

**Quarter 1 2021/22
Gloucestershire Fire & Rescue Service**

Purpose of the Report

To provide a strategic overview of the Council's performance for Gloucestershire Fire & Rescue Service for Quarter 1 2021/22












The following scorecards are enclosed:

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Prepared by the Performance and Improvement Team

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

Key to Symbols

	Performance better than target
	Performance worse than target
	Performance significantly worse than target
	No information
	Missing target
	No value
	Value Increasing (Smaller is Better)
	Value Decreasing (Smaller is Better)
	Value Increasing (Bigger is Better)
	Value Decreasing (Bigger is Better)
	No change
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 best for performance to be on target rather than above or below

Key to Symbols - Risk

The Gloucestershire Risk Matrix

Risk Likelihood	Impact/Consequence				
	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)

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

Gloucestershire Fire & Rescue Service

GFRS

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

Strategic Risk 10: Emergency Response & Business Continuity Threats

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Residual Risk Qtr Mar-21	Residual Risk Qtr Jun-21	Direction of Travel	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 9	High 15	Moderate 12	Moderate 12	Moderate 12	→	Capacity remains affected due to continuing COVID-19 responses

Strategic Risk 10: Emergency Response & Business Continuity Threats (New Qtr 3 19/20)

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Residual Risk Qtr Mar-21	Residual Risk Qtr Jun-21	Direction of Travel	Mitigating Actions
SR10.4	Due to insufficient business continuity management arrangements failure of the Council or a key partner to effectively deliver their statutory services, resulting in community disruption and failure of corporate objectives.	Preece, Mark	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	→	The latest management information (MI) dated 29/06/2021 indicates that, although some 86% of services across GCC, incl. GFRS, have a business continuity plan (BCP) in place, the majority of plans - 77% overall - require review (i.e. they have not been re-evaluated / updated in the last six months and so do not at present fully comply with the agreed Business Continuity Policy). There has been a small reduction - from 12% down to 11% - in services not able to evidence a BCP (which are therefore considered as not having a BCP in place). The preceding figures support the risk assessment ('Risk Rating') for this quarter. In line with best practice, robust and accurate business impact analyses (BIAs) need to be conducted before BCPs are developed / updated. BIAs are now being rolled out although it has been identified that, in addition to there being more BIAs to undertake than originally estimated, those responsible for completing the BIAs are taking a unexpected length of time to return a finalised BIA (the average elapsed time from a facilitated BIA session to delivery by the plan owner of a signed off BIA is six weeks), with extra / unplanned time being spent by the lead officer for BCM chasing up plan owners for their BIAs in that intervening period. Work is underway with each Directorate to identify any opportunities for "working smarter" in the facilitation and completion of BIAs but, at the current pace, it is expected that all BIAs will not be completed until Q4 2021-22, with a consequent impact for the completion and testing of all BCPs. Notwithstanding the above, as the project progresses, more BIAs and BCPs will be updated across the organisation and processes will be implemented to ensure that plans are rehearsed and tested, resulting in greater confidence in the robustness of each service's BCM arrangements and a consequent overall reduction in risk impact. However, business continuity management is not a "preventative" discipline and does not aim to reduce the likelihood of disruption. It should also be noted that GCC Corporate Leadership Team has agreed, per the council's Business Continuity Policy, that it is neither desirable nor practicable to entirely eliminate low frequency but high impact disruption risks at source (the appropriate response to such risks being for GCC to plan to react effectively should the risks be realised - preparing to minimise the impact of the incident and to promptly recover the affected activities, i.e. business continuity planning).

Strategic Risk 10: Emergency Reponse & Business Continuity Threats (New Qtr 3 20/21)

Ref.	Risk	Owner	Inherent Risk			Residual Risk Qtr Dec-20	Residual Risk Qtr Mar-21	Residual Risk Qtr Jun-21	Direction of Travel	Mitigating Actions
SR10.6	Insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to increased risk to firefighter safety or capability to deliver emergency services to the community	Preece, Mark	High 20			Moderate 12	Moderate 8	Moderate 8	→	Development of Improvement Strategy accompanying Improvement Plan & short term funding commitment ahead of annual MTFS process.

Strategic Risk 13: Uncertainties arising from the UK leaving the EU

Ref.	Risk	Owner	Inherent Risk	Residual Risk Qtr Jun-20	Residual Risk Qtr Sep-20	Residual Risk Qtr Dec-20	Residual Risk Qtr Mar-21	Residual Risk Qtr Jun-21	Direction of Travel	Mitigating Actions
SR13.1	Uncertainties arising from the UK leaving the EU with the possible impact on funding and policy change affecting Gloucestershire County Council and Local Government in general	Preece, Mark	High 15	Moderate 10	High 15	Moderate 10	Low 6	Low 6	→	Indications since leaving EU suggest a slowly improving picture & through the Local Enterprise Partnership and Local Resilience Forum adequate support is in place at this time