

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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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 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)

Risk Symbols	
	Risk Value Increasing
	Risk Value Decreasing
	No Change

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

Public Protection

Cllr David Gray

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

Strategic Risk



Strategic Risk Register

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	→	●	<p>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.</p> <p>UPDATE FROM THE LEAD OFFICER FOR BCM:-</p> <p>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.</p> <p>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.</p> <p>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).</p>				
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 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.

