

Quarter 2 2021/22

Purpose of the report

To provide a strategic overview of the Council's performance for Quarter 2 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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-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%	60.9%	60.0%	★	Of the 340 AMHP Assessments completed in the quarter, 207 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%	27.1%	40.0%	★		n/a
% of Adults receiving secondary Mental Health services in settled accommodation	Bigger is Better	Snapshot	87.0%	88.0%	89.0%	89.0%	88.0%	85.0%	★		55.2%

Learning Disability

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

Adult Social Care Transformation

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of GCC Commissioned Providers judged to be Good or Outstanding by CQC	Bigger is Better	Latest Quarter				94.1%	92.3%	90.0%	★	There is one provider judged as Inadequate with a further 34 providers judged as Requires Improvement.	n/a
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	8.9	10.8	9.7	19.4	19.1	13.8	▲	There were 71 permanent admissions in the rolling year to the end of September 2021, slightly down on the 72 permanent admissions in the year to June 2021. Of these 71 individuals, 34 were Physical Disabilities (18-64), 32 were Learning Disabilities and 5 were Mental Health. There remain some inconsistencies on the way that admissions are coded (relating to Short Breaks) which may be inflating the overall rate slightly, however 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	439.2	472.7	433.4	555.9	543.7	579.2	★	Note that June 2021 has been refreshed (from 472.7 to 555.9) to reflect retrospective cases added since the last reporting period.	579.2

Carers

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

Delivery - Adult Social Care

Cllr Carole Allaway-Martin

Adult Safeguarding

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Section 42 enquiries this quarter where the risk was reduced or removed	Bigger is Better	Latest Quarter	88.0%	87.3%	93.1%	83.3%	85.3%	85.0%	★	There were 150 closures during the Quarter. Of these only 5 were closed where the Risk Remained, however there were 17 closures where there was no impact recorded.	84.5%
% of S42 Enquiries open for more than 26 weeks	Smaller is Better	Latest Quarter	32.5%	22.6%	32.4%	48.3%	39.1%	30.0%	▲	This is an improving picture, however numbers may still be adversely affected by LAS processes. New processes for opening/closing of Safeguarding cases were implemented at the start of October 2021.	n/a

Adult Social Care

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-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	48.0%	52.0%	53.0%	43.6%	52.1%	50.0%	★		n/a
% of all ASC Contacts with a decision within 1 working day	Bigger is Better	Latest Quarter			94.2%	93.5%	93.7%	95.0%	●	This can be broken down as 95.4% of all contacts received via the CSC and 88.9% of all other contacts	n/a
% of ASC contacts signposted or closed	Bigger is Better	Latest Quarter	31.0%	33.0%	33.0%	39.4%	40.9%	33.0%	★		n/a
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	91.1%	85.1%	85.6%	92.7%	93.8%	85.0%	★		n/a

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Delayed transfers of care from hospital due to Adult Social Care per 100,000 population	Smaller is Better	Rolling Year						3.50		DTOC measures were suspended on 1st March 2020 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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21		Comments	Comparator Group
Average number of working days to complete a FAB assessment	Smaller is Better	Latest Quarter				16.2		16.1	There were 588 FAB assessments completed in the Quarter taking an average of 16.14 working days to complete each assessment. During the quarter the number of individuals pending a FAB assessment (where the assessment had not started) fell from 570 at the start of July to 367 at the end of September and improvement work is ongoing in respect of individuals who have had assessments open for a longer period of time.	n/a

Prevention, Well-Being and Communities

Cllr Tim Harman

Public Health

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-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	37.4%	36.8%	31.2%	28.1%	25.9%	35.0%	▲	The Q1 performance is 25.9%, this is a reduction from last quarter. Projecting forward 6 months we are anticipating that the performance drop further to Q2 and will begin to slowly recover toward the end of Q3, reflecting a change in measures taken by the service in response to the pandemic. There are multiple reasons for this drop including the halt on discharges as a safety measure in response to the pandemic. 96 further completions would be required to bring this into the 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	5.9%	5.4%	4.6%	5.1%	4.4%	6.3%	▲	The Q1 performance is 4.4%, which is a reduction from the previous quarter and it would require 24 further completions to bring this into the LA family comparator top quartile. Projecting forward 6 months we are anticipating that the performance will drop further at Q2, but will begin to slowly recover toward the end of Q3, reflecting a change in measures taken by the service in response to the pandemic. There are a number reasons for this anticipated drop, but it is primarily driven the halt on discharges as a safety measure in 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	32.2%	29.8%	25.7%	25.3%	21.3%	33.2%	▲	The Q4 performance is 21.3%, this is a reduction from last quarter. Projecting forward 6 months we are anticipating that the performance will drop further at Q2, but will begin to slowly recover toward the end of Q3, reflecting a change in measures taken by the service in response to the pandemic. There are a number of reasons for this drop, but it is primarily driven the halt on discharges as a safety measure in response to the pandemic. 95 further completions would be required to bring this into the LA family comparator top quartile.	33.2%
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Quarter in Arrears	88.0%	83.0%	80.0%	87.0%	82.0%	70.0%	★		n/a
Number of customers who achieve a significant risk factor improvement	Bigger is Better	Quarter in Arrears	513	480	735	619	614	763	▲	The numbers achieving a significant risk factor improvement remains steady compared to Q4. However, the target has still not been achieved and this is due to having no Slimming World outcomes as the programme has been halted due to C-19. The loss of this performance data significantly impacts on the performance of this indicator. The service was reinstated in June 2021 and therefore we would expect an improvement in this indicator in Q2. HLS performance remains strong with 478/619 (77%) of people accessing support from the service achieving a significant improvement.	n/a
	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-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%			86.7%	For all confirmed cases which have been through contract tracing (either national track and trace or local contract tracing) with a test date between 01/07/2021 and 30/09/2021. 13.3% failed.	n/a

	Good Performance High/Low	Reporting Basis	Sep-17	Sep-18	Sep-19	Sep-20	Actual Sep-21	Comments	Comparator Group
% Reception Children overweight including obesity	Smaller is Better	Academic Year	24.3%	23.8%	22.0%	23.7%	23.7%	This is the latest published data and relates to the academic year 2019/20. The NCMP programme was paused in response to Covid-19 and this data has been deemed sufficient for publication but unreliable for benchmarking purposes. The figures for the 2020/21 academic year are due to be published on 16 November 2021.	
% Year 6 Children overweight including obesity	Smaller is Better	Academic Year	31.1%	32.1%	31.9%	32.4%	32.4%	This is the latest published data and relates to the academic year 2019/20. The NCMP programme was paused in response to Covid-19. The figures for the 2020/21 academic year are due to be published on 16 November 2021.	31.6%

	Good Performance High/Low	Reporting Basis	Dec-16	Dec-17	Dec-18	Dec-19	Actual Dec-20	Target Dec-20		Comments	Comparator Group
Suicide rate per 100,000 Population	Smaller is Better	3-Year Average	10.8	9.8	10.4	10.2	11.0	11.4	★	The figure reported covers the three year period (2018-2020) where there were an additional 15 suicides compared to 2017-2019 (from 170 to 185). The National, Regional, Comparator Group and Gloucestershire rates have all increased since 2017-2019. Gloucestershire's rate remains broadly in line with the National rate of 10.4 and our Comparator Group (11.4). The South West regional rate is 11.6.	11.4

Children and Young People

Cllr Stephen Davies

Quality Assurance

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of audits judged as Requires Improvement (RI) or better	Bigger is Better	Latest Quarter	86.0%	87.0%	91.0%	89.0%	90.0%	91.0%	●	Performance improved slightly in Quarter 2 but performance against target has changed from better than to within tolerance of target due to a stretch target being implemented this quarter. The target rose from 88% to 91% to support the continuous drive for improvement in quality of practice. However, a higher proportion of cases audited were rated as Requires Improvement in Q2 (52% up from 45%), with a reduction in cases audited judged as Good or Outstanding from 44% to 40%.	n/a

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Children open to Social Care with fewer than 3 Social Workers in 6 months	Bigger is Better	Snapshot	79.3%	77.9%	82.3%	83.8%		84.4%			n/a

Contact Activity

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	29.6%	29.2%	29.0%	23.9%	24.4%	22.5%	▲	In-month, re-referrals saw a spike in July 2021 as the schools closed for Summer (30.5%). However, in August and September, re-referrals were better than target at 21.9% and 21.4%. Performance has been better than target for 4 of the last 5 months indicating that the work localities are doing to review the reasons for re-referrals each month is gaining traction and beginning to impact the level of re-referrals received.	22.5%
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Latest Quarter	92.4%	66.7%	79.9%	88.2%	81.2%	90.0%	▲	Performance remained similar and worse than target in-month throughout the quarter.	n/a
% Initial visits in time	Bigger is Better	Latest Quarter	85.7%	82.3%	82.5%	79.2%	69.5%	85.0%	▲	Performance has followed a declining trend since Mar-20 when 87.7% of initial visits were timely compared to 69.5% in Quarter 2.	n/a

Children in Need of Help & Protection

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	6.0%	6.0%	7.0%	5.0%	4.0%	10.0%	★		n/a
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quarter	84.5%	83.0%	84.1%	80.9%	83.2%	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	32.8%	26.6%	28.8%	28.4%	27.4%	25.0%	▲		23.3%
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	2.1%	3.1%	2.2%	3.2%	3.1%	2.0%	▲		2.8%

Children in Care

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-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%	64.0%	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	65.6%	64.3%	69.3%	67.0%	66.0%	65.0%	★		68.0%
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	100.0%	100.0%	100.0%	99.7%	99.1%	98.0%	★		n/a
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	15.7%	17.9%	15.8%	15.9%	16.2%	13.0%	▲		11.0%
% Children in Care persistently absent	Smaller is Better	Snapshot	14.8%	18.1%	20.0%	22.0%	18.4%	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	9.8%	8.7%	3.9%	6.6%	3.4%	11.4%	★		11.4%

Children Leaving Care

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-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	94.1%	93.1%	93.8%	92.4%	94.4%	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	51.6%	48.3%	48.3%	51.9%	45.1%	25.0%	▲		38.6%

Youth Support

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.4%	2.6%	2.5%	2.3%	1.3%	4.5%	★	NEET percentage from MI Program at end of September (snapshot). This is significantly better than target.	4.5%

Education and Skills

Cllr Philip Robinson

Schools

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	8	26	6	16	13	13	★		n/a
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	81.0%	81.0%	81.0%	81.0%	81.0%	81.0%	★		n/a
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	86.0%	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%	91.7%	91.7%	91.0%	★		n/a

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Comments	Comparator Group
Rate per 1,000 of children with an Education Health and Care Plan	Plan is Best	Latest Quarter	23.8	24.6	25.2	26.0	26.6		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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Comments	Comparator Group
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£366	£345	£1,130	£830	£54	1 S106 Planning Agreement for the value of £54,000 was signed in quarter 2. Contributions support the provision of highways, transportation, education and libraries. These contributions will only become due to the County Council on implementation of the planning permissions and the respective trigger dates detailed in the agreements.	n/a
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better	Latest Quarter	95.7%	95.8%	96.3%	96.4%	96.4%		n/a
Total Unemployment Related Benefits Claimants as % of 16 - 64 year olds	Smaller is Better	Latest Quarter	4.8%	4.5%	4.6%	3.7%	3.3%	Gloucestershire's 16-64 year old population claiming an unemployment benefit has continued to reduce, down to 3.3%. This equates to 12,725 people in September. This is a reduction of almost 6,500 claimants since the peak in August 2020 but is remains higher than 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 better than the South West (3.6%) and England (5.1%).	n/a

Highways

Cllr Vernon Smith

Highways

	▲ Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	99.0%	98.0%	98.0%	100.0%	99.0%	96.0%	★		n/a
% of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	99.0%	100.0%	100.0%	99.0%	99.0%	96.0%	★		n/a
% of 28 day defects repaired or made safe in time	Bigger is Better	Latest Quarter	99.0%	100.0%	95.0%	96.0%	97.0%	95.0%	★	There has been a significant increase in 28-day defect repairs over time, rising from a quarterly average of 6,757 in 2019/20 to 7,822 in 2020/21 (up 16%) and to 11,855 this financial year (up 52% compared to the previous year). The increase in defects began in Q4 of 2020/21 (Oct-Dec, 9,707). Despite this increase, timeliness of defect repairs is better than target (10,379 28-defect repairs completed in time of 10,706).	n/a
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter	73.0%	87.0%	99.0%	32.0%	61.0%	50.0%	★		n/a

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Comments	Comparator Group
Number of Winter maintenance runs completed	Smaller is Better	Quarterly	N/A	30	128	5	N/A	Bad Winter last year resulted in an increase of 168% in Winter maintenance runs (59 Sep-19-Apr-20 to 158 Sep-20-Apr-21). This is likely to be a significant factor contributing to the increase that has been seen over the last 3 quarters in 28-day defect repairs needed.	n/a
Average number of additional days to complete overdue 28 day defect repairs	Smaller is Better	Quarterly					11.45	In Quarter 2, there were 327 28-day defects not completed within timescale. On average, those repairs were completed within 11.5 days of target timescale.	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-17	Mar-18	Mar-19	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%	★	Road condition is based on a sample survey undertaken in Summer 2020. Principal roads equate to 10.5% of the road network covering 571 Km.	2.0%
% of the Non-principal classified roads where maintenance should be considered	Smaller is Better	Annual	5.0%	5.0%	5.0%	6.0%	5.0%	5.0%	★	Road condition is based on a sample survey undertaken in Summer 2020. Non-principal (classified roads) equate to 36.2% of the road network covering 1,962 Km	5.0%

	Good Performance High/Low	Reporting Basis	Mar-17	Mar-18	Mar-19	Mar-20	Actual Mar-21	Comments	Comparator Group
% of unclassified roads where maintenance should be considered	Smaller is Better	Annual			13%	13%	13%	Road condition is based on a sample survey undertaken in Summer 2020. Unclassified roads equate to 53.3% of the road network covering 2,894 Km.	n/a

Floods

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% delivery of the annual gully emptying programme (as published on the website)	Bigger is Better	Latest Quarter	81.0%	97.0%	100.0%	32.0%	64.0%	50.0%	★		n/a

Environment and Planning

Cllr David Gray

Climate Change

	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	1,118.52	2,192.78	4,228.60	6,452.14	1,118.30	1,119.00	★		3,875.00
	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Renewable energy generation (kWh) from the Councils Estate (exc schools)	Bigger is Better	Year to Date	13,692,113	29,818,032	44,700,725	62,753,377		17,006,806			n/a

Waste

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
Residual household waste per household (Kgs)	Smaller is Better	Forecast	446	464	451	461	457	479	★		
% of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	52.7%	52.0%	50.9%	50.7%	51.0%	51.0%	★		
% of waste diverted from landfill	Bigger is Better	Forecast	97.1%	97.2%	97.1%	97.4%	97.4%	92.8%	★		n/a
	Good Performance High/Low	Reporting Basis	Jun-20	Sep-20	Dec-20	Mar-21	Actual Jun-21	Target Jun-21		Comments	Comparator Group
Net power production (MWhr) by the Gloucestershire Energy From Waste facility	Bigger is Better		27,254	32,143	29,738	35,662	33,491	29,000	★		n/a

Public Protection

Cllr Dave Norman

Fire & Rescue

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better	Latest Quarter	86.0%	86.4%	85.3%	83.4%	83.0%	75.0%	★	This is positive and shows the continued work in reaching above target to visiting the most vulnerable in our community	74.0%
Number of Safe and Well visits undertaken per 1,000 population (HFSC)	Bigger is Better	Latest Quarter	0.82	0.91	0.93	1.25	1.48	2.35	▲		1.50
Average Response times to dwelling fires	Smaller is Better	Latest Quarter	8.47	10.27	9.10	8.39	9.29	9.00	●		9.32
Number of Accidental Dwelling Fires	Smaller is Better	Latest Quarter	63	62	68	75	63	65	★		66

Libraries

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
Number of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date	5	1	4	27	74	100	▲	The main reason for the actual being under target is due to the libraries and Growth Hubs reforming their core business as the restrictions ease. There has been tentative behaviour around customer confidence and using the space, and facilities again. We talk regularly with the Growth Hubs and shall re-engage in an active marketing plan to encourage footfall and usage. We are also in the process of opening four new innovation labs at Tewksbury, Chipping Campden, Cheltenham and Stroud. This partnership will work closely with the Growth Hubs to promote the services we have on offer.	n/a

Road Safety

	Good Performance High/Low	Reporting Basis	Actual Apr - Jun 20	Actual Jul - Sep 20	Actual Oct - Dec 20	Actual Jan - Mar 20	Actual Apr - Jun 21	Forecast Apr - Jun 21		Comments Apr - Jun 21	Comparator Group
Number of killed and seriously injured people	Smaller is Better	Calendar Year to Date	133	216	277	39	129	139	★		n/a

Leader of the Council

Cllr Mark Hawthorne

Performance

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Council Strategy indicators that are on or ahead of target.	Bigger is Better	Latest Quarter	75.0%	67.0%	66.0%	63.0%	64.0%	65.0%	●	Just under half of the indicators performing worse than target are being impacted, at least in part, by issues relating to the pandemic	n/a

Cllr Lynden Stowe

Corporate Governance

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of FOI/EIR requests responded to on time	Bigger is Better	Latest Quarter	77.0%	75.0%	76.0%	83.0%	82.0%	90.0%	▲	Performance remains at similar level to the previous quarter, despite there being a decrease of 27 requests received. Further work is being done, with support from the performance and analysis team, to improve reporting on out of time cases.	n/a
% of SAR requests responded to on time	Bigger is Better	Latest Quarter	41.0%	68.0%	59.0%	60.0%	51.0%	90.0%	▲	SAR performance has seen a decrease this quarter of 21% and remains below the ICO target of 90%. The decrease in compliance is considered to be a result of: - Revised process regarding extensions, to ensure they are only used in legitimate situations as permitted by the law (meaning more cases are now going overdue at 1 month, rather than 3); - Ongoing capacity issues in Children's services; and - Vacant position in the central team and upskilling of new starters. 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.	n/a
Number of Cases Upheld by Local Government Ombudsman	Smaller is Better	Latest Quarter	2	2	4	2	4	2	▲		n/a
Number of reportable security incidents	Smaller is Better	Latest Quarter				1	0	14	★		n/a
	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21			Comments	Comparator Group
Number of FOIs & EIRs	Plan is Best	Latest Quarter	504	508	542	346	285				n/a
Number of Information Security breaches	Smaller is Better	Latest Quarter	263	256	227	249	230				n/a
Number of SARs	Plan is Best	Latest Quarter	81	101	137	112	104				n/a

Finance

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Council Savings Portfolio Achieved	Bigger is Better	Latest Quarter	69.9%	85.9%	102.3%	80.7%	83.8%	90.0%	▲	Delivery of the £5.668 million of savings against a target of £6.761 million in 2021/22 or 83.83%.	n/a
Forecast Revenue Budget Outturn % Variance	Smaller is Better	Latest Quarter	1.8%	0.4%	-0.6%	1.7%	0.4%	0.0%	▲	The current forecast of the year end revenue position against the revenue budget of £483.008 million, based on forecasts in October 2021 (Period 7) is an overspend of £2.076 million all of which relates to non Covid-19 expenditure, as we are forecasting a balanced position in relation to Covid-19 expenditure and income. The largest non-Covid-19 variance in Children and Families.	n/a
Audit recommendations outstanding beyond target date	Smaller is Better	Latest Quarter	?	9	1	26	26	0	▲		n/a
Funds raised from asset sales (Capital receipts) (£000)	Bigger is Better	Latest Quarter	£1,355	£1,696	£4,218	£35	£176	£2,850	▲	£176,941 achieved in Q2 (£156,691 sale of land at Cinderford 09/07/2021 and £20,250 sale of land at Northleach 12/08/2021). Capital Receipts achieved to date £211,941. Sales agreed and being progressed by Legal Services £7,355,500. Delays due to expansion of schemes by Members and associated planning applications. Planning application for former Coln House School, Fairford was deferred by Cotswold District Council Planning Committee 07/07/2021.	n/a

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
Days lost to Sickness per FTE (excluding Schools)	Smaller is Better	Latest Quarter	1.09	1.58	1.43	1.60	2.19	1.80	▲		n/a

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21		Comments	Comparator Group
GCC Turnover (staff leaving as a % of all staff)	Smaller is Better	Rolling Year	9.2%	9.3%	9.1%	10.3%	11.6%			n/a
Turnover of all adults social workers and senior practitioners	Smaller is Better	Rolling Year	13.0%	10.1%	9.9%	14.5%	16.2%			n/a
Turnover of all children's social workers and senior practitioners	Smaller is Better	Rolling Year	11.2%	15.1%	18.1%	21.6%	22.1%			n/a
% of appraisals completed	Bigger is Better	Latest Quarter	20.3%	26.7%	32.7%	13.8%	39.4%			n/a
Days lost to sickness/absence per FTE - Rolling Year	Smaller is Better	Rolling Year	7.04	6.25	5.64	5.92	6.97			7.38

	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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Comments	Comparator Group
Total number of ICT Priority 1 incidents raised per quarter	Smaller is Better	Latest Quarter	3	3	6	7		There has been a reduction in P1 incidents this quarter. Two P1 incidents have been caused by drive/disk space issues and GCC are working with Cantium to improve their capacity management processes and avoid reoccurrence of similar issues in future. 4 P1 incidents in total were raised; but only 2 of these were determined to be full outages once investigation progressed, and 2 were downgraded to P2. Data is taken from the GCC Monthly Service reports, original data source ServiceNow. Jul-21 13/07 - Users unable to access Liquidlogic 08:51 - 09:40 due to disk space issue resolved by Cantium with support from Liquidlogic. Aug-21 06/08 - Users unable to access internet via Purple layer due to global issue at Forcepoint impacting traffic routing. Blue layer not impacted (no full outage). Sep-21 02/09 - Users unable to print from Purple layer due to issue caused by Microsoft patching a security vulnerability. Blue layer not impacted (no full outage). 07/09 - Users unable to connect to Capita One database 08:18 - 09:03 due to drive capacity issue caused by log files, resolved by Cantium.	n/a

SHE

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

Strategic Risk

Strategic Risk Register

Strategic Risk 1: Corporate Governance										
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-21	Comments
⊕ SR1.1	Failure in corporate governance which leads to service, financial, legal or reputational damage or failure.	Ayliffe, Rob	High 20	Moderate 8	Moderate 8	Moderate 8	Moderate 8	Moderate 8	→	● The Annual Governance Statement was accepted and approved by Audit & Governance Committee in September.

Strategic Risk 2: Financial										
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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	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	Moderate 10	↕	● The Finance Settlement announced in February 2021 only covered one financial year. There remains 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	Moderate 12	Moderate 12	Low 4	Moderate 12	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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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 six months. Reviews are being undertaken for each element of the service and an audit plan is in place 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, Service Plan 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 project 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 The Digital ICT Service has now been established and the new Senior Management Team has been in place for six months. Reviews are being undertaken for each element of the service and an audit plan is in place 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, Service Plan 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 project 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.

Strategic Risk 5: Organisational Change Programmes										
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-21	Comments
⊕ SR5.3	Provider failures result in the council being unable to achieve its strategic objectives	Scott, Sarah	High 25	High 15	High 20	High 20	High 20	High 20	➔	▲ Risk of provider failure is currently increased due to staffing recruitment and retention pressures. Staffing risks have increased due to a number of factors that have been exacerbated by the impact of the CV19 pandemic and the additional actions required to manage the spread of this, including but not limited to the potential of staff having to undertake a mandatory vaccination

Strategic Risk 6: Collaborative Working										
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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 18 months and, with formal Covid restrictions now being lifted, a move towards agile working is taking place. We are still 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 ensure the county continues to meet its statutory and local requirements effectively. Leadership Gloucestershire meetings continue, albeit remotely for the time being, and continue to provide 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; Covid 19 Member Engagement Board and Public Health Assurance Boards all continue. Members are returning to face-to-face meetings for some statutory meetings, where space allows, and, moving forward, staff will move towards hybrid working arrangements in keeping with the needs of the business.

Strategic Risk 7: Safeguarding Children, Young People & Adults											
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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 workload of the safeguarding team remains high. Work has been undertaken to reduce the backlog of concerns awaiting a decision. A new member of staff joined the team this week and this additional resource will assist in managing the workload. The Independent Chair of the Safeguarding Adults Board and the Head of Safeguarding Adults are taking part in the consultation regarding support to people who use drugs and alcohol, with the aim of looking for creative ways in which to work more effectively with this group.
⊕ 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 8	Moderate 8	Moderate 8	Moderate 8	Moderate 8	→	●	Our Accelerated Improvement Plan, QA and Performance Management Framework continue to provide the key drivers for improvement activity. Our Team Improvement Plan and Essentials 2.0 and 3.0 programmes enable practitioners to hone their skills in support of improving outcomes for children and families. Recent operating conditions have been challenging due to increased demand and churn in our work force. Senior leaders have taken action to address these including an Innovate Team to progress permanence and a case file screening programme to address and recording or practice deficiencies.
⊕ 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.	Harrison, Kirsten	High 20	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	→	●	The impact of Covid has exacerbated pre-existing inequalities. Whilst national benchmarking assessments have been disrupted - 2020, 2021 - making comparative data problematical, it is clear the gap for vulnerable young people is widening and vulnerable learners have been disproportionately affected. The further development of the Education Reference Group and closer working established with all settings across the Covid period will be key in understanding and planning to address those gaps in partnership with the transformational project works in train focused on High Needs provision.
⊕ 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 12	↗	●	Our Workforce Development Strategy continues to draw upon a wide range of sources in growing our own practitioners - including Frontline, increased ASYE, Students, Step Up, Apprenticeships and Overseas Social Workers. We keep our employment offer under review and have recently revised our Agency rate to ensure it remains competitive. The Social Work Academy provides a rich curriculum to support professional development. An extensive range of employee support is also in place for practitioners. More recently we have experienced greater churn in our workforce and an increase in vacancies due to difficulties in recruitment, particularly in our safeguarding and assessment teams. The situation is further compounded by increased demand leading to higher caseloads. Senior leaders are working with HR colleagues to respond and ensure improvement activity is not affected.
⊕ 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	Moderate 12	Moderate 12	Moderate 12	High 16	High 20	↗	▲	We are experiencing a significant number of providers handing back packages of care due to staffing shortages. Agencies are reporting additional pressures in recruiting and retention of staff. A number of agencies are reporting that carers are leaving to return to their country of origin and to take up alternative careers in areas such as hospitality and retail.
⊕ 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	→	●	Our Sufficiency Strategy continues to provide the focal point for our work to ensure we have the right placements for our children and young people. Trevone House is now operational and providing for some of our most complex young people with plans well advanced to extend the model to other sites. Proposals for a parent and child assessment provision are also well advanced. The difficulties in the provider market, due to Covid and other factors, continue and this is making it very challenging to place some children and young people. Our numbers of children in care are increasing as is the proportion placed out of county. Placement stability, both short and long-term, has improved but more is needed to meet our ambitions. Utilisation of in-house foster capacity has also improved.
⊕ 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 DoLS service continues to prioritise all applications in line with ADASS guidance. This approach is reviewed regularly and discussed at DoLS team meetings. The Duty BIA role has been reduced from a full day, to half a day, to allow more time for the completion of assessments.

Strategic Risk 8: Workforce Planning & Employee Relations										
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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	High 16	✗	▲ 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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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	High 15	Moderate 12	Moderate 12	Moderate 12	Moderate 9	✓	● Covid is well managed and resource is in place. Civil protection team is adequately staffed 365 days a year. Executive directorate response is in place and LRF training is ongoing and attended by all directorates.
⊕ 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	➔	● Civil Protection Team have requested Business impact analyses (BIAs) be conducted before BCPs are developed / updated. Those responsible for completing the BIAs are taking an 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 continues with each Directorate to support and facilitate the completion of BIAs but there is concern this is taking too long. UPDATE FROM THE LEAD OFFICER FOR BCM:- The latest management information (MI) dated 22/10/2021 indicates that some 89% of services across GCC, incl. GFRS, have a business continuity plan (BCP) in place – a small improvement over the quarter. However, it remains the case that 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 further improvement – from 11% down to 9% – 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 rating for this quarter. Business impact analyses (BIAs) need to be conducted before BCPs are developed / updated and BIA sessions continue to be rolled out to plan owners. As reported in the previous quarter, it continues to be the case that those responsible for completing the BIAs are taking an unexpected length of time to return a finalised BIA (six weeks elapsed time against the expected two week timescale). The development of BCPs in the required format is also taking longer than expected with some plan owners taking a further six weeks (rather than the expected four week timescale) to complete the work. The corporate BCM Assurance Board is monitoring progress and has approved a paper to CLT (due to be presented 09/11/2021) outlining that the delivery of the full BCM project is likely to take an extra three-six months if work continues at the current pace. CLT will be asked to either ensure greater priority is given to the BCM work or accept that, given other demands across the council, completion of the work will be delayed. The project overrun will not foreseeably worsen risk impact. 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	Moderate 12	✗	● There has been a recruitment and selection process carried out to backfill substantive posts. In year and MTFs bids are progressing to cover additional resources as well as funding for development and training. Even with these measures in place it is still recognised that there are many work pressures on staff and work is underway to alleviate some of these pressures.

Strategic Risk 11: Information Governance											
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➡	●	Cyber risk remains an area of focus for the Council. Actions have been strengthened during the quarter to ensure that end user devices are regularly patched and updated. Work is underway to identify and decommission redundant devices which will further mitigate this risk.
Strategic Risk 12: Climate Change											
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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	High 15	High 15	Moderate 10	✓	●	<i>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.</i> <i>The risk likelihood has reduced as a result of the following staff appointments:</i> • Strategic Climate Change Coordinator (1 FTE), working across Gloucestershire public sector organisations under Leadership Gloucestershire, hosted by Gloucester City Council • County Council - Climate Change & Air Quality Officer (1 FTE), Sustainability & Engagement Officers (1.5 FTE). (Recruitment of a Tree Officer is underway)
Strategic Risk 13: Uncertainties arising from the UK leaving the EU											
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-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	High 15	Moderate 10	Low 6	Low 6	Moderate 9	✗	●	Since leaving the EU there has been a slowly improving picture. Although there is recognition that over recent months the EU exit has contributed to gaps in recruitment in some business areas; recent example being drivers for fuel delivery and public reaction to perceived shortages within supermarkets.
Strategic Risk 14: Community Infrastructure Levy											
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-21		Comments
⊕ SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16	High 16	High 16	High 16	High 16	High 16	➡	▲	5 of the 6 District Councils continue to implement CIL. GCC officers continue to actively engage with the 5 District Councils to attempt to ensure that essential strategic infrastructure is secured as part of future developments / planning permissions. There is an ongoing review of the JCS CIL, which is very much welcomed. GCC has contributed £85K towards this review.