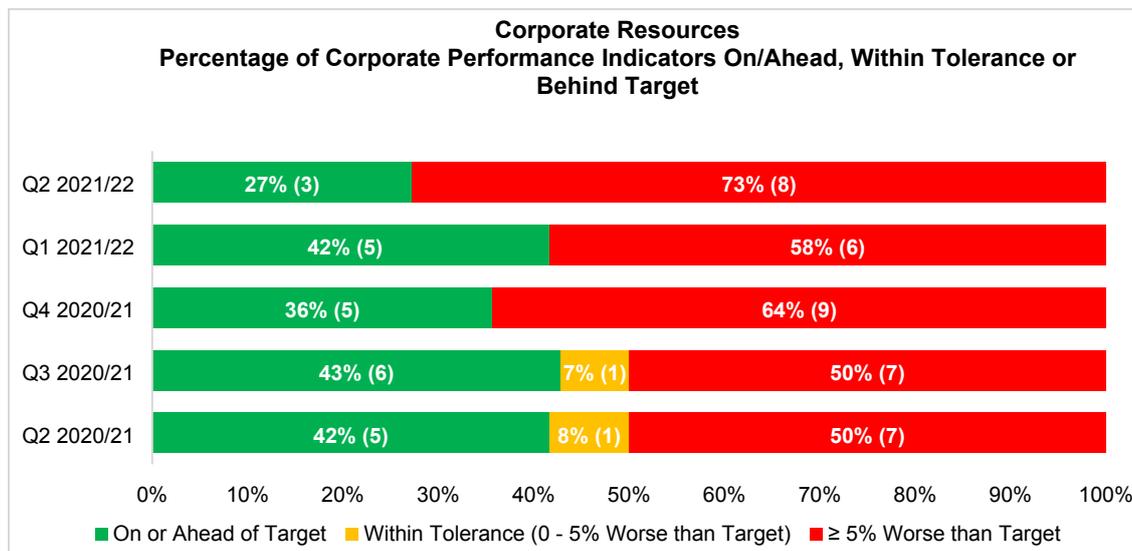


Corporate Performance Report

Quarter 2 2021/22

Corporate Resources



- HR:** Overall sickness levels across GCC have increased, from 1.60 days lost per FTE to 2.19 days. This does not align with historic seasonal trends where lower rates of sickness have been recorded during the summer months. Covid-19 continued to impact absence, accounting for 9% of days lost to sickness in Quarter 2, up from 4% last quarter. Performance is worse than target (1.80). Over a 12-month period, performance continues to be better than the comparator average (6.97 compared with 7.38 days lost per FTE).
- Increases are also evident within long term sickness and stress, with the exception of sickness levels within Corporate Resources. Days lost to stress per FTE across the organisation remain low (0.79) but have increased since last quarter (0.53). 1.36 days per FTE were lost due to long-term sickness in Quarter 2 up from 1.06 days.
- The Personal Development Review (PDR) process is intended to provide a clear link between the work of individuals to their business plans and the Council Strategy. It also supports the review of learning and development needed to ensure that GCC's workforce has the current skills and knowledge needed to deliver objectives. The completion of PDRs across GCC remains low (39.4%). Note: that following a return to business as usual messaging around the completion of PDRs this year, a target for 2021/22 is yet to be set and will be agreed as part of Quarter 2 performance discussion.

Children's Services had the lowest level of PDR completion (19.3%), followed by Community Safety (25.6%). Based on internal reporting for Community Safety, PDR completion is higher at 65%. Work will be undertaken to improve recording, both across internal and corporate systems and where teams are verbally reporting completion that is not recorded at all.

More than half of workers in EE&I and Corporate Resources had received a PDR (64.8% and 55.6% respectively). While overall completion across Adult Social Care and PWC was at 45.8%, a significant proportion of this performance was attributable to PWC where 80% of staff had had a PDR. Sickness is also higher in Adult Social Care than in other areas.

4. Staff turnover increased for the second quarter, from 9.1% between January-March 2021 to 11.6% in Quarter 2. The Office of National Statistics reported that the number of job vacancies in the UK in Quarter 2 was at a record high with all industry sectors carrying vacancy levels equal to or greater than pre-pandemic levels. With the broader adoption of agile working also extending the range of opportunities available to workers, increased turnover may be expected.

However, the impact of this is that we continue 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 such as additional market supplement payments, overseas recruitment and trainee programmes in response to the challenges presented by national market conditions. Despite these measures the problems will remain in the short to medium term, given that we are competing with other councils and the private sector for the same pool of qualified staff groups. Directorates have also experienced difficulties recruiting non-professional roles due to the competitive market. As a result, the risk has increased from Moderate (12) to High (16) relating to *difficulties in recruiting and retaining experienced 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.* Adult Services and PWC had the highest level of turnover (12.7% overall) in Quarter 2; within PWC turnover was at 27.3%.

5. Turnover of Adult Services Social Workers increased for the second quarter (16.2% up from 9.9% in March 2021). While the rate of turnover had slowed, Children's Services saw an increase in the turnover of Social Workers for the fourth quarter from 11.2% at the same time last year to 22.1%. Note: that this does not include turnover of agency staff.

6. **ICT:** Significant change activities have been undertaken to modernise critical ICT infrastructure, supporting its stabilisation. The improvement work undertaken is beginning to translate into improved performance with Priority 1 (P1) incidents reducing from seven last quarter to two in Quarter 2 (Note: this is an organisation-wide issue, an issue causing an outage or one preventing a large volume of GCC staff from working). This is the lowest level of incidents recorded since 2018/19. As part of the agreed Transformation Programme both the network infrastructure and remote access solution are due to be refreshed/replaced. The ICT roadmap is also focused on a journey towards cloud technologies. However, in the interim, the risk relating to *failure to ensure technology managed by ICT (including communications abilities) remains fit for purpose* remains High (15).

The risk rating relating to *failure to protect the council's key information and data from Cyber Attack* remains unchanged at High (15) as this situation can change quickly. As an organisation we are being vigilant. Technological controls and measures against cyber-attack are in place, such as ensuring devices are fully patched and reviewing backup services. 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. Internal audit also has a programme of cyber audits planned for 2021/22.

7. **AMPS:** Capital receipts from the sale of two land assets were collected in Quarter 2 at a value of £176,941, bringing the total Capital Receipts for 2021/22 to date to £211,941. While sales totalling £7,355,500 have been agreed and are being progressed by Legal Services, the level of funds received is currently significantly below the phased target for receipts (£2.85m). Income derived from Capital Receipts has an annual target of £28.5m, of which £14m is likely to be achieved in 2022/23.

8. **Strategic Finance:** 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. *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* therefore remains a Low risk scored 5.

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-19 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. The risk that *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* therefore remains Moderate (12).

9. There remains considerable uncertainty about funding levels beyond March 2022, however, the recent announcement that National Insurance will increase by 1.25% from April 2022 to fund social care and health is an indication that the government recognises the additional funding requirements of social care. Therefore, the risk level relating to *reductions and changes to funding for future financial years potential to impact Core Services* has been reduced from High (15) to Moderate (10). The Comprehensive Spending Review is expected in Autumn 2021.
10. **SHE:** The number of RIDDOR incidents (reporting of injuries, disease and dangerous occurrences) remained low and better than target, with two incidents in Quarter 2. However, one incident related to the death of a resident in a care home, which is currently under investigation.
11. **Governance:** Four decisions were upheld by the Local Government and Social Care Ombudsman (LGSCO) in Quarter 2; this is worse than target. The 2020/21 LGSCO Annual Review found Gloucestershire County Council fully compliant with all recommendations and reported that GCC had fewer complaints upheld (55%) than the comparator average (77%).
12. **Information Management:** While the number of Subject Access Requests (SARs) received is reducing, requests remain almost 30% higher than at the same time last year (104 received compared to 81 in Quarter 2 2020/21). There is also a backlog of requests which has also increased, due to the complexity of cases. Half of SARs were released within the required time period during the quarter (51%). Performance has followed a declining trend, down from 68% in Quarter 4 2020/21, and is significantly worse than target (90%). The decrease in compliance is considered to be a result of a revised extensions process, ongoing capacity issues relating to Childrens Services and vacancies within the Information Management Services team. Performance levels continue to be monitored by the Information Board. The complexity and scale of SARs has been highlighted nationally and the ICO is considering penalties to reduce demand.
13. There were 230 information security incidents in Quarter 2, all of which were classified as low or moderate. No incidents were reported to the Information Commissioners Office (ICO). Investment in appropriate measures and ongoing information security training has been beneficial as the majority of staff are aware of their responsibility to safeguard data.

The Annual Governance Statement has recently been accepted and approved by the Audit and Governance Committee. The risk relating to *failure in corporate governance which leads to service, financial, legal or reputational damage or failure* remains rated as Moderate (8).