Quarter 4 2020/21

Purpose of the report
To provide a strategic overview of the Council's performance for Quarter 4 2020/21.

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

Measure Symbols	
	Performance Better than Target
	Performance Worse than Target
	Performance significantly worse than Target
	No information
	Missing Target
	No Value
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

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)

Risk Symbols	
	Risk Value Increasing
	Risk Value Decreasing
	No Change

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

Commissioning - Adult Social Care

Mental Health

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Adults receiving secondary Mental Health services in settled accommodation	Bigger is Better	Snapshot	87.0%	87.0%	87.0%	88.0%	89.0%	80.0%	★		55.2%

Learning Disability

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Adults with Learning Disabilities in settled accommodation	Bigger is Better	Snapshot	79.5%	79.3%	79.4%	79.2%	79.1%	75.0%	★		73.1%

	Good Performance High/Low	Reporting Basis	Mar-16	Mar-17	Mar-18	Mar-19	Actual Mar-20	Comments	Comparator Group
% of Adults with Learning Disabilities in Employment	Bigger is Better	Annual	8.7%	6.8%	6.4%	3.1%	0.8%		4.3%

Adult Single Programme

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	9.2	6.7	8.9	10.8	9.7	12.0	★		13.8
Permanent admissions aged 65+ to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	471.2	461.1	439.2	472.7	433.4	472.0	★		579.2

Delivery - Adult Social Care

Adult Safeguarding

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Section 42 enquiries this quarter where the risk was reduced or removed	Bigger is Better	Latest Quarter	90.4%	90.1%	88.0%	87.3%	93.1%	85.0%	★	Covers the period 1 January to 18 March 2021	84.5%

Adult Social Care

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Service Users who have had a review/ re-assessment of their needs within the last 12 months	Bigger is Better	Snapshot	36.4%	33.1%	48.0%	52.0%	53.0%	50.0%	★	As at 18 March 2021	n/a
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	89.4%	90.1%	91.1%	85.1%	85.6%	85.0%	★	Covers the period 1 January to 18 March 2021	n/a
Average number of weeks an individual waits for a Carers Assessment	Smaller is Better	Snapshot	2.6	3.1	2.8	2.2	1.6	6.0	★		n/a

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Comments	Comparator Group
% of clients with more than 1 episode of reablement in the last 12 months	Smaller is Better	Latest Quarter	32.8%	24.1%	32.2%	35.8%	27.7%	Covers the period 1 January to 18 March 2021	n/a

	Good Performance High/Low	Reporting Basis	Dec-19	Mar-20	Jun-20	Sep-20	Actual Dec-20	Target Dec-20		Comments	Comparator Group
Delayed transfers of care from hospital due to Adult Social Care per 100,000 population	Smaller is Better	Rolling Year	5.04	3.70				3.50		DTOC measures were suspended on 1st March. There is no data available at present.	3.50

	Good Performance High/Low	Reporting Basis	Mar-16	Mar-17	Mar-18	Mar-19	Actual Mar-20	Comments	Comparator Group
Social care reported quality of life	Bigger is Better	Annual	19.4	19.7	19.1	19.6	19.6		19.1
Carer reported Quality of Life	Bigger is Better	Annual	7.4	7.4	7.4	7.4	7.4		7.4

Prevention, Well-Being and Communities

Public Health

	Good Performance High/Low	Reporting Basis	Dec-19	Mar-20	Jun-20	Sep-20	Actual Dec-20	Target Dec-20		Comments	Comparator Group
Proportion of adult alcohol misusers who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Quarter in Arrears	39.9%	38.8%	37.4%	36.8%	31.2%	35.0%		Performance for this indicator has declined across the Covid period (Mar 20 to date) with Gloucestershire outcomes below both the statistical comparator average (33.5%) and the contract target of 35%. Outcomes have been impacted by Covid on a national scale but work is underway with our providers to understand reasons for the steeper decline seen during Q3 (when we moved back in to lockdown restrictions) and to implement relevant service improvements.	33.5%
Proportion of all Opiate Users in treatment, who successfully completed treatment and did not represent within 6 months of completion	Bigger is Better	Quarter in Arrears	7.4%	6.2%	5.9%	5.4%	4.6%	6.3%		Performance for this indicator has declined across the Covid period (Mar 20 to date) with outcomes being impacted by Covid on a national scale. Local outcomes remained below the contracted target of 6.3% in Q3 but Gloucestershire outcomes were in alignment with the statistical comparator average (4.6%). Work is underway with our providers to implement service improvement measures to support recovery as we come out of national lockdown.	4.6%
Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Quarter in Arrears	35.1%	32.5%	32.2%	29.8%	25.7%	32.2%		Performance for this indicator has declined across the Covid period (Mar 20 to date) with Gloucestershire outcomes in Dec 20 below both the statistical comparator average (29.7%) and the contract target of 32.2%. Outcomes have been impacted by Covid on a national scale but work is underway with our providers to understand reasons for the steeper decline seen during Q3 (when we moved back into lockdown restrictions) and to implement relevant service improvements.	29.7%
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Quarter in Arrears	90.0%	94.0%	88.0%	83.0%	80.0%	70.0%			n/a
Number of customers who achieve a significant risk factor improvement	Bigger is Better	Quarter in Arrears			513	480	624	763			n/a

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Comments	Comparator Group
% of Covid-19 cases referred for Contact Tracing that have been completed	Bigger is Better	Latest Quarter				86.4%	95.4%	For all confirmed cases which have been through contract tracing (either national track and trace or local contract tracing with a test date between 01/01/2021 and 31/03/2021): 3.9% were classed as failed 0.7% were uncontactable	n/a

	Good Performance High/Low	Reporting Basis	Sep-16	Sep-17	Sep-18	Sep-19	Actual Sep-20	Comments	Comparator Group
% Reception Children overweight including obesity	Smaller is Better	Annual	22.2%	24.3%	23.8%	22.0%	23.8%	This latest data is for academic year 2019/20. The NCMP programme was paused in response to Covid-19 and the subsequent published data (released during Q3 20/21) has been deemed sufficient for publication but unreliable for benchmarking purposes. It is anticipated that the measurement programme will not be reinstated until early 2021.	
% Year 6 Children overweight including obesity	Smaller is Better	Annual	32.1%	31.1%	32.1%	31.9%	32.3%	Data shown here is for the academic year 2019/20. Gloucestershire is in the upper middle quartile of the comparator group.NCMP data for this indicator was deemed reliable at publication and the comparison measure is made against only those comparators with reliable data (n=11)	32.1%

	Good Performance High/Low	Reporting Basis	Dec-15	Dec-16	Dec-17	Dec-18	Actual Dec-19	Target Dec-19		Comments	Comparator Group
Suicide rate per 100,000 Population	Smaller is Better	3-Year Average	10.6	10.8	9.8	10.4	10.2	10.1		The figure reported covers the three year period (2017-2019). The Gloucestershire rate is in line with the national average; and has remained relatively steady since the 2013-15 reporting period. The Gloucestershire suicide prevention strategy is due to be refreshed in 20/21 and will be informed by the findings of the suicide audit (covering deaths from suicide between 2016 and 2018).	10.9

Children and Young People

Quality Assurance

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of audits judged as Requires Improvement (RI) or better	Bigger is Better	Latest Quarter	80.0%	81.0%	86.0%	87.0%	91.0%	85.0%	★		n/a
% of Children open to Social Care with fewer than 3 Social Workers in 6 months	Bigger is Better	Snapshot	78.0%	79.0%	79.0%	78.0%	82.0%				n/a

Contact Activity

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	29.9%	33.1%	29.8%	29.0%	29.0%	24.0%	▲		22.5%
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Latest Quarter	92.9%	92.9%	92.4%	66.7%	79.9%	90.0%	▲		n/a
% Initial visits in time	Bigger is Better	Latest Quarter	88.0%	87.0%	86.0%	82.3%	82.5%	85.0%	●		n/a

Children in Need of Help & Protection

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Children who are fostered who are placed with the in-house fostering service	Bigger is Better	Snapshot			69.0%	66.0%	?	70.0%	?		n/a
% of Children admitted to care who have previously been in care (readmissions)	Smaller is Better	Latest Quarter	13.0%	29.2%	19.0%	19.8%	11.8%	12.7%	★		12.7%
% of Children in Care for more than 2.5 years in the same placement for at least 2 years	Bigger is Better	Snapshot	64.1%	60.3%	60.9%	59.2%	61.0%	65.0%	▲		68.0%
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	98.3%	100.0%	100.0%	100.0%	100.0%	98.0%	★		n/a
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	20.1%	17.5%	17.3%	19.2%	16.6%	13.0%	▲		11.0%
% Children in Care persistently absent	Smaller is Better	Snapshot			17.4%	20.0%	23.0%	11.9%	▲		n/a

Children in Care

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	7.4%	7.6%	6.0%	6.0%	7.0%	10.0%	★		n/a
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quarter	82.0%	81.0%	84.0%	83.0%	86.0%	85.0%	★		84.3%
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	Latest Quarter	32.5%	30.6%	32.8%	26.5%	28.8%	25.0%	▲		23.3%
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	2.4%	2.0%	2.1%	3.1%	2.2%	2.0%	▲		2.8%

Children Leaving Care

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Young People aged 19-21 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Snapshot	91.0%	91.0%	94.0%	93.0%	94.0%	95.0%	●		80.7%
% of Young People aged 19-21 who were looked after aged 16 who were not in employment, education or training	Smaller is Better	Snapshot	50.0%	57.0%	49.0%	48.0%	48.0%	45.0%	▲		38.6%

Youth Support

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.4%	2.8%	2.4%	2.6%	2.5%	4.5%	★	NEET percentage from MI Program at end of March (snapshot)	4.5%

Educations and Skills

Schools

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	34	0	8	27	6	30	★	Although the number of permanent exclusions in the quarter is less than target and lower than the previous year this will have been impacted by schools only being open for prescribed cohorts of children between January and March 2021. 4 of the 6 exclusions that took place between January and March were after schools had reopened on 4 March 2021.	n/a
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	80.0%	80.0%	81.0%	81.0%	81.0%	80.0%	★		n/a
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	85.0%	85.0%	86.0%	86.0%	86.0%	86.0%	★	Following the suspension of routine Ofsted inspections of school since March 2020, the proportion of children attending good or outstanding Primary, Secondary and Early Years setting remains the same in Quarter 4. Since September 2020 monitoring visits have been carried out, Ofsted have carried out monitoring visits at 17 schools in Gloucestershire (12 Primary, 3 Secondary and 2 Alternative Provision). These visits are not graded.	n/a
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	91.0%	91.0%	91.0%	91.0%	91.0%	91.0%	★		n/a

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Comments	Comparator Group
Number of Education Health and Care Plans	Plan is Best	Snapshot	3,954	4,076	4,185	4,322	4,439	The number of children with an EHCP has continued to increase across the last 12 months, up 12% since March 20. Gloucestershire's current rate of children with an EHCP is 25.2, based on the latest comparator data available (January 20) this is around the same level as our statistical neighbours (25.3) but slightly higher than the national rate (23.3).	n/a

	Good Performance High/Low	Reporting Basis	Mar-17	Mar-18	Mar-19	Mar-20	Actual Mar-21	Comments	Comparator Group
The SEN/Non-SEN gap - achieving expected standard or higher at KS2 in Reading, Writing & Maths	Smaller is Better	Annual	49.0%	57.0%	60.0%			Due to the COVID 19 Pandemic no Key Stage 2 data has been published for the 2019/20 academic year, this dataset was cancelled.	
% points gap between disadvantaged pupils and their peers at Key Stage 2 (achieving expected standard or above in Reading, Writing and Maths)	Smaller is Better	Annual	22.0%	27.0%	28.0%	28.0%		Due to the COVID 19 Pandemic no Key Stage 2 data has been published for the 2019/20 academic year, this dataset was cancelled.	
% points gap between disadvantaged pupils and their peers at Key Stage 4 (achieving A* - C in English and Maths)	Smaller is Better	Annual	33.0%	17.3%	17.4%			Although no data is available, the gap between the achievement of vulnerable children (those with SEND, disadvantaged pupils eligible for free school meals, minority ethnic groups and children known to social care) and their peers is a significant concern and is expected to widen. Provision for the children and young people most at risk has been supported in a number of ways by schools and the Local Authority.	
% of pupils achieving grades 9-5 in English and Maths	Bigger is Better	Annual			47.3%	47.8%	55.0%	As GCSE results were not awarded based on a final examination, performance is not comparable with previous years and should be treated with caution. However, Gloucestershire's performance is better compared to statistical neighbours, the South West and the national position.	49.9%

Economic Growth and Planning

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Comments	Comparator Group
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£0	£456	£366	£345	£1,130	3 agreements signed to the value of £1,130,000	n/a
Amount of Local Growth Deal funding contracted for project delivery between Gloucestershire County Council as accountable body and individual promoters following GFirst LEPs instructions	Plan is Best	Latest Quarter	£83,979		£96,958	£101,258	£101,716	We have contracted £101.716 million which is 100% of the Local Growth Deal funding available. We also received a new funding stream in year known as Getting Building Fund (GBF) for £11.3 million, of which we have signed 5 funding agreements so that the whole GBF is in contract before 31st March 2021.	n/a
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better	Latest Quarter	94.8%	95.4%	95.7%	95.8%	96.3%		n/a

Highways

Highways

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	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

	Good Performance High/Low	Reporting Basis	Dec-16	Dec-17	Dec-18	Dec-19	Actual Dec-20	Target Dec-20		Comments	Comparator Group
Overall resident satisfaction with Highways network	Bigger is Better	Annual	53.0%	52.0%	51.0%	52.0%	52.0%	52.0%			n/a

	Good Performance High/Low	Reporting Basis	Mar-20	Mar-20	Mar-20	Mar-20	Actual Mar-21	Target Mar-21		Comments	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	6.0%	6.0%	6.0%	6.0%	5.0%	5.0%			5.0%

Floods

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	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 and Planning

Climate Change

	Good Performance High/Low	Reporting Basis	Dec-19	Mar-20	Jun-20	Sep-20	Actual Dec-20	Target Dec-20		Comments	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

	Good Performance High/Low	Reporting Basis	Dec-19	Mar-20	Jun-20	Sep-20	Actual Dec-20	Comments	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

Waste

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	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%

Public Protection

Fire & Rescue

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better	Latest Quarter	83.0%	81.6%	86.0%	86.4%	85.3%	75.0%			76.6%
Number of Safe and Well visits undertaken per 1,000 population (HFSC)	Bigger is Better	Latest Quarter	1.72	0.27	0.82	0.91	0.93	2.35		This figure continues to be affected by the changed work processes due to COVID 19. GFRS have followed NFCC Strategic Intentions to limit face to face activity to those people who have been identified as at very high risk of fire, or referrals from partner agencies for their high risk residents. The change to working practices has limited the number of Safe and Well visits being carried out by Wholetime Watches over the period although the changes to the Roadmap will now allow activity to increase.	1.50
Number of Accidental Dwelling Fires	Smaller is Better	Latest Quarter	66	53	63	62	68	68			70
Average Response times to dwelling fires	Smaller is Better	Latest Quarter		9.32	8.47	10.27	9.10	9.00		Of the 46 dwelling fire incidents that we were called to in Q4, a third of them had an estimated attendance time of over 10 minutes, meaning we would never have achieved the 9 minute average response time from station for at least a third of the incidents. If we removed these incidents, we would have an approx, average response time of 7 minutes. Further to this if incidents 9713, 8386, 10086 had achieved their recommended attendance time, the actual average response time would have been 08:46. Incidents 9713 07:45 longer than recommended attendance time Incident 8386 04:19 longer than recommended attendance time Incident 10086 05:25 longer than recommended attendance time In 2019/20, the England average control time from call to mobilising for dwelling fires was 01:12. During Q4, 39% of the call times were above this average, although the overall average call time to mobilising was 01:06.	9.40

Libraries

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Comments	Comparator Group
Number of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date	161	0	5	1	4		n/a

Road Safety

	Good Performance High/Low	Reporting Basis	Actual Oct - Dec 19	Actual Jan - Mar 20	Actaul Apr - Jun 20	Actual Jul - Sep 20	Actual Oct - Dec 20	Target Oct - Dec 20		Comments October - December 20	Comparator Group
Number of killed and seriously injured people	Smaller is Better	Calendar Year to Date	316	85	133	216	277	305			n/a

Leader of the Council

Performance

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of Council Strategy indicators that are on or ahead of target.	Bigger is Better	Latest Quarter	60.4%	70.7%	77.0%	69.0%	69.0%	65.0%	★		n/a

Finance / Change

Corporate Goverance

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
% of FOI/EIR requests responded to on time	Bigger is Better	Quarterly		67.0%	77.0%	75.0%	76.0%	90.0%	▲	Number of FOI/EIR closed in the quarter is 317, with 76 being responded to after the time limit. There has been a slight increase in performance from the previous quarter. This is being attributed to the slightly smaller number of requests received; the last 3 quarters have remained steady at about 50 requests fewer than the first quarter.	n/a
% of SAR requests responded to on time	Bigger is Better	Latest Quarter		42.0%	41.0%	68.0%	59.0%	90.0%	▲	Number of SARs closed in the quarter are 59, with 24 being responded to after the time limit. This quarter has seen a 9% decrease in performance. Requests of a complex and large volume nature continue to be received, meaning demand is still exceeding capacity and a backlog of requests remains in place. Performance is currently further impacted due to COVID-19, in particular ongoing ICT issues, specifically in relation to Adobe Pro. Additional permanent and temporary resource has been identified to increase capacity for managing requests.	n/a
Number of Cases Upheld by Local Government Ombudsman	Smaller is Better	Latest Quarter	6	3	2	2	4	2	▲		n/a
% Official requests for information responses released within legal time limit	Bigger is Better	Latest Quarter	76.0%	66.0%	71.0%	73.0%	73.0%	90.0%	▲	Number of official requests for information closed: 376 Number of official requests for information closed out of time: 100 Additional resource has been identified to increase the permanent capacity for managing all information requests.	n/a

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Comments	Comparator Group
Number of FOIs & EIRs	Plan is Best	Latest Quarter		265	307	312	310		n/a
Number of Information Security breaches	Smaller is Better	Latest Quarter		235	263	256	227		n/a
Number of SARs	Plan is Best	Latest Quarter		82	81	101	137		n/a

Finance

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Funds raised from asset sales (Capital receipts) (£000)	Bigger is Better	Latest Quarter	£3,216	£22	£1,355	£1,696	£4,218	£5,000		Capital receipts achieved during Q4 = £4,218,028 from six sales: £2,500,000 land at Monkscroft, Cheltenham £540,000 No.1 Lowerfield, Ampney St Mary £525,000 land at Evenlode Road, Moreton in Marsh £339,000 land at Newnham £189,000 land at Avening £125,028 land at Wotton Under Edge Capital Receipts achieved for 2020/21 total £7,290,634	n/a
% of Council Savings Portfolio Achieved	Bigger is Better	Latest Quarter	76.1%	60.5%	69.9%	85.9%	102.3%	95.0%			n/a
Uncommitted general reserves as a % of revenue budget	Bigger is Better	Latest Quarter	4.3%	4.0%	4.0%	4.0%	4.0%	4.0%			n/a
Forecast Revenue Budget Outturn % Variance	Smaller is Better	Latest Quarter	0.1%	3.3%	1.8%	0.4%	-0.6%	0.0%			n/a
Audit recommendations outstanding beyond target date	Smaller is Better	Latest Quarter	?	?	?	9	1	0			n/a

Human Resources

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Days lost to Sickness per FTE (excluding Schools)	Smaller is Better	Latest Quarter	2.09	1.36	1.09	1.58	1.43	1.80			n/a
% of appraisals completed	Bigger is Better	Latest Quarter	69.0%	9.8%	20.3%	26.7%	32.7%	100.0%			n/a

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Comments	Comparator Group
GCC Turnover (staff leaving as a % of all staff)	Smaller is Better	Rolling Year	9.7%	10.3%	9.2%	9.3%	9.1%		n/a
Turnover of all adults social workers and senior practitioners	Smaller is Better	Rolling Year	13.9%	12.5%	13.0%	10.1%	9.9%		n/a
Turnover of all children's social workers and senior practitioners	Smaller is Better	Rolling Year	12.6%	12.6%	11.2%	15.1%	18.1%		n/a
Days lost to sickness/absence per FTE - Rolling Year	Smaller is Better	Rolling Year	8.59	7.87	7.04	6.25	5.64		?

	Good Performance High/Low	Reporting Basis	Dec-16	Dec-17	Dec-18	Dec-19	Actual Dec-20	Target Dec-20		Comments	Comparator Group
Employee Engagement Index	Bigger is Better	Annual			93.4%	94.4%	96.3%	95.0%		We completed the staff survey in March and have reviewed results in April and May.	n/a

ICT / Property

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Total number of ICT Priority 1 incidents raised per quarter	Smaller is Better	Latest Quarter	8	3	3	3	6	3			n/a

Strategic Risk

Strategic Risk Register

Strategic Risk 1: Corporate Governance											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
SR1.1	Failure in corporate governance which leads to service, financial, legal or reputational damage or failure.	Ayliffe, Rob	High 20	High 16	Moderate 12	Moderate 8	Moderate 8	Moderate 8	➡		Production of Annual Assurance Statements by Directors / Heads of Service and development of the Annual Governance Statement is underway. No significant new risks or issues have emerged.

Strategic Risk 2: Financial											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
SR2.4a	Reductions and changes to funding in 2021/22 and any additional unplanned overspends from 2020/21, with the potential to impact Core Services.	Blacker, Paul	High 25			Moderate 10	Moderate 10	Moderate 10	➡		The final Finance Settlement announced in February 2021 was in line with expectations allowing the Council to set a balanced budget for 2021/22 and the final position for 2020/21 is forecast to be an underspend so the level of reserves will be maintained going into 2021/22.
SR2.4b	Reductions and changes to funding for 2022/23 and 2023/24, potentially impacting, in particular, Core Services	Blacker, Paul	High 25			High 20	High 15	High 15	➡		The Finance Settlement announced In February 2021 only covered one financial year. There remains considerable uncertainty about funding levels beyond March 2022 with some significant changes to local authority financing expected following the Fair Funding Review, the review of Business Rates and the review of Social Care funding.
SR2.8	The cumulative impact of service pressures, particularly the financial impact of COVID-19, increased demand in Children and Adults social care and Educational High Needs, potential grant reductions and the under delivery of planned savings will result in major over-spend positions in 2020/21.	Blacker, Paul	High 25	High 16	High 16	Moderate 12	Moderate 12	Low 4	✓		The additional COVID funding in 2020/21 was sufficient to fund the additional costs associated with responding to the pandemic and there is forecast to be a slight underspend at the year end.

Strategic Risk 3: Infrastructure											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
⊞ SR3.1	Failure to ensure technology managed by ICT (including communications abilities) remains fit for purpose.	Quayle, Mandy	High 25	High 15	High 15	High 15	High 15	High 15	➡	▲	The Worksmarter digital programme is now well established, through which we are able to support technology by increasing internal capability, and commissioning a higher performing enterprise support contract that will be in place by April 2021. We expect these measures to reduce the risk level during 21/22 Items below are a summary of the 'Controls in Place' field held on the Strategic Risk Register: •Director level ownership of the ICT Managed Service contract with Sopra Steria •ICT client team staffing structure re-developed - e.g. greater engagement with all Directorates via new ICT Business Relationship team, underpinned by an internal Strategy & Architecture function. •Governance in place to ensure any ICT operational risks and issues are appropriately managed •ICT Strategy and strategic roadmap in place to address ageing and legacy technological products and solutions •Comprehensive MTFS/capital expenditure activity to address a legacy of under-investment in technology and digital solutions •Significant change activities have been undertaken to modernise/stabilise critical infrastructure, focused on a journey to cloud technologies via improved WAN / LAN / telephony / Wi-Fi services. •On going management of Sopra Steria via Directors due to succession of failures with critical ICT infrastructure and service delivery - service improvement plans. •Worksmarter Digital Programme underway to implement a new Digital and ICT operating model
⊞ SR3.2	Failure to protect the council's key information and data from Cyber Attack.	Quayle, Mandy	High 25	High 15	High 15	High 15	High 15	High 15	➡	▲	There is an increase prevalence of Ransomware attacks within both council and major suppliers. As an organisation we are being extra vigilant. Although this quarter we are not changing the risk rating we are mindful this situation can change quickly and are therefore keeping this under review. Items below are a summary of the 'Controls in Place' field held on the Strategic Risk Register: •ICT Managed Service contract with Sopra Steria in place to provide technological controls and measures against cyber attack •ICT client team staffing structure re-developed - e.g. closer working with the Information Management Service. •Governance in place via the Information Board to ensure any technical and non-technical operational risks and issues are appropriately managed •Cyber & Information Management (Procurement) Policy in place •Comprehensive MTFS/capital expenditure activity to address a legacy of under-investment in technology and digital solutions •The annual Independent IT health check has been completed and remediating any issues found in partnership with suppliers. •Significant change activities have been undertaken to modernise/stabilise critical infrastructure, e.g. telephony, Wi-Fi, video-conferencing, etc. •Regular communications are circulated and training provided to ensure that staff are fully aware of their responsibilities to help in the fight against cyber-crime. •Worksmarter Digital Programme underway to implement a new Digital and ICT operating model incorporating greater control and management of data and information across the council •Independent advice has been taken regarding recent attacks against our outsourced supplier (Sopra Steria) •Internal audit conducting a cyber audit in Q1 2021

Strategic Risk 5: Organisational Change Programmes											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
⊞ SR5.3	Provider failures result in the council being unable to achieve its strategic objectives	Scott, Sarah	High 25	Moderate 10	Moderate 10	High 15	High 20	High 20	➡	▲	Following a year of extreme pressure on the Independent Health & Social Care Sector we are starting to see some signs of stress. There has been a sharp fall in the number of self funders entering care homes which has resulted in more requests from independent providers for publically funded placements. We have also seen increased requests for work from Domiciliary Care providers in the urban areas of the county, we have been working with some of these to convince them to expand their business to cover the rural areas where possible, again some of these requests for work are as a result of individuals choosing not to purchase support services privately. In order to minimise the impact on the market we are undertaking key pieces of work mapping the current shape of our care market, by district and aligning this with demographic information, and will use this and any influence we have by way of resources, physical, financial and intellectual to actively shape the commissioned market.

Strategic Risk 6: Collaborative Working											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
⊞ SR6.1	Failure to maintain effective relationships with key partners and organisations and shared funding arrangements, impacting on our ability to meet statutory and local requirements.	Bungard, Pete	High 20	Moderate 8	Moderate 8	Moderate 8	Moderate 8	Moderate 8	➜	●	*The Coronavirus pandemic has taken priority over the last 12 months and continues to do so, seeing highly effective and very positive working relationships with partners and organisations to meet statutory and local requirements. The LRF, other emergency management functions and business continuity arrangements have ensured the county continues to meet its statutory and local requirements effectively.* *Leadership Gloucestershire meetings continue, albeit remotely for the time being, and have taken over the COVID 19 updating function that the County and District Leader's meeting was set up to establish at the beginning of the pandemic. Leader's Stocktake meetings; regular MP briefings with Health; and the COVID 19 Member Engagement and Public Health Assurance Boards continue and will continue to operate for the foreseeable future.* *With elections next month new Members will be briefed as part of their induction on local requirements from the County Council's perspective.*

Strategic Risk 7: Safeguarding Children, Young People & Adults											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
⊞ SR7.1	Failure to protect vulnerable adults in Gloucestershire from abuse neglect in situations that potentially could have been predicted and prevented.	Scott, Sarah	High 20	Moderate 10	Moderate 10	Moderate 10	Moderate 10	Moderate 10	➜	●	Gloucestershire Safeguarding Adults Board (GSAB) has arranged a series of virtual road shows taking place in April to promote awareness and understanding of safeguarding issues with the community and voluntary sector. Two of the Safeguarding Adults reviews on people with complex needs are nearing completion and the learning from these reviews will be shared with the workforce development sub group to ensure the learning is disseminated via the safeguarding adults training programme. The Board and the Safeguarding Adults team are engaged in the complex needs agenda more widely and are promoting GSAB high risk behaviours policy to multi agency partners.
⊞ 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 25	Moderate 12	Moderate 12	Moderate 8	Moderate 8	Moderate 8	➜	●	Our Accelerated Improvement Plan continues to provide the focal point for our practice and service improvement programme. An update on the AIP is provided on a monthly basis to the multi agency Children's Services Improvement Board which has an independent chair. Our performance data and quality assurance activity evidences an improving picture. The proportion of inadequate work found via audit activity is reducing and concentrated in a smaller number of teams. Support is also in place for those teams. The enduring challenges of Covid are a factor but on the whole our response arrangements have served us well.
⊞ 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.	Spencer, Chris	High 20	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➜	●	Closing the gaps and reducing the risks is the highest priority for the Local Authority and for schools. Provision for the children and young people most at risk has been supported in a number of ways including the strategic use of intervention funding in schools. The Local Authority provides advice and guidance related to the use of catch-up funding; work alongside other agencies e.g. the Education Endowment Fund to ensure that best practice is widely disseminated. Schools causing concern continue to be closely monitored and supported. Investment has been made by the Local Authority, schools and settings in the recovery curriculum and ensuring that resources are available to support well-being and to address the social, emotional and mental health needs that have increased as a result of the Covid-19 crisis.
⊞ 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 8	Moderate 8	Moderate 8	Moderate 8	Moderate 8	➜	●	Our Workforce Development Strategy is based on a grow your own approach making extensive use of student, ASYE and Overseas Social Workers in order to gradually reduce our dependence on agency/interim staff. This is reducing our agency %, the associated costs and delivering an increasingly stable workforce. This approach is tempered by the need to ensure we have the right balance of experience in our teams. The challenges of dispersed working necessary for Covid has been a further factor.
⊞ 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	Scott, Sarah	High 20	High 15	High 15	Moderate 12	Moderate 12	Moderate 12	➜	●	We are actively mapping and analysing the market with the view of ensuring any provider failure is manageable and could be absorbed by other providers in the market. Where possible we try to ensure that we are not reliant on any one provider so the risk is balanced and manageable. Hospital discharges are the most likely route for using respite in lieu beds therefore the discharge pathway is being managed by GHC in collaboration with one named provider as part of the development of our Home First model.

Strategic Risk 7: Safeguarding Children, Young People & Adults											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
SR7.7	Failure to develop sufficient placement capacity to meet the needs of children looked after	Spencer, Chris	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➡	●	Trevone House has now come into commission and is providing a high quality offer for some of our most vulnerable and complex young people. This provides also provides a model for the future development of capacity. The residential provider market continues to be affected by Covid and the commissioning team is working hard to ensure we have the right quality and capacity in place. Our long and short term stability measures are beginning to evidence improvement. Work is also progressing with our Fostering Service to both increase the use of existing in-house capacity and develop further capacity to achieve an 80/20% split between in house and IFAs.
SR7.8	Risk of legal action being taken against the Local Authority due to failure to complete a Deprivation of Liberty assessment within the stated time lines. Since a significant and sudden change in the law due to a Supreme Court Judgement in March 2014 there is an excessively high demand for best interest assessments to be carried out for Deprivation of Liberty (DoLS) authorisations.	Scott, Sarah	High 20	Moderate 9	Moderate 9	Moderate 9	Moderate 9	Moderate 9	➡	●	Triaging of all applications continues in line with ADASS guidance. The service has considered a recent Ombudsman decision for another local authority and put risk mitigations in place in light of that decision. backlog remains stable and with the two new practitioners now in post it is anticipated that this backlog will begin to be reduced.

Strategic Risk 8: Workforce Planning & Employee Relations											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
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 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➡	●	The programmes to attract new workers to hard to fill roles have continued throughout the pandemic and the trends in reducing Children's social worker vacancies and agency workers continue to be positive. Apprenticeships and other 'grow our own' programmes are also starting to show positive results, however there continues to be challenges in recruiting experienced workers in areas where there are national shortages such as social care lawyers and professionals in highways and infrastructure. The impact of Covid on the job market has increased applications for some roles but largely not those which are highly specialist.

Strategic Risk 10: Emergency Response & Business Continuity Threats											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
⊞ SR10.1	Failure of the Council or a key partner to effectively respond to a major incident such as flooding that results in community disruption and failure to return to normal, within required timescales.	Bowcock, Wayne	High 20	Moderate 9	Moderate 9	High 15	Moderate 12	Moderate 12	→	●	Capacity remains affected due to continuing COVID-19 responses
⊞ SR10.4	Due to insufficient business continuity management arrangements failure of the Council or a key partner to effectively deliver their statutory services, resulting in community disruption and failure of corporate objectives.	Bowcock, Wayne	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	→	●	An update on the agreed business continuity management (BCM) programme which runs through to summer 2022 was provided to the GCC Corporate Leadership Team (CLT) on 18/03/2021. CLT noted that the BCM work is progressing and that, overall, the project is considered to be on track. CLT were, for the first time, provided with accurate management information (MI) outlining the status of business continuity plans (BCPs) for each Directorate and for the council as a whole. These figures indicate that, although 80% of services across GCC, incl. GFRS, have a business continuity plan in place, half of the plans require review (i.e. they have not been re-evaluated / updated in the last six months and so do not at present fully comply with the agreed Business Continuity Policy). Some 12% of services have not been able to evidence a BCP and are therefore considered as not having a BCP in place; information is still awaited from some 8% of services. These figures support the current risk assessment (the 'proposed risk rating for this quarter'). In line with best practice, robust and accurate business impact analyses (BIAs) need to be conducted before BCPs are developed / updated. BIAs are now being rolled out, with the work targeting those services with missing BCPs in addition to priority services identified by members of the BCM Assurance Board. As the project progresses, more BIAs and BCPs will be updated across the organisation and processes will be implemented to ensure that plans are rehearsed and tested, resulting in greater confidence in the robustness of each service's BCM arrangements and a consequent overall reduction in risk **impact**. However, business continuity management is not a "preventative" discipline and does not aim to reduce the **likelihood** of disruption. It should also be noted that CLT has agreed, per the corporate Business Continuity Policy, that it is neither desirable nor practicable to entirely eliminate low frequency but high impact disruption risks at source (the appropriate response to such risks being for GCC to plan to react effectively should the risks be realised – preparing to minimise the impact of the incident and to promptly recover the affected activities, i.e. business continuity planning). Work continues to progress with the GCC Strategic Procurement Service to ensure that a significant BCM risk – arising from a reliance on third parties, suppliers and delivery partners – is adequately addressed throughout the procurement life-cycle.
⊞ SR10.6	Insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to increased risk to firefighter safety or capability to deliver emergency services to the community	Bowcock, Wayne	High 20	?	?	?	Moderate 12	Moderate 8	✓	●	Development of Improvement Strategy accompanying Improvement Plan & short term funding commitment ahead of annual MTFS process.

Strategic Risk 11: Information Governance											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
⊞ SR11.1	Failure to comply with data protection and to protect the confidentiality, integrity and availability of information.	Ayliffe, Rob	High 20	Moderate 8	Moderate 8	Moderate 12	Moderate 12	Moderate 12	→	●	This remains an area of increased vigilance. Issues with citrix during Feb/March have delayed the roll-out of Netscaler 2, which may in turn delay action by ICT to enable the Council to achieve N3 re-accreditation. This is being closely monitored through Information Board, and accreditation is expected to be in place by June/July.

Strategic Risk 12: Climate Change											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
⊞ SR12.1	Failure to deliver the County Council's climate change Strategy impacting on reputational damage.	Chick, Colin	High 25	Moderate 10	Moderate 10	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 13: Uncertainties arising from the UK leaving the EU											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
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	Bowcock, Wayne	High 15	Moderate 10	Moderate 10	High 15	Moderate 10	Low 6			Indications since leaving EU suggest a slowly improving picture & through the Local Enterprise Partnership and Local Resilience Forum adequate support is in place at this time.

Strategic Risk 14: Community Infrastructure Levy											
		Risk Owner	Inherent Risk	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	DoT Mar-21		Comments
SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16	Moderate 9	Moderate 9	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.