

Quarter 1 2021/22

Purpose of the report

To provide a strategic overview of the Council's performance for Quarter 1 2021/22.

The following scorecards are enclosed:

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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

Cllr Kathy Williams

Mental Health

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of referrals for an AMHP assessment that led to support or protection being put in place	Bigger is Better	Latest Quarter					58.5%	60.0%	●	Of the 366 AMHP Assessments completed in the period; 214 resulted in detention or other support being put in place.	n/a
% of Individuals with a second or subsequent AMHP assessment with 12 months	Smaller is Better	Latest Quarter					25.1%	40.0%	★		n/a
% of Adults receiving secondary Mental Health services in settled accommodation	Bigger is Better	Snapshot	87.0%	87.0%	88.0%	89.0%	89.0%	85.0%	★		55.2%

Learning Disability

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of Adults with Learning Disabilities in settled accommodation	Bigger is Better	Snapshot	79.3%	79.4%	79.2%	79.1%	79.1%	78.0%	★	Figure as at March 2021	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%		Relates to March 2020 figure	4.3%

Adult Social Care Transformation

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of GCC Commissioned Providers judged to be Good or Outstanding by CQC	Bigger is Better	Latest Quarter					94.1%	90.0%	★		n/a
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	6.7	8.9	10.8	9.7	18.0	13.8	▲	This data has been taken from the new case management system and there is some evidence of inappropriate use of SALT categories which may be inflating permanent admissions. It is not clear if this can be retrospectively corrected or will continue to be erroneously reported as permanent admissions as this measure will continue to include 12-month rolling data. There is also a lag in updating the case management system with some cases starting in Q4 2020/21 not recorded until late in Q1 2021/22. As this measure looks at a rolling 12 months, newly added legacy cases from previous quarters will show in this quarters data giving the perception of a sudden increase. However, note that the rate is similar to that over the same period to June 2019 (pre-COVID) and has historically been off target.	13.8
Permanent admissions aged 65+ to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	461.1	439.2	472.7	433.4	472.7	579.2	★	This equates to 659 admissions in the rolling year to 30 June 2021. Note this is draft information from LAS.	579.2

Carers

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Average waiting time for a Care Act Compliant Assessment (in working days)	Smaller is Better	Snapshot	29.0	19.0	17.0	14.0	15.0	30.0	★		n/a

Delivery - Adult Social Care

Cllr Carole Allaway-Martin

Adult Safeguarding

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of Section 42 enquiries this quarter where the risk was reduced or removed	Bigger is Better	Latest Quarter	90.1%	88.0%	87.3%	93.1%	83.3%	85.0%	●	New categories on LAS are in use from Quarter 1. The proportion of S42 closed where the risk remained was 1.9%, but there were also 14.8% of Enquiries where the outcome was Inconclusive.	84.5%
% of S42 Enquiries open for more than 26 weeks	Smaller is Better	Latest Quarter	36.1%	32.5%	22.6%	32.4%	48.3%	30.0%	▲	This proportion may have been adversely affected by the bedding in of processes on LAS.	n/a

Adult Social Care

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-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	33.1%	48.0%	52.0%	53.0%	43.6%	50.0%	▲	Draft report from LAS	n/a
% of all ASC Contacts with a decision within 1 working day	Bigger is Better	Latest Quarter				94.2%	93.5%	95.0%	●	This can be broken down as 96.1% of contacts received via the CSC and 86.8% of all other contacts	n/a
% of ASC contacts signposted or closed	Bigger is Better	Latest Quarter	33.0%	31.0%	33.0%	33.0%	39.4%	33.0%	★	Draft report from LAS. This is the sum of contacts which were closed as No Further Action, Signposted or Information & Advice	n/a
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	90.1%	91.1%	85.1%	85.6%	92.7%	85.0%	★	Also note that 7.3% of individuals leaving reablement had no outcome recorded on LAS.	n/a

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Delayed transfers of care from hospital due to Adult Social Care per 100,000 population	Smaller is Better	Rolling Year	3.70					3.50		DTOC Measures were suspended from 1 March 2020 and 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		Relates to March 2020 figure. Next update due in late 2022 as ASCOF Service User Survey did not go ahead in 2020/21 due to the COVID-19 pandemic.	19.1
Carer reported Quality of Life	Bigger is Better	Annual	7.4	7.4	7.4	7.4	7.4		Relates to March 2019 figure	7.4

FAB

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21		Comments	Comparator Group
Average number of working days to complete a FAB assessment	Smaller is Better	Latest Quarter					16.2		New Indicator for 2021/22. This is calculated by measuring the average number of working days from referral to the FAB team to the assessment being completed.	n/a

Prevention, Well-Being and Communities

Cllr Tim Harman

Public Health

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		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	38.8%	37.4%	36.8%	31.2%	28.1%	35.0%	▲	The Q4 performance is 28.1%, this is a reduction from last quarter. Projecting forward 6 months we are anticipating that the performance will continue to drop reflecting a full year of performance affected by the pandemic. There are multiple reasons for the severity of this drop including the halt on discharges as a safety measure in response to the Pandemic. 81 further completions would be required to bring this to LA family comparator top quartile.	36.9%
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	6.2%	5.9%	5.4%	4.6%	5.1%	6.3%	▲	The Q4 performance is 5.1%, which is slight increase from previous quarter, and is currently above the national average of 4.86%. It would require 19 further completions to bring this into the LA family comparator top quartile. However projecting forward by six months we anticipate that performance is likely to drop, reflecting a full year of performance affected by the pandemic; there are a number of reasons for this anticipated drop, but it is primarily driven by the halt on discharges introduced as a safety measure as a response to the pandemic.	5.7%
Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Quarter in Arrears	32.5%	32.2%	29.8%	25.7%	25.3%	33.2%	▲	The Q4 performance is 25.3%, this is a reduction from last quarter; projecting forward by six months we anticipate that the performance will drop further reflecting a full year of performance affected by the pandemic. There are a number of reasons for this drop, being primarily driven by the halt on discharges introduced as a safety measure in response to the pandemic. A further 72 completions would be required to bring this into the LA family comparator group top quartile.	33.2%
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Quarter in Arrears	94.0%	88.0%	83.0%	80.0%	87.0%	70.0%	★		n/a
Number of customers who achieve a significant risk factor improvement	Bigger is Better	Quarter in Arrears		513	480	735	619	763	▲	The numbers of people that achieve a significant risk factor improvement is considerably impacted on by the loss of any SW data given that this contributes significantly to this KPI. The outcomes for those receiving support from HLS remains positive (510/670 = 76%).	n/a

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-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%	88.7%	For the period 1 Apr - 30 June 2021: 3,288 were completed (88.7%); and 421 were classified as failed/error (11.3%)	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

Cllr Stephen Davies

Quality Assurance

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of audits judged as Requires Improvement (RI) or better	Bigger is Better	Latest Quarter	81.0%	86.0%	87.0%	91.0%	89.0%	88.0%	★		n/a
	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21			Comments	Comparator Group
% of Children open to Social Care with fewer than 3 Social Workers in 6 months	Bigger is Better	Snapshot	79.0%	79.0%	78.0%	82.0%	84.0%				n/a

Contact Activity

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	33.3%	29.6%	29.2%	29.0%	23.9%	22.5%	▲		22.5%
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Latest Quarter	92.9%	92.4%	66.7%	79.9%	88.2%	90.0%	●		n/a
% Initial visits in time	Bigger is Better	Latest Quarter	87.0%	86.0%	82.3%	82.5%	79.2%	85.0%	▲		n/a

Children in Need of Help & Protection

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	7.6%	6.0%	6.0%	7.0%	5.0%	10.0%	★		n/a
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quarter	81.0%	84.0%	83.0%	86.0%	81.0%	87.0%	▲		84.3%
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	Latest Quarter	30.6%	32.8%	26.6%	28.8%	28.4%	25.0%	▲		23.3%
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	2.0%	2.1%	3.1%	2.2%	3.2%	2.0%	▲		2.8%

Children in Care

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-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%	68.0%	70.0%	●		n/a
% of Children in Care for more than 2.5 years in the same placement for at least 2 years	Bigger is Better	Snapshot	60.3%	60.9%	59.2%	61.0%	56.0%	65.0%	▲		68.0%
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	100.0%	100.0%	100.0%	100.0%	99.7%	100.0%	●		n/a
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	17.5%	17.3%	19.2%	16.6%	17.1%	13.0%	▲		11.0%
% Children in Care persistently absent	Smaller is Better	Snapshot		14.8%	18.1%	20.0%	22.0%	5.0%	▲		10.1%
% of children who have been admitted to care within 12 months of previously being in care	Smaller is Better	Latest Quarter	18.9%	9.8%	8.7%	3.9%	6.6%	11.4%	★		11.4%

Children Leaving Care

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-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	92.4%	94.1%	93.1%	93.8%	92.4%	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	55.7%	51.6%	48.3%	48.3%	51.5%	25.0%	▲		38.6%

Youth Support

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.8%	2.4%	2.6%	2.5%	2.3%	4.5%	★	NEET percentage from MI Program at end of June (snapshot)	4.5%

Education and Skills

Cllr Philip Robinson

Schools

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	0	8	27	6	17	30	★		n/a
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	80.0%	81.0%	81.0%	81.0%	81.0%	81.0%	★		n/a
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	85.0%	86.0%	86.0%	86.0%	86.0%	86.0%	★		n/a
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	91.0%	91.0%	91.0%	91.0%	91.7%	91.0%	★		n/a

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Comments	Comparator Group
Rate per 1,000 of children with an Education Health and Care Plan	Plan is Best	Latest Quarter	23.2	23.8	24.6	25.2	26.0		28.0

	Good Performance High/Low	Reporting Basis	Academic Year Ending 2016	Academic Year Ending 2017	Academic Year Ending 2018	Academic Year Ending 2019	Academic Year Ending 2020	Comments	Comparator Group
The SEN/Non-SEN gap - achieving expected standard or higher at KS2 in Reading, Writing & Maths	Smaller is Better	Academic Year	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	Academic Year	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	Academic Year	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	Academic Year			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	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Comments	Comparator Group
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£456	£366	£345	£1,130	£830	This indicator details the number of S106 Planning Agreements/Unilateral Undertakings signed and total contributions negotiated and agreed to support the provision of highways, transportation, education & libraries infrastructure in Gloucestershire per quarter. These contributions will only become due to the County Council on implementation of the planning permission and the respective trigger dates as detailed in individual agreements The actual value received was £658k - the total received in any quarter relates to previous payment requests not always specific to those issued in the same quarter.	n/a
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better	Latest Quarter	95.4%	95.7%	95.8%	96.3%	96.4%	Fastershire project remains on target. Fastershire – BT and Gigaclear - Joint project with Herefordshire Council for provision of super fast broadband infrastructure within the county. Contract managed by Herefordshire Council Three contracts still in implementation phase, due to complete 2022.	n/a
Total Unemployment Related Benefits Claimants as % of 16 - 64 year olds	Smaller is Better	Latest Quarter	4.7%	4.8%	4.5%	4.6%	3.8%	Gloucestershire's 16-64 year old population claiming an unemployment benefit has reduced throughout the quarter to 3.8%. This equates to 14,425 people in June. This is a reduction of almost 5,000 claimants since the peak in August 2020 but is just under double the level in March 2020 (7,855, 2%), continuing to reflect the impact of the pandemic on businesses and employments. Gloucestershire's claimant rate is slightly better than the South West (4.2%) and England (5.7%).	n/a

Highways

Cllr Vernon Smith

Highways

	▲ Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	98.0%	99.0%	98.0%	98.0%	100.0%	96.0%	★		n/a
% of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	99.0%	99.0%	100.0%	100.0%	99.0%	96.0%	★		n/a
% of 28 day defects repaired or made safe in time	Bigger is Better	Latest Quarter	98.0%	99.0%	100.0%	95.0%	96.0%	95.0%	★		n/a
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter	44.0%	73.0%	87.0%	99.0%	32.0%	25.0%	★		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-21	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%	5.0%	5.0%	5.0%	★		5.0%

Floods

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-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%	32.0%	25.0%	★		n/a

Environment and Planning

Cllr David Gray

Climate Change

	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	7,704.79	1,118.52	2,192.78	4,228.60	6,442.05	7,249.00	★		n/a
	Good Performance High/Low	Reporting Basis	Mar-20	Jun-20	Sep-20	Dec-20	Actual Mar-21	Target Mar-21		Comments	Comparator Group
Renewable energy generation (kWh) from the Councils Estate (exc schools)	Bigger is Better	Year to Date	28,054,687	13,692,113	29,818,032	44,700,725	62,550,827				n/a

Waste

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Residual household waste per household (Kgs)	Smaller is Better	Forecast	440	446	464	451	461	479	★		
% of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	52.7%	52.7%	52.0%	50.9%	50.7%	51.0%	●		
% of waste diverted from landfill	Bigger is Better	Forecast	97.4%	97.1%	97.2%	97.1%	97.4%	92.8%	★		n/a

Public Protection

Cllr Dave Norman

Fire & Rescue

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better	Latest Quarter	81.6%	86.0%	86.4%	85.3%	83.4%	75.0%	★	This is excellent and shows that our referral pathways are highlighting the correct properties for us to attend.	74.0%
Number of Safe and Well visits undertaken per 1,000 population (HFSC)	Bigger is Better	Latest Quarter	0.27	0.82	0.91	0.93	1.25	2.35	▲	We are catching up after the initial lockdown with crews only starting to do S&W mid way through the Quarter, this work is in hand and we are looking to catch up by Q2 due to the increase availability of operational staff.	1.50
Average Response times to dwelling fires	Smaller is Better	Latest Quarter	9.32	8.47	10.27	9.10	8.39	9.00	★		9.32
Number of Accidental Dwelling Fires	Smaller is Better	Latest Quarter	53	63	62	68	75	52	▲	This is a concern, more work is needed to explore the rise and to discuss where the extra incidents have occurred. Donna Potts to work with control to explore the numbers and look for any patterns to assist campaigns to reduce the current rise.	66

Libraries

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Comments	Comparator Group
Number of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date	0	5	1	4	27		n/a

Road Safety

	Good Performance High/Low	Reporting Basis	Actual Jan - Mar 20	Actual Apr - Jun 20	Actual Jul - Sep 20	Actual Oct - Dec 20	Actual Jan - March 21	Forecast Jan - March 21		Comments Jan - March 21	Comparator Group
Number of killed and seriously injured people	Smaller is Better	Calendar Year to Date	85	133	216	277	39	71	★	This reporting period relates to January to March 2021. Covid lockdown restrictions have led to a low number of casualties.	n/a

Leader of the Council

Cllr Mark Hawthorne

Performance

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of Council Strategy indicators that are on or ahead of target.	Bigger is Better	Latest Quarter	70.0%	75.0%	66.0%	66.0%	64.0%	65.0%	●	One-fifth of indicators that are off target are expected to recover during the financial year. Another third of indicators that are performing worse than target are being impacted by the pandemic and are likely to continue to see an ongoing impact over the next two quarters (particularly where reporting is a quarter in arrears). However, it is anticipated that there should be signs of improvement before the end of 2021/22.	n/a

Cllr Lynden Stowe

Corporate Governance

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of FOI/EIR requests responded to on time	Bigger is Better	Latest Quarter	67.0%	77.0%	75.0%	76.0%	83.0%	90.0%	▲		n/a
% of SAR requests responded to on time	Bigger is Better	Latest Quarter	42.0%	41.0%	68.0%	59.0%	60.0%	90.0%	▲	SAR performance remains below the ICO target of 90%. Performance is being monitored by the Information Board and measures identified that aim to improve performance continue to be reviewed to ensure they are fit for purpose. - The growing number of requests has been shown in a monthly average increase of 11 requests from 2020 (2020 average 33, 2021 average 44). - A large portion being of a complex and large volume nature, consequently demand is exceeding capacity and a backlog of requests remains in place. There are ongoing capacity issues, both in the corporate team and across the council. A review of capacity has been completed and recruitment has been completed for additional roles. These roles will assist with both the increase in numbers received and to address the backlog.	n/a
Number of reportable security incidents	Smaller is Better	Latest Quarter					1	14	★	There has been 1 reportable incident this quarter which had an initial risk rating of Very High. The incident involved the inappropriate inclusion of a confidential address in a set of Child Protection Case Conference minutes. The breach was further compounded by the fact that these minutes were then sent to an email address which had been compromised by an individual who posed a risk to the data subject.	n/a
	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21			Comments	Comparator Group
Number of FOIs & EIRs	Plan is Best	Latest Quarter	265	504	508	542	346				n/a
Number of Information Security breaches	Smaller is Better	Latest Quarter	235	263	256	227	249				n/a
Number of SARs	Plan is Best	Latest Quarter	82	81	101	137	112				n/a

Finance											
	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
% of Council Savings Portfolio Achieved	Bigger is Better	Latest Quarter	60.5%	69.9%	85.9%	102.3%	80.7%	90.0%	▲	At the end of Quarter 1, £5.453 million savings have been delivered against a 2021/22 target of £6.761 million. This represents 80.7% of the annual target achieved. A total of £1.308 million is forecast to be at risk of being delivered by the end of 2021/22, which represents the remainder of the savings targeted to be made. The most significant elements at risk being £870k reablement savings and the £375k income target across Economy, Environment & Infrastructure	n/a
Forecast Revenue Budget Outturn % Variance	Smaller is Better	Latest Quarter	3.3%	1.8%	0.4%	-0.6%	1.7%	0.0%	▲		n/a
Audit recommendations outstanding beyond target date	Smaller is Better	Latest Quarter			9	1	26	0	▲	All 26 recommendations are having follow up audits in 2021/22 or are part of the Governor Services agreed approach.	n/a
Funds raised from asset sales (Capital receipts) (£000)	Bigger is Better	Latest Quarter	£22	£1,355	£1,696	£4,218	£35	£2,850	▲	£35,000 achieved in Q1 - Glebe Land, Hardwicke option agreement fee paid 21/06/2021.	n/a
	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21			Comments	Comparator Group
Amount of uncommitted general reserves (£000)	Plan is Best	Latest Quarter					£21,990				n/a

Human Resources

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Days lost to Sickness per FTE (excluding Schools)	Smaller is Better	Latest Quarter	1.36	1.09	1.58	1.43	1.60	1.80	★		n/a
	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21			Comments	Comparator Group
GCC Turnover (staff leaving as a % of all staff)	Smaller is Better	Rolling Year	10.3%	9.2%	9.3%	9.1%	10.3%				n/a
Turnover of all adults social workers and senior practitioners	Smaller is Better	Rolling Year	12.5%	13.0%	10.1%	9.9%	14.5%				n/a
Turnover of all children's social workers and senior practitioners	Smaller is Better	Rolling Year	12.6%	11.2%	15.1%	18.1%	21.6%				n/a
% of appraisals completed	Bigger is Better	Latest Quarter	9.8%	20.3%	26.7%	32.7%	13.8%				n/a
Days lost to sickness/absence per FTE - Rolling Year	Smaller is Better	Rolling Year	7.87	7.04	6.25	5.64	5.92				9.50
	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

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Comments	Comparator Group
Total number of ICT Priority 1 incidents raised per quarter	Smaller is Better	Latest Quarter	3	3	3	6	7	P1 incidents are occurring more frequently largely due to the legacy network infrastructure (WAN/LAN/Wifi) and remote access solution (Netscaler/Citrix) which are both to be refreshed/replaced as part of the agreed Transformation Programme completing during 2021/22. There has also been a period of service normalisation following the transition of Enterprise Support to a new supplier at 01 April; while new services, process and methods bed in. One incident was caused by electrical engineering unrelated to ICT. Apr-21 13/04 - Users unable to access Exchange due to Netscaler issue 29/04 - Liquidlogic EHM module unavailable following vendor maintenance May-21 06/05 - Libraries/remote sites disconnected from network following Stroud Alarms electrical engineer error 10/05 - Users unable to access Exchange due to Netscaler issue 11/05 - Users unable to connect via Staff2 due to Netscaler issue Jun-21 08/06 - Liquidlogic LAS unavailable due to server issue 17/06 - Users unable to connect via Staff2 due to Netscaler issue	n/a

SHE

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Number of RIDDOR reportable incidents	Smaller is Better	Latest Quarter	0	1	1	27	2	5	★		n/a

Strategic Risk

Strategic Risk Register

Strategic Risk 1: Corporate Governance										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-21	Comments
⊕ SR1.1	Failure in corporate governance which leads to service, financial, legal or reputational damage or failure.	Ayliffe, Rob	High 20	Moderate 12	Moderate 8	Moderate 8	Moderate 8	Moderate 8	→	● The Annual Governance Statement will be reported to Audit & Governance Committee in September. No significant new governance issues have arisen through the process.

Strategic Risk 2: Financial										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-21	Comments
⊕ SR2.4a	Reductions and changes to funding in current financial year and any additional unplanned overspends from previous financial year, with the potential to impact Core Services.	Blacker, Paul	High 25		Moderate 10	Moderate 10	Moderate 10	Low 5	✓	★ 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 outturn position for 2020/21 was an underspend so the level of General Reserves has increased.
⊕ SR2.4b	Reductions and changes to funding for future financial years, potentially impacting, in particular, Core Services	Blacker, Paul	High 25		High 20	High 15	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. The Comprehensive Spending Review is expected in autumn.
⊕ 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 current financial year.	Blacker, Paul	High 25	High 16	Moderate 12	Moderate 12	Low 4	Moderate 12	✗	● It is anticipated that the allocation of COVID grants in 2021/22 and the carry forwards from 2020/21 will be sufficient to cover the additional expenditure / lost income associated with COVID this financial year.. However increased demand for Children's social care external placements and SEND provision in Education will place significant pressure on the budgets in 2021/22.

Strategic Risk 3: Infrastructure										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-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 Digital ICT Service has now been established and the new Senior Management Team has been in place for three months, through which we are able to support technology by increasing internal capability, and commissioning a higher performing enterprise support contract that will. 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 Cantium • 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. • The new Digital and ICT operating model is governed through a robust set of meetings including a structured Digital and ICT Senior Management Team meeting that reviews all aspects of the service delivery.
⊕ 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 Cantium in place to provide technological controls and measures against cyber attack • ICT client team staffing structure has been re-developed to give 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. • The Digital Board is now established to control and manage data and information across the council Internal audit has a programme of cyber audits for 2021 / 22

Strategic Risk 5: Organisational Change Programmes										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-21	Comments
⊕ SR5.3	Provider failures result in the council being unable to achieve its strategic objectives	Scott, Sarah	High 25	Moderate 10	High 15	High 20	High 20	High 20	→	Continued pressure for the impact of the pandemic and demands for the system have raised the level of this risk. The provider market in both residential and home care are seeing a rise in the number of cases and the demands for system flow have also remained high. We are encouraging providers to implement their BCP's and to inform Commissioning when doing so in order that we can seek additional support from system leaders.

Strategic Risk 6: Collaborative Working										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-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	→	<i>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.</i> <i>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.</i> <i>Following the elections in May, Members have been briefed as part of their induction on local requirements from the County Council's perspective.</i> <i>Significant improvement in relationship with OPCC.</i>

Strategic Risk 7: Safeguarding Children, Young People & Adults										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-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	→	The GCC safeguarding team is experiencing an exceptionally high workload at present, leading to a backlog of cases. Risk mitigation actions are being put in place, including moving resources within the team to help address the cases awaiting a decision and contacting the referrer to ensure that protections are in place for the individual in the interim. The Safeguarding Adults Board is commencing the consultation on the new three year strategic plan, which will include working with people with complex needs who pose a high risk of harm to themselves and are refusing the support available to them.
⊕ 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 8	Moderate 8	Moderate 8	Moderate 8	→	Our Accelerated Improvement Plan, Performance Management and Quality Assurance Framework continue to provide the main drivers for our improvement work. The Team Improvement Programme targets support towards those teams that data and QA show are underperforming. This is having a positive impact in reducing the % of inadequate work and the number of teams needing input from the TIP. Our Practice Fundamentals and Essentials 2.0/3.0 Training Programmes are further key elements although there is no doubt that the constraints of Covid have limited engagement and participation needs to improve to reach critical mass.
⊕ 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	→	The impact of Covid has exacerbated pre-existing inequalities and the emerging evidence is that vulnerable learners have been disproportionately affected. It is anticipated that gaps in attainment and progress may well have widened although be definitive at this stage. The recent creation of an Education Strategy Reference Group (Improvement Board) will be a key mechanism in understanding and addressing those gaps.
⊕ 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. More recently, the recruitment picture has become more challenging and in response are taking steps to improve our agency offer and address caseload pressures to ensure we remain competitive in the South West region.
⊕ 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	Moderate 12	Moderate 12	Moderate 12	High 16	↗	Home Care capacity is currently being strained due to staff shortages due to isolation, sickness or increased childcare demands all of which we feel will increase over the next quarter. We have also added an additional strain through using guaranteed hours to support the capacity in the Home First service, whilst also trying to deliver a standard home care offer that supports the locality teams and the progression of people coming off of the Reablement pathway. We are actively working with the market to try to minimise the number of providers working in one areas with the aim of maximising the sustainability of individual providers whilst minimising wasted resource through lost care hours.
⊕ 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 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 some 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. The recent increase in the number of children in care and the revised position on unregulated provision due to come into effect in September 2021 will be further challenges.
⊕ 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	→	The management of the backlog continues by ensuring that cases are triaged in line with the ADASS prioritisation tool. The practitioners work to ensure that cases where the person is objecting to their placement are prioritised and speedy referrals to the Court of Protection are facilitated.

Strategic Risk 8: Workforce Planning & Employee Relations										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-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 County Council continues to experience difficulty in recruiting and retaining staff in professionally qualified staff groups where there are national and long lasting labour shortages, such as children's social workers and solicitors. We have put in place a range of measures to mitigate this risk such as additional market supplement payments, overseas recruitment and trainee programmes. Despite these measures the problems will remain in the short to medium term given that we are competing with other councils for the same pool of qualified staff groups.

Strategic Risk 10: Emergency Response & Business Continuity Threats										
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-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.	Preece, Mark	High 20	Moderate 9	High 15	Moderate 12	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.	Preece, Mark	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	→	● The latest management information (MI) dated 29/06/2021 indicates that, although some 86% of services across GCC, incl. GFRS, have a business continuity plan (BCP) in place, the majority of plans - 77% overall - 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). There has been a small reduction - from 12% down to 11% - in services not able to evidence a BCP (which are therefore considered as not having a BCP in place). The preceding figures support the risk assessment ('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 although it has been identified that, in addition to there being more BIAs to undertake than originally estimated, those responsible for completing the BIAs are taking a unexpected length of time to return a finalised BIA (the average elapsed time from a facilitated BIA session to delivery by the plan owner of a signed off BIA is six weeks), with extra / unplanned time being spent by the lead officer for BCM chasing up plan owners for their BIAs in that intervening period. Work is underway with each Directorate to identify any opportunities for "working smarter" in the facilitation and completion of BIAs but, at the current pace, it is expected that all BIAs will not be completed until Q4 2021-22, with a consequent impact for the completion and testing of all BCPs. Notwithstanding the above, 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 GCC Corporate Leadership Team has agreed, per the council's 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).
⊕ 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	Preece, Mark	High 20			Moderate 12	Moderate 8	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	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-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 12	Moderate 12	Moderate 12	Moderate 12	→	● An operational information security risk register and dashboard are being developed to provide greater oversight of this area and to support the active management of this risk. During the quarter we have compiled and submitted our Data & Security Toolkit self assessment to NHS Digital and agreed actions with them that will be completed within 6 months in order to address areas where the standard is not fully met.

Strategic Risk 12: Climate Change											
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-21		Comments
⊕ SR12.1	Failure to deliver the county council’s climate change strategy, impacting our ability to deliver our organisation, partnership and community activities, and to mitigate the impacts of a changing climate on Gloucestershire’s natural environment, communities, business and visitors.	Chick, Colin	High 25	Moderate 10	Moderate 10	Moderate 10	High 15	High 15	➡	▲	In 2019 the council declared a Climate Emergency and Cabinet approved a Climate Change Strategy with a five year rolling action plan. This was reviewed by Cabinet in December 2020 and officers are progressing the delivery of individual actions. This is on the Environment Scrutiny Committee work plan and the next annual review will be considered by Cabinet in December 2021.

Strategic Risk 13: Uncertainties arising from the UK leaving the EU											
		Risk Owner	Inherent Risk	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-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	Preece, Mark	High 15	Moderate 10	High 15	Moderate 10	Low 6	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	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	DoT Jun-21		Comments
⊕ SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16	Moderate 9	High 16	High 16	High 16	High 16	➡	▲	CIL continues to be a major concern for GCC. We continue to monitor all 5 of the District Councils who have implemented CIL. The JCS CIL is currently in the process of being reviewed. GCC produces an Infrastructure Funding Statement each December outlining our receipts and expenditure. This issue will be considered at GCC’s Environment Scrutiny Committee on 14th July 2021.