Quarter 4 2021/22

Purpose of the report

To provide a strategic overview of the Council's performance for Quarter 4 2021/22.

The following scorecards are enclosed:

Prepared by the Performance and Improvement Team

Key to Symbols

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

Measure Symbols	
★	Performance Better than Target
▲	Performance Worse than Target
●	Performance significantly worse than Target
?	No information
!	Missing Target
?!	No Value
Bigger is Better	A bigger value for this measure is good
Smaller is Better	A smaller value for this measure is good
Plan is best	Where it is better for performance to be on target rather than above or below

Risk	Impact/Consequence				
Likelihood	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Critical
Almost certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Probable (3)	3	6	9	12	15
Possible (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

Risk Rating
(calculated by multiplying the Impact with the Likelihood of each risk)

Risk Symbols	
↑✗	Risk Value Increasing
↓✓	Risk Value Decreasing
➡	No Change

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

Commissioning - Adult Social Care

Cllr Kathy Williams

Mental Health

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		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%	60.5%	57.4%	60.0%		Of the 338 AMHP Assessments completed in the quarter, 194 resulted in detention or other support being put in place (57.4%). Overall in 2021/22 there were 1,340 Assessments completed with 794 resulting in detention or other support being put in place (59.3%)	n/a
% of Individuals with a second or subsequent AMHP assessment with 12 months	Smaller is Better	Latest Quarter		25.1%	27.1%	30.8%	40.0%	40.0%		This includes individuals detained under Section 2 who are then (appropriately) re-assessed for Section 3 within 28 days	n/a
% of Adults receiving secondary Mental Health services in settled accommodation	Bigger is Better	Snapshot	89.0%	89.0%	88.0%	89.0%	89.0%	85.0%		Information as at end of February 2022.	55.0%

Learning Disability

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Adults with Learning Disabilities in settled accommodation	Bigger is Better	Snapshot	79.1%	79.1%	79.1%	78.6%	78.6%	78.0%			73.8%

	Good Performance High/Low	Reporting Basis	Mar-18	Mar-19	Mar-20	Mar-21	Actual Mar-22	Comments	Comparator Group
% of Adults with Learning Disabilities in Employment	Bigger is Better	Annual	6.4%	3.1%	0.8%	2.7%	2.7%	Relates to 2020/21 ASCOF - next update due in late 2022	3.9%

Adult Social Care Transformation

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of GCC Commissioned Providers judged to be Good or Outstanding by CQC	Bigger is Better	Latest Quarter		94.1%	92.3%	92.6%	91.2%	90.0%		Latest data from CQC (in relationship to Social Care providers) indicates: • 18 providers are rated as Outstanding • 200 providers are rated as Good • 21 providers are rated as Requires Improvement • One provider is rated as Inadequate	n/a
Permanent admissions 18-64 to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	8.3	8.3	17.2	15.6	14.3	11.7		There were 53 permanent admissions in the 12 months to 31 March 2022. Data was run on 4 April 2022. Note that admissions rates for the last 5 quarters have been refreshed to include only individuals who: • Are new entries to a Care Home setting (having never been in Residential or Nursing care before) or • Have had a gap of at least 30 days from the date of their last Care Home service ending.	11.7
Permanent admissions aged 65+ to residential & nursing care homes per 100,000 population	Smaller is Better	Rolling Year	355.8	267.5	272.6	264.7	207.3	421.2		There were 289 permanent admissions in the 12 months to 31 March 2022. Data was run on 4 April 2022. Note that admissions rates for the last 5 quarters have been refreshed to include only individuals who: • Are new entries to a Care Home setting (having never been in Residential or Nursing care before) or • Have had a gap of at least 30 days from the date of their last Care Home service ending.	421.2

Carers

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Average waiting time for a Care Act Compliant Assessment (in working days)	Smaller is Better	Snapshot	14.0	15.0	17.0	17.0	17.0	30.0			n/a

Delivery - Adult Social Care

Cllr Carole Allaway-Martin

Adult Safeguarding

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Section 42 enquiries this quarter where the risk was reduced or removed	Bigger is Better	Latest Quarter	93.1%	83.3%	85.3%	87.3%	81.8%	85.0%	●	There were 148 S42 closures during Quarter 4. Of these only 12 (8.1%) were closed with the Risk Remaining. There were 15 closures (10.1%) where the outcome was 'Inconclusive'.	84.4%
% of S42 Enquiries open for more than 26 weeks	Smaller is Better	Latest Quarter	32.4%	48.3%	39.1%	26.2%	24.2%	30.0%	★	At the end of March 2022 there were 194 open S42 Enquiries of which 47 (24.2%) had been open for more than 26 weeks.	n/a

Adult Social Care

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		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	53.0%	43.6%	52.1%	42.0%	50.7%	50.0%	★	At the end of March 2022 there were 2,619 individuals overdue a Care Act Review which is a reduction of 510 compared to the position at the end of December 2021. This equates to 50.7% of the total Adult Social Care clients who have an up-to-date review.	n/a
% of all ASC Contacts with a decision within 1 working day	Bigger is Better	Latest Quarter	94.2%	93.5%	93.7%	96.7%		95.0%		Figures for Quarter 4 are unavailable due to ICT Infrastructure and permissions issues. The overall figure for Quarters 1-3 2021/22 shows that Customer Services Centre achieved 96.5% of all contacts being assigned a decision within 1 working day, whereas all other areas only achieved 87.0% of decisions within 1 working day - this reduced the overall figure to 93.5%.	n/a
% of ASC contacts signposted or closed	Bigger is Better	Latest Quarter	33.0%	35.2%	35.6%	35.4%	34.7%	33.0%	★	Relates to all Contacts which were closed as 'No Further Action'. Due to a system configuration change, the % of Contacts signposted is unavailable. Data refreshed for Quarters 1-3 to include NFAs only.	n/a
% of clients who need no long term care after their period of reablement	Bigger is Better	Latest Quarter	85.6%	92.5%	89.5%	91.3%	89.4%	85.0%	★	There were 311 clients ending Reablement in Quarter 4 of which 33 did not achieve the required outcome.	n/a

	Good Performance High/Low	Reporting Basis	Dec-20	Mar-21	Jun-21	Sep-21	Actual Dec-21	Target Dec-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-17	Mar-18	Mar-19	Mar-20	Actual Mar-21	Comments	Comparator Group
Social care reported quality of life	Bigger is Better	Annual	19.7	19.1	19.6	19.6	19.6	Relates to March 2020 figure. Next update due in late 2022.	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. Updated figures are expected in the second half of 2022.	7.4

FAB

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Comments	Comparator Group
Average number of working days to complete a FAB assessment	Smaller is Better	Latest Quarter		16.2	16.1	15.4	32.4	There were 366 FAB Assessments completed in the Quarter taking an average of 32.4 working days to complete each Assessment. This increase reflects a large number of 'Legacy' cases which were closed in the Quarter including 14 cases which took longer than 100 working days to close. At the end of March 2022 there were 313 FAB Assessments 'In progress'. These had been open for an average of 85.8 working days. • 72 Assessments (23%) had been open for over 6 months • 96 Assessments (31%) had been open for between 3-6 months • 145 Assessments (46%) had been open for less than 3 months	n/a

Prevention, Well-Being and Communities

Cllr Tim Harman

Public Health

	Good Performance High/Low	Reporting Basis	Dec-20	Mar-21	Jun-21	Sep-21	Actual Dec-21	Target Dec-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	31.2%	28.1%	25.9%	23.3%	26.7%	35.0%	▲	The Q3 performance is 26.7% (215/805) which is an improvement on Q2. Projecting forward from Q3 we have reasonable confidence that performance will continue recover toward the end of Q4 continuing to improve toward the end of Q1 2022-23. Whilst the effects of the safety measures introduced in response to the pandemic continue to impact this metric, the current trajectory reflects the actions taken to improve performance. A further 119 completions would have been required to bring this into the LA family comparator top quartile (range: 41.49% - 51.68%).	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	4.6%	5.1%	4.4%	3.8%	4.1%	6.3%	▲	The Q3 performance is 4.1% (56/1,355) which is an improvement on Q2. Projecting forward 6 months, we are anticipating that the performance will continue to slowly recover toward the end of Q4 and remain steady to the end of Q1 2022-23. Whilst the effects of the safety measures introduced in response to the pandemic continue to impact this metric, the current trajectory reflects the actions taken to improve performance. In Q2 a further 36 completions would have been required to bring this into the LA family comparator top quartile (range: 6.76% - 10.22%).	5.7%
Proportion of all Non-Opiate Users in treatment, not representing 6 months after completion	Bigger is Better	Quarter in Arrears	25.7%	25.3%	21.3%	18.3%	20.3%	33.2%	▲	The Q3 performance is 20.3% (140/689) which is an improvement on Q2. Projecting forward 6 months, we are anticipating that the performance will continue to slowly recover toward the end of Q4 and to the end of Q1 2022-23. Whilst the effects of the safety measures introduced in response to the pandemic continue to impact this metric, the current trajectory reflects the actions taken to improve performance. Q2 a further 120 completions would have been required to bring this into the LA family comparator top quartile (range: 38.02% - 49.12%).	33.2%
% of pregnant smokers achieving a 4 week quit	Bigger is Better	Quarter in Arrears	80.0%	87.0%	82.0%	80.0%	67.0%	70.0%	●	The service continues to achieve good outcomes with 67% of pregnant women achieving a 4-week quit in Q3. However, this is lower than the Q2 figure (80%). There have been some staff changes made within the service with a new member of staff being trained to provide specialist support to pregnant smokers. It takes time for new recruits to gain confidence and experience and this will affect quit rates. The 67% is still significantly higher than the England average for 20/21 of 48%.	n/a
Number of customers who achieve a significant risk factor improvement	Bigger is Better	Quarter in Arrears	735	619	614	847	794	763	★	The numbers achieving an improvement has decreased slightly to 794 in Q3 compared to 847 (a difference of 53) in Q2. However, the percentage achieving improvement has increased from 59% in Q2 to 65% inQ3.	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%	26.3%	Data should be analysed with caution as due to covid restrictions local authorities were advised to complete measurements in a representative 10% sample of schools. Gloucestershire were able to measure 98% of reception-age children, giving us a high level of confidence in our local data for this age group, yet data is not directly comparable to the previous year due to the differing sample size. In 2020/21 Gloucestershire saw an increase in reception-age children with overweight or obesity from 23.7% to 26.3% compared to the previous year. Data has not been published at local authority level meaning we have been unable to benchmark, but the increase in prevalence of overweight or obesity in Gloucestershire has been reflected at both a regional and national level. The South West saw an increase from 22.8% to 26.9% and England saw an increase from 23% to 27.7%.	
% Year 6 Children overweight including obesity	Smaller is Better	Academic Year	31.1%	32.1%	31.9%	32.4%	36.0%	Data should be analysed with caution as due to covid restrictions local authorities were advised to complete measurements in a representative 10% sample of schools. Gloucestershire saw an increase in year 6-age children with overweight or obesity from 32.4% to 36% compared to the previous year. Data has not been published at local authority level meaning we have been unable to benchmark, but the increase in prevalence of overweight or obesity in Gloucestershire has been reflected at both a regional and national level. The South West saw an increase from 31.8% to 37.3% and England saw an increase from 35.2% to 40.9%.	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
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 both 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	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of audits judged as Requires Improvement (RI) or better	Bigger is Better	Latest Quarter	91.0%	89.0%	90.0%	80.0%	92.0%	91.0%	★	Performance represents a 12-month high and is similar to that achieved in Q4 2020/21. However, fewer audits were rated as Good or Outstanding than at the same time last year (38% compared with 45%).	n/a
% of Children open to Social Care with fewer than 3 Social Workers in 6 months	Bigger is Better	Snapshot	82.3%	83.8%	84.4%	84.4%	84.2%	80.0%	★		n/a

Contact Activity

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	29.0%	23.9%	24.4%	23.5%	25.5%	22.5%	▲		21.3%
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Latest Quarter	79.9%	88.2%	81.2%	71.9%	70.6%	90.0%	▲		n/a
% Initial visits in time	Bigger is Better	Latest Quarter	82.5%	79.2%	78.2%	69.9%	62.4%	85.0%	▲	Performance has followed a declining trend over the last two years, with timeliness of initial visits reducing from 87.7% in Quarter 4 2019/20 to 65.3% in Quarter 4 2021/22.	n/a

Children in Need of Help & Protection

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	6.8%	4.8%	4.0%	3.8%	4.2%	10.0%	★		n/a
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quarter	84.1%	80.9%	83.2%	79.6%	77.4%	87.0%	▲		86.9%
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	Latest Quarter	28.8%	28.4%	27.4%	27.3%	29.5%	25.0%	▲		23.8%
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	2.2%	3.2%	3.1%	2.4%	3.3%	2.0%	▲		1.7%

Children in Care

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Children who are fostered who are placed with the in-house fostering service	Bigger is Better	Snapshot	70.0%	68.0%	64.0%	64.0%	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	69.3%	67.0%	66.0%	65.6%	65.9%	68.0%	●		70.0%
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	100.0%	99.7%	98.9%	97.4%	97.2%	98.0%	●		n/a
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	15.8%	15.9%	16.2%	13.2%	12.5%	13.0%	★		9.5%
% Children in Care persistently absent	Smaller is Better	Snapshot	20.0%	22.0%	18.4%	22.5%	23.9%	5.0%	▲	Sickness accounted for 6.7% of children who had missed more than 10% of school days. Performance would still be worse than target even taking this into account.	10.1%
% of children who have been admitted to care within 12 months of previously being in care	Smaller is Better	Latest Quarter	3.9%	6.6%	3.4%	7.8%	10.3%	11.4%	★		11.4%

Children Leaving Care

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Young People aged 19-21 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Snapshot	93.8%	92.4%	94.4%	90.4%	93.8%	95.0%	●	The proportion of older Care Leavers (19-21 years old and over 21's) has been within tolerance of target for the majority of the year. Performance for younger Care Leavers has been persistently worse than target throughout 2021/22. However, at the end of March, this had improved to a within tolerance position for the first time in more than 12 months.	87.9%
% of Young People aged 19-21 who were looked after aged 16 who were not in employment, education or training	Smaller is Better	Snapshot	48.3%	51.9%	45.1%	44.9%	45.1%	25.0%	▲	Performance for older Care Leavers (19-21 year olds and over 21's) was similar at the end of March. However, there had been an improvement in the proportion of 16-18 years olds not in employment, education or training, down from 41.0% to 33.3%. Performance remains worse than target for all age groups.	48.8%

Youth Support

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.5%	2.3%	1.3%	2.2%	2.2%	4.5%	★	NEET percentage from MI Program at end of March (snapshot). This is a very positive figure.	n/a

Education and Skills

Cllr Philip Robinson

Schools

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	6	16	12	35	41	34			n/a
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	81.0%	81.0%	81.0%	85.0%	91.0%	85.0%			n/a
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	86.0%	86.0%	86.0%	87.0%	86.0%	88.0%			n/a
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	91.0%	91.7%	91.7%	90.9%	91.1%	92.0%			n/a

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Comments	Comparator Group
Rate per 1,000 of children with an Education Health and Care Plan	Plan is Best	Latest Quarter	25.2	26.0	26.6	27.3	28.0		28.0

	Good Performance High/Low	Reporting Basis	Academic Year Ending 2017	Academic Year Ending 2018	Academic Year Ending 2019	Academic Year Ending 2020	Academic Year Ending 2021	Comments	Comparator Group
The SEN/Non-SEN gap - achieving expected standard or higher at KS2 in Reading, Writing & Maths	Smaller is Better	Academic Year	57.0%	60.0%					
% 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	27.0%	28.0%	28.0%				
% points gap between disadvantaged pupils and their peers at Key Stage 4 (achieving A* - C in English and Maths)	Smaller is Better	Academic Year	17.3%	17.4%					
% of pupils achieving grades 9-5 in English and Maths	Bigger is Better	Academic Year		47.3%	47.8%	54.9%	57.3%		52.7%

Economic Growth and Planning

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Comments	Comparator Group
Value of Planning Agreements signed to support provision of Highways & Education/Libraries (£000)	Bigger is Better	Year to Date	£1,130	£830	£54	£38	£362	Two S106 Planning Agreements/Unilateral Undertakings were signed in Quarter 4, totalling £361,600 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.	n/a
% of premises with next generation broadband access (NGA) Superfast	Bigger is Better	Latest Quarter	96.3%	96.4%	96.4%	96.5%	96.6%	Gloucestershire County Council (GCC) has a commitment to enhance digital connectivity for communities and business. At the time of writing this report 96.58% of premises in Gloucestershire have access to Superfast (>=30 Megabits per second (Mbps)) broadband connectivity. This level of digital connectivity is consistent with the national position experienced across England (97.1%).	n/a
Total Unemployment Related Benefits Claimants as % of 16 - 64 year olds	Smaller is Better	Latest Quarter	4.6%	3.7%	3.3%	2.9%	2.7%	Gloucestershire's 16-64 year old population claiming an unemployment benefit has continued to reduce, down to 2.7%. This equates to 10,350 people in March 2022. This is a reduction of around 8,800 claimants since the peak in August 2020, but 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 (3.0%) and England (4.3%)	n/a

Highways

Cllr Vernon Smith

Highways

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of 2 hour emergency repairs made on time	Bigger is Better	Latest Quarter	98.0%	100.0%	99.0%	99.0%	99.0%	96.0%			n/a
% of 24 hour defects repaired on time	Bigger is Better	Latest Quarter	100.0%	99.0%	99.0%	100.0%	100.0%	96.0%			n/a
% of 28 day defects repaired or made safe in time	Bigger is Better	Latest Quarter	95.0%	96.0%	97.0%	99.0%	99.0%	95.0%			n/a
% of structural maintenance programme delivered	Bigger is Better	Latest Quarter	99.0%	32.0%	61.0%	75.0%	86.0%	100.0%		Current data is calculated on existing Task Order Values; which are corrected to actual at year end. Ringway's Task orders have not been corrected yet, so showing only 70% delivered. Tarmac Showing 96% delivered.	n/a

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Comments	Comparator Group
Number of Winter maintenance runs completed	Smaller is Better	Quarterly	162	9	0	66	117		n/a
Average number of additional days to complete overdue 28 day defect repairs	Smaller is Better	Quarterly			11.45	5.17	2.40	Definition sheet still being written. Calculated on those already over target; therefore those not complete by end of month are not being calculated. Also, need to decide those with mitigating circumstances that have Contractual Compensation Events authorised to delay.	n/a

	Good Performance High/Low	Reporting Basis	Dec-17	Dec-18	Dec-19	Dec-20	Actual Dec-21	Target Dec-21		Comments	Comparator Group
Overall resident satisfaction with Highways network	Bigger is Better	Annual	52.0%	51.0%	52.0%	52.0%	50.0%	52.0%			n/a

	Good Performance High/Low	Reporting Basis	Mar-18	Mar-19	Mar-20	Mar-21	Actual Mar-22	Target Mar-22		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%			
% of the Non-principal classified roads where maintenance should be considered	Smaller is Better	Annual	5.0%	6.0%	5.0%	4.0%	5.0%	5.0%			

	Good Performance High/Low	Reporting Basis	Mar-18	Mar-19	Mar-20	Mar-21	Actual Mar-22	Comments	Comparator Group
% of unclassified roads where maintenance should be considered	Smaller is Better	Annual	13%	13%	12%	12%	13%		

Floods

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% delivery of the annual gully emptying programme (as published on the website)	Bigger is Better	Latest Quarter	100.0%	32.0%	64.0%	83.0%	100.0%	100.0%			n/a

Environment and Planning

Cllr David Gray

Climate Change

	Good Performance High/Low	Reporting Basis	Dec-20	Mar-21	Jun-21	Sep-21	Actual Dec-21	Target Dec-21		Comments	Comparator Group
Council Carbon Emissions, buildings & transport (exc schools) Tonnes of CO2e	Smaller is Better	Year to Date	4,228.60	6,486.29	1,281.77	2,273.90	4,193.67	4,229.00	★		

	Good Performance High/Low	Reporting Basis	Dec-20	Mar-21	Jun-21	Sep-21	Actual Dec-21	Comments	Comparator Group
Renewable energy generation (kWh) from the Councils Estate (exc schools)	Bigger is Better	Year to Date	44,700,725	62,753,382	17,027,389	31,665,414	48,758,659		n/a

Waste

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Residual household waste per household (Kgs)	Smaller is Better	Forecast	451	461	457	440	440	479	★		520
% of household waste sent for reuse, recycling and composting	Bigger is Better	Forecast	50.9%	50.7%	51.0%	51.5%	51.2%	51.0%	★		48.7%
Net power production (MWhr) by the Gloucestershire Energy From Waste facility	Bigger is Better		35,662	33,491	29,130	34,138	33,547	29,100	★		n/a
% of waste diverted from landfill	Bigger is Better	Forecast	97.1%	97.4%	97.4%	97.4%	97.5%	92.8%	★		n/a

Public Protection

Cllr Dave Norman

Fire & Rescue

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Safe and Well visits undertaken to those in high risk groups	Bigger is Better	Latest Quarter	85.3%	83.4%	83.0%	78.4%	79.0%	75.0%	★	The service continues its positive work to reach the most vulnerable people in our community, with 79% of Safe and Well visits undertaken being to people in vulnerable groups. Performance remains better than target (75%) and our comparator group average (74%).	
Number of Safe and Well visits undertaken per 1,000 population	Bigger is Better	Latest Quarter	0.64	0.78	0.83	0.89	0.89	2.35	▲	The rate of Safe and Well visits remained similar to previous quarters throughout 2021/22 at 0.89 per 1,000 population (570 visits). The number of Safe and Well visits are anticipated to improve due to crews returning to normal service following the lifting of COVID-19 restrictions, although we are yet to see an increase in visit numbers. Regular performance meetings are undertaken to ensure that a balance is maintained for the diverse workload of the Wholetime firefighters. Performance remains below target (2.35) and the comparator group average (1.50).	0.84
Average Response times to dwelling fires	Smaller is Better	Latest Quarter	9.10	8.39	9.29	7.03	9.14	9.00	●	Timeliness of responding to accidental dwelling fires (where it was clear during the initial emergency call that the fire related to a dwelling) increased in Quarter 4, rising from 7 minutes 3 seconds in Quarter 3 to 9 minutes 14 seconds. Performance was within tolerance of target.	
Number of Accidental Dwelling Fires	Smaller is Better	Latest Quarter	68	75	63	74	60	57	▲	There have been lower levels of accidental dwelling fires over the last 5 years compared to the 5 years previous to that (annual average of 273 compared to 300). During the first year of the pandemic, incidents of accidental dwelling fires were particularly low (246). This has impacted the target that we set ourselves which is based on a 14% reduction on the rolling 3-year level of accidental dwelling fires. However, we also haven't achieved our aim of a year-on-year reduction in the number of accidental dwelling fires when comparing incidents in 2019/20 (270, pre-pandemic), which had similar levels of accidental dwelling fires as in 2021/22 (272).	

Libraries

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Number of light-touch business interactions supported by the Growth Hubs	Bigger is Better	Year to Date	4	27	74	65	65	100	▲	Libraries are not back to their full expectation with footfall generally, there is work to do around building confidence for returning customers and this may be see in the drop of numbers with the Growth Hubs. As we begin to get back to 'normal' within libraries we have refreshed training to roll out on all elements that attract work around business to business in a newly branded 'Libraries Network' which includes the Growth Hubs. It is hoped that with this refreshed training there will be more confidence from library staff to promote the service of the Growth Hubs	n/a

Road Safety

	Good Performance High/Low	Reporting Basis	Actual Oct - Dec 20	Actual Jan - Mar 21	Actual Apr - Jun 21	Actual Jul - Sep 21	Actual Oct - Dec 21	Forecast Oct - Dec 21		Comments Oct - Dec 21	Comparator Group
Number of killed and seriously injured people	Smaller is Better	Calendar Year to Date	277	39	130	235	324	292	▲	Performance in the latest quarter comparable to the previous quarter where KSI casualties had unfortunately returned to pre pandemic levels. The new Road Safety policy is now in its final draft stage and awaiting feedback and any consequent edits before going to consultation stage. The new road safety policy carries the following two targets :- 1. Vision Zero – to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all, by 2050 2. Reduce fatalities, serious injuries, number, and severity of collisions (50% reduction in KSIs by 2030)	n/a

Leader of the Council

Cllr Mark Hawthorne

Performance

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Council Strategy indicators that are on or ahead of target.	Bigger is Better	Latest Quarter	68.0%	65.0%	63.0%	61.0%	64.0%	65.0%		26 of the 73 measure in the Corporate Performance Dataset were performing worse than target in Quarter 4.	n/a

Finance / Change

Cllr Lynden Stowe

Corporate Goverance

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of FOI/EIR requests responded to on time	Bigger is Better	Latest Quarter	76.0%	83.0%	82.0%	81.0%	83.0%	90.0%		A slight increase of 2% has been seen this month. The consistent level of performance is largely attributed to the number of requests remaining low in number. We have seen this number increase in Q4, where they are back to pre-covid numbers. Note: Early indications show FOI request numbers have returned to pre-Covid19/lockdown figures, therefore it is very unlikely that this level of compliance can be maintained.	n/a
% of SAR requests responded to on time	Bigger is Better	Latest Quarter	59.0%	60.0%	51.0%	50.0%	44.0%	90.0%		SAR performance has reduced by 6% this quarter and still remains below the ICO target of 90%. The lack of increase 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 • Staff absence in the central team and the wider council	n/a
Number of Cases Upheld by Local Government Ombudsman	Smaller is Better	Latest Quarter	4	2	4	4	5	2			n/a
Number of reportable security incidents	Smaller is Better	Latest Quarter	?	1	0	1	0	14		There have been no reportable security incidents in this quarter.	n/a

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Comments	Comparator Group
Number of FOIs & EIRs	Plan is Best	Latest Quarter	542	346	285	286	335		n/a
Number of Information Security breaches	Smaller is Better	Latest Quarter	227	249	230	211	244		n/a
Number of SARs	Plan is Best	Latest Quarter	137	112	104	100	102		n/a

Finance

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Council Savings Portfolio Achieved	Bigger is Better	Latest Quarter	102.3%	80.7%	83.8%	84.5%	109.4%	90.0%		At the end of Quarter 4, £7.393 million of savings have been delivered against a 2021/22 target of £6.761 million. This represents 109.35% of the annual target achieved. There has been slippage in savings achieved for some areas due to lower demand or slower recovery to service delivery during 2021/22. However, Adult Services over-recovered their savings position. Slippage and savings met temporarily have been funded using Covid-19 Emergency grant. The savings target was therefore achieved and slightly exceeded at 109.35%.	n/a
Forecast Revenue Budget Outturn % Variance	Smaller is Better	Latest Quarter	-0.6%	1.7%	0.4%	0.2%	-0.3%	0.0%			n/a
Audit recommendations outstanding beyond target date	Smaller is Better	Latest Quarter	1	26	26	1	8	0			n/a
Funds raised from asset sales (Capital receipts) (£000)	Bigger is Better	Latest Quarter	£4,218	£35	£176	£0	£6,327	£14,250		Capital receipts achieved in Q4 total £6,327,285.61 - 5 sale completions. Total capital receipts achieved for 2021/22 total £6,539,226.62	n/a

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Comments	Comparator Group
Amount of uncommitted general reserves (£000)	Plan is Best	Latest Quarter		£21,990	£21,990	£21,990	£21,990		n/a

Human Resources

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Days lost to Sickness per FTE (excluding Schools and GFRS)	Smaller is Better	Latest Quarter	1.43	1.60	2.19	2.55	2.36	1.80	▲		n/a
% of appraisals completed	Bigger is Better	Latest Quarter	32.7%	13.8%	39.4%	46.7%	48.4%	90.0%	▲		n/a

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Comments	Comparator Group
GCC Turnover (staff leaving as a % of all staff)	Smaller is Better	Rolling Year	9.1%	10.3%	11.6%	12.1%	13.3%		n/a
Turnover of all adults social workers and senior practitioners	Smaller is Better	Rolling Year	9.9%	14.5%	16.2%	15.3%	15.5%		n/a
Turnover of all children's social workers and senior practitioners	Smaller is Better	Rolling Year	18.1%	21.6%	22.1%	22.9%	24.8%		n/a
Days lost to sickness/absence per FTE - Rolling Year	Smaller is Better	Rolling Year	5.64	5.92	6.97	7.91	8.93	The overall sickness absence level for GCC was similar to this in 2017/18, slightly lower in 2018/19 and much lower in the subsequent two years. Absence can be seen as now having returned to pre-covid levels.	7.38

	Good Performance High/Low	Reporting Basis	Dec-17	Dec-18	Dec-19	Dec-20	Actual Dec-21	Target Dec-21		Comments	Comparator Group
Employee Engagement Index	Bigger is Better	Annual		93.4%	94.4%	96.3%		95.0%		This year the Employee Engagement Survey is due to be held in April. Therefore, it is expected that results will be published in Q1 22/23	n/a

ICT

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Total number of ICT Priority 1 incidents raised per quarter	Smaller is Better	Latest Quarter	6	7	2	10	17	3		Total number of Priority 1 (P1) incidents raised has increased this quarter. 6 of the P1 incidents, in January, were not service outages managed as Major Incidents. The remaining 11 were major incidents correctly raised and managed as P1s. 1 of the 17 incidents was not user impacting, and 1 of the 17 incidents was raised and resolved outside hours of support. Data is taken from the GCC Monthly Service reports, original data source ServiceNow. **Jan-22** *Although 10 P1 incidents were raised in Jan, 1 of these was raised as a P1 in error and 5 were categorised as single-user Security incidents relating and not dealt with by the Major Incident Management process. The remaining 4 were as follows:* 10/01 - significant performance degradation in Outlook, caused by Exchange backups running into the online day. 19/01 - Liquidlogic Children's System was unavailable due to a monitor causing blank sessions to be created and the server to failover. 19/01 - A repeat of the above; Liquidlogic Children's System was unavailable due to a monitor causing blank sessions to be created and the server to failover. 28/01 - Coldharbour unavailable, resolved by server restart. **Feb-22** 09/02 - An outage in the Western Power network caused Cheltenham sites to lose connectivity to the GCC network. 23/02 - Capita One became unavailable due to issues with Oracle processes, requiring restart of services. 31/02 - Outlook was not responding intermittently for large numbers of users, due to issues with Nimble storage. **Mar-22** 05/03 - multi-functional devices at all library sites lost connection to the network. This was resolved by Cantium but root cause has not yet been confirmed. *Occurred outside of supported hours.* 14/03 - ServiceNow unavailable due to a new certificate being applied early. *Not user-impacting.* 18/03 - Remote access (VPN) service was unavailable for many users due to failed change; a new certificate had been applied incorrectly. 29/03 - Some users were unable to access Liquidlogic Children's System due to an overrunning reindexing job.	n/a

SHE

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Number of RIDDOR reportable incidents	Smaller is Better	Latest Quarter	27	2	2	0	3	5			n/a

Strategic Risk

Strategic Risk Register

Strategic Risk 1: Corporate Governance												
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
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	➡	●	Production of the Annual Governance Statement is underway and on track. Director's Assurance Statements have been completed. The outcome of LGSCO complaints continue to be reviewed by Statutory Officers as they are received. Neither are giving rise to any significant new areas of concern.

Strategic Risk 2: Financial											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
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	Low 5	Low 5	Low 5	Low 5	➡	★	The final finance settlement announced inn Feb21 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 15	High 15	Moderate 10	High 15	High 15	➡	▲	A one year funding settlement for 22/23 increases the uncertainty about future funding levels beyond 22/23
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	Low 4	Moderate 12	Moderate 12	Moderate 12	Moderate 12	➡	●	It is forecast that the allocation of COVID grants in 21/22 and the carry forward from 20/21 will be sufficient to cover additional expenditure associated with COVID in 21/22. However increased demand for Children's social care and external placements and SEND provision in Education have placed significant pressure on the budget in 21/22

Strategic Risk 3: Infrastructure											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
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	➡	▲	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 2022 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 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 cyber attacks within both council and major suppliers. As an organisation we continue to be 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	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
SR5.3	Provider failures result in the council being unable to achieve its strategic objectives	Scott, Sarah	High 25	High 20	High 20	High 20	High 20	High 20	➡	▲	There a number of key/significant challenges facing the care market currently. These challenges are a result if a combination of factors that have impacted on both home care provision and care home provision. The 2020 pandemic, along with other factors has decreased the staffing levels in care agencies and has increased the cost in delivery, costs for infection, prevention and control are one of many factors, along with inflationary increases and staff choosing to work in other industries. The high level of hospital admission and the associated discharge has also had a negative impact on the sector as many of those leaving hospital have a higher level of acuity and are therefore impacting on staffing levels as the individuals requires more support than usual

Strategic Risk 6: Collaborative Working											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
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 2 years, but we now move into a period of "living with Covid". 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 remain as good foundations across the partner scene. Leadership Gloucestershire meetings, Leader's Stocktake meetings and regular MP briefings with Health, continue at appropriate frequency. Members have returned to face-to-face meeting arrangements for statutory meetings, with hybrid working arrangements where decision-making is not required. We hope to continue with hybrid working arrangements in the future in keeping with the needs of the business. Moving forward we are working closely with partners and organisations to deliver the Homes for Ukraine scheme.

Strategic Risk 7: Safeguarding Children, Young People & Adults											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
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 Gloucestershire Safeguarding Adults Board has arranged a week of roadshows to promote safeguarding adults issues and these will take place at the end of April. The Roadshows are available to professionals across the multi agency partnership and one day is designed for members of the public to attend. The safeguarding adults team continues to experience a high number of referrals; approval has been given to recruit an additional practitioner to assist with addressing the referrals in a timely manner.
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	Low 6			Our AIP, Performance Management and QA, Team Improvement Programme and Essentials 2.0/3.0 continue to provide the framework for our improvement journey. Although the operational landscape remains challenging we have seen some improvements in key indicators and quality of practice through QA during Q4. Workforce stability and capacity remain key challenges. Ofsted undertook their ILACS inspection in February with the final report published on 1 April - this has removed GCC Children's Services from the inadequate category. It further acknowledged the significant progress that has been made although more is needed for services to be consistently good.
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	High 16	Moderate 9			Whilst pressures remain around continued increase in requests to assess for EHCP; workflows around assessment and the issue of plans, as well as continued high emergence of increasing numbers of CYP with the primary need of SMEH, the provision of additional resource by cabinet to address backlogs and interim changes of priority work and practice plans, are starting to impact. In addition we have been invited to become part of a DfE 'SEND Best Value' project' which will provide expertise and resource to address systemic issues in the longer term. The SEND green paper published on 29.3.22 supports the planned actions and priorities set out in short term targeted improvement plans linked to increasing temporary staffing capacity from one-off resource as well as the medium and longer term strategic changes. The refreshed SEND strategy and Inclusion Strategy are in their system engagement phase and focused task and finish groups around the Local Area SEND Inspection and Special School place planning have been established around SEND & Inclusion teams with Social Care and Health engagement to target and steer transformation work to mitigate medium and long term risks to CYP with SEND. The Principal Education Psychologist comes to post on 25.4.22 to lead the Education Psychology and ATS transformation of services alongside the transformation of the EHCP casework team structure. All this proactive work and increased one-off investment reduces the risks identified in the risk rating last quarter.
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 12	Moderate 12	Moderate 12			The action taken by CS SLT and corporate in Q3 has led to some improvement and stabilising of the situation in Q4, for workforce capacity and stability. That said, the situation remains extremely challenging and an enduring risk to achieving the goal of delivering consistently good services. Sickness due to Covid was certainly a factor over the course of Q4.
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	High 16	High 20	High 20	High 20			Domiciliary care continues to be stretched in both staffing and the model of delivery. The independent market are also being used to support the Home First GHC hospital discharge and admission avoidance service and is therefore also being impacted by the level of hospital admissions and associated discharges. We are working with providers to improve the model of delivery so care can be more localised thereby improving access and potentially the carbon footprint
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			The enduring difficulties in the provider market due to Covid, alongside factors such as workforce availability and ongoing growth in our children in care population led to a very challenging Q4. The Sufficiency Strategy continues to provide the focal point for our work and is currently being refreshed. Greater use of our in house foster care capacity and Trevone House have helped offset some of the need for residential placements although some growth was inevitable in the circumstances. The next stage in developing capacity with provider partners, through Southfield House, is also progressing.
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 referrals for assessment using the ADASS prioritisation tool. This is intended to ensure that people who are being substantively deprived of their liberty receive an assessment urgently in order to mitigate the risk of an unlawful deprivation of liberty for individuals most in need of the protection of the safeguards.

Strategic Risk 8: Workforce Planning & Employee Relations											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
⊞ 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	High 16	High 20	High 20	➡	▲	National and regional labour markets remain highly competitive and wage settlement trends show that the public sector is being considerably outstretched by the private sector, That situation is unlikely to change in the short term. The County Council is upgrading it's marketing and employer branding to maximise our attractiveness as an employer of choice, but the situation is likely to remain difficult for the foreseeable future. As a coping mechanism we continue to use a high number of agency and other interim solutions in areas of particular vulnerability, though we emphasise the benefits of contracted direct employment over those brought by agency worker status.

Strategic Risk 10: Emergency Response & Business Continuity Threats											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
⊞ 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 12	Moderate 12	Moderate 9	Moderate 9	Moderate 9	➡	●	Work continues to take place to support the workstreams that form the 'Emergency Management Framework' project; Although progress is being made on work areas, we are not in a position to lower the overall assessment at the end of Q4. Some key workstreams continue to require work to ensure that they are fit for purpose and training / exercises need to be delivered to key stakeholders. The overall assessment will not be in a position to be lowered until all the response teams are fully established, Gold, Silver have finalised guidance, support staff recruited and key training exercise(s) delivered. The final strand of planned activity will be the finalised GCC Resilience standards.
⊞ 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 overall assessment for this quarter is unchanged from the previous quarter and reflects the following. Work continues to take place to ensure that all service areas have an up-to-date business continuity plan in place which address an agreed range of significant risk scenarios. In line with best practice, business impact analyses (BIAs) need to be conducted before Business Continuity Plans (BCPs) are developed / updated. BIA sessions therefore continue to be rolled out to plan owners with a revised target date of BIA completion by end June 2022 (and BCPs by end of December 2022). Whilst progress continues to be made (see MI below) this is still not at the pace required and this will be a matter for discussion at the corporate BCM Assurance Board. Work to update the Corporate Recovery Plan, the final strand of planned activity, requires BIAs to be materially complete first. BIAs up-to-date: end Q3 34%; end Q4 52%. BCPs up-to-date: end Q3 18%; end Q4 26%.
⊞ 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 8	Moderate 8	Moderate 12	Moderate 12	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. This Risk has been identified by the recent HMICFRS Inspection Report and work is underway to identify the additional resources required to address the risk of having insufficient capacity and capability within the workforce.

Strategic Risk 11: Information Governance											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
⊞ 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	➡	●	The Council's Information Board continues to review and monitor the effectiveness of Information Security policies. A new online training tool has been procured to ensure that staff are kept continuously aware of their responsibilities. All reported information security breaches are analysed, classified and where necessary reported to Statutory Officers and the Information Commissioner's Office. Security breaches and ICO complaints remain at a low level and are giving rise to no wider concerns. Cyber security continues to be an area of vigilance for the Council (see Strategic Risk 3.2).

Strategic Risk 12: Climate Change											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
⊞ 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	High 15	High 15	Moderate 10	Moderate 10	Moderate 10	➡	●	Implementation of the Climate Change Strategy Action Plan is on target, as is the forecast annual emissions reduction target (77%) against the 2006/07 baseline year. A summary of key progress in quarter 4: • In February 2022, Council approved the budget, which includes a permanent provision of £1m revenue funding for Climate Change action and a one-off allocation for a temporary Biodiversity Officer post. • 60,000 trees have been planted in total by the end of the 2021/22 planting season (inc 10,000 ash dieback replacement last season): ∘ 20,000 trees received, 'heeled-in' and distributed to partners and landowners for planting ∘ 20,000 trees planted by partners using issued grant funding ∘ 10,000 ash dieback replacement trees planted by Highways; 4-for-1 replacement vs 2-for-1 target • New Tree Project Officer, 1 FTE appointed December, joined the Sustainability Team, EE&I in late January 2022. • Electric vehicle on-road charging infrastructure contract awarded. • The new Gloucestershire Youth Climate Group held its first meeting on 28 March. • Successful joint bid to Defra with Cheltenham Borough Council for grant funding to develop a pilot e-cargo (last mile) delivery service in Cheltenham town centre, in support of the county council's Air Quality and Ultra Low Emission Vehicle (ULEV) strategies. This is the first time any Gloucestershire council has secured DEFRA funding in a competitive grant competition for air quality. • Successful bid to UK100 'Local Power in Action' securing specialist engagement support for development of the Traffic Decarbonisation Pathway to deliver the Local Transport Plan target of net zero carbon from transport by 2045.

Strategic Risk 14: Community Infrastructure Levy											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22		Mitigating Actions
⊞ SR14.1	Emergence of Community Infrastructure Levy (CIL)	Chick, Colin	High 16	High 16	High 16	High 16	High 16	High 16	➡	▲	Continued engagement and liaison with the 5 District Councils. JCS CIL currently being reviewed.