

## 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:**

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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	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).	

# Strategic Risk



## Strategic Risk Register

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	→	<p>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.</p> <p>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.</p>

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
⊕ SR10.4	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>The overall assessment for this quarter is unchanged from the previous quarter and reflects the following.</p> <p>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.</p> <p>BIAs up-to-date: end Q3 34%; end Q4 52%. BCPs up-to-date: end Q3 18%; end Q4 26%.</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 8	Moderate 8	Moderate 12	Moderate 12	Moderate 12	→	<p>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.</p>