementation of the new SAP system, workforce information continues to be unavailable for Q1 2026/27. The transition to the new platform has required changes to data extraction and reporting processes. As a result, workforce metrics cannot be reported. We are working with our Hypercare team and external partners to expedite this issue.	
Percentage of Council Strategy indicators that are within tolerance or better than target	Bigger Is Better	Latest Quarter				62.9%	66.7%	65.0%	★		
Number of RIDDOR reportable incidents	Smaller Is Better	Latest Quarter	4	4	7	10	10	5	▲	Eight RIDDORs occurred in schools and involved staff injuries resulting from pupil behaviour, while the remaining two involved a GELS driver trip injury and a firefighter back strain during a bariatric assistance procedure	

Measure Description	Tolerance Type	Reporting Basis	Jun-25	Sep-25	Dec-25	Mar-26	Actual Jun-26	Comments	Comparator Group
Days lost to sickness/absence per FTE - Rolling Year	Smaller Is Better	Rolling Year	7.84	7.96	8.19			Due to the implementation of the new SAP system, workforce information continues to be unavailable for Q1 2026/27. The transition to the new platform has required changes to data extraction and reporting processes. As a result, workforce metrics cannot be reported. We are working with our Hypercare team and external partners to expedite this issue.	9.20
Days lost to long term sickness/absence per FTE - Rolling Year	Smaller Is Better	Rolling Year	4.61	4.72	4.94			Due to the implementation of the new SAP system, workforce information continues to be unavailable for Q1 2026/27. The transition to the new platform has required changes to data extraction and reporting processes. As a result, workforce metrics cannot be reported. We are working with our Hypercare team and external partners to expedite this issue.	5.20
Days lost to stress per FTE - Rolling Year	Smaller Is Better	Rolling Year	2.51	2.61	2.67			Due to the implementation of the new SAP system, workforce information continues to be unavailable for Q1 2026/27. The transition to the new platform has required changes to data extraction and reporting processes. As a result, workforce metrics cannot be reported. We are working with our Hypercare team and external partners to expedite this issue.	
GCC employee turnover - Rolling Year	Smaller Is Better	Rolling Year	10.7%	10.3%	10.2%			Due to the implementation of the new SAP system, workforce information continues to be unavailable for Q1 2026/27. The transition to the new platform has required changes to data extraction and reporting processes. As a result, workforce metrics cannot be reported. We are working with our Hypercare team and external partners to expedite this issue.	

Measure Description	Tolerance Type	Reporting Basis	Dec-21	Dec-22	Dec-23	Dec-24	Actual Dec-25	Target Dec-25		Comments	Comparator Group
Employee Engagement Index	Bigger Is Better	Annual				85.5%	85.5%	87.0%	●		