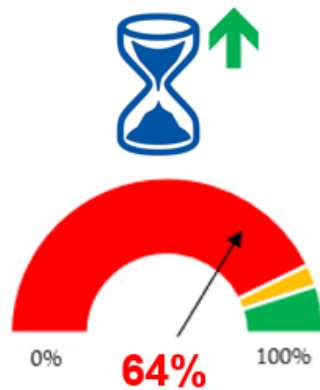




## Positive Direction of Travel

### Timeliness of Special Access Requests



While the proportion of Subject Access Requests (SARs) released within the quarter remains below the Information Commissioner's Office's (ICO) recommended target of 90%, performance has improved by 20% points (64%). Improvement can be attributed to ongoing development, lower levels of demand within quarter, and proactive backlog management.

## Areas of Focus/Potential Concern

### Days Lost to Sickness per FTE Funding for Future Financial Years Cases Upheld by Local Government Ombudsman

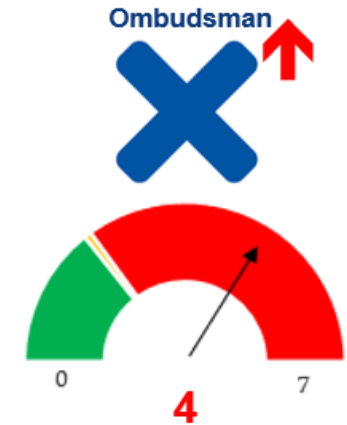


Overall sickness levels across GCC have increased, from 1.93 days lost per FTE to 2.20 days, performance is the highest Q2 level recorded in 5 years. Performance remains worse than target (1.80) and the comparator average over a 12-month period (9.40 compared with 7.38 days lost per FTE).



**High (20)**

Ongoing uncertainty relating to funding for future years as the funding settlement awaited.



Four decisions were upheld by the Local Government and Social Care Ombudsman (LGSCO). All four incidents related to Children's Services. Performance has been worse than target for four of the last five quarters with 19 cases upheld against a target of 8 cases

# Long-Term Challenges

## Staff Appraisals



Performance remains below target (75%). The 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.

## Staff Turnover / Recruitment & Retention

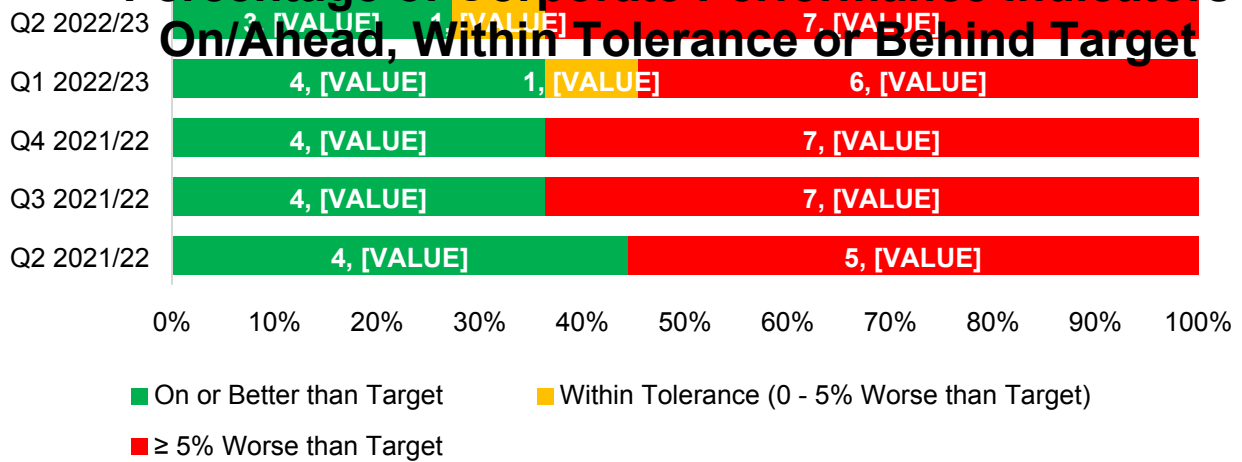


**14.0%/High (20)**

Turnover remained similar to the end of last quarter. However, challenges persist and risks pertaining to the difficulty recruiting and retaining staff remain high. 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.

## Delivering Our Ambitions - Good Management of Service

### Percentage of Corporate Performance Indicators On/Ahead, Within Tolerance or Behind Target



## Workforce

- HR:** Overall sickness levels across GCC have increased, from 1.93 days lost per FtE to 2.20 days, performance is the highest Q2 level recorded in 5 years. This does not align with historic seasonal trends where lower rates of sickness have been recorded during the summer months. Performance remains worse than target (1.80) and the comparator average over a 12-month period (9.40 compared with 7.38 days lost per FtE).

Measure	Days Lost to Sickness per FtE	Days Lost to Long Term Sickness per FtE	Days Lost to Stress per FtE
<b>GCC</b>	<b>2.20</b>	<b>1.44</b>	<b>0.69</b>
Adults & PWC	3.77	2.44	1.19
Childrens	1.82	1.09	0.73
EE&I	1.33	0.59	0.54
Community Safety	2.55	2.18	0.43
Corporate Resources	1.18	0.68	0.17

Days lost to long term sickness absence (1.44 per FtE) increased on last quarter (1.22 in Q1) and stress sickness levels also increased, albeit marginally, 0.69 from 0.66 days lost per FtE in Q1.

2. Across GCC, 34.3% of appraisals were completed by the end of the quarter and performance remains below target (75%). The 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. Community Safety (6.5%) and Childrens (18.7%) directorates had the lowest level of PDR completion. Corporate Resources had the highest level of PDR completion among the directorates (60.7%), followed by EE&I (54.5%). Adults completed 38.8% of their PDRs.

Measure	Staff Appraisals Completed
<b>GCC</b>	<b>34.3%</b>
Adults & PWC	38.8%
Childrens	18.7%
EE&I	54.5%
Community Safety	6.5%
Corporate Resources	60.7%

3. Workforce turnover remains at 14.0%, however, challenges from recruitment, the job market and the cost-of-living crisis persist. Risks pertaining to the difficulty recruiting and retaining staff remain (**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. Competition for highly qualified staff is particularly fierce and the Council continues to make a range of market related additional pay awards. The use of consultancy and agency staff remains high in some areas. There are internal challenges regarding the lack of detailed information on turnover and improvement work is ongoing to develop this.

Measure	Staff Turnover
<b>GCC</b>	<b>14.0%</b>
Adults & PWC	14.9%
Childrens	14.7%
EE&I	11.3%
Community Safety	12.5%
Corporate Resources	14.4%

4. Turnover of adult social workers increased this quarter (17.2%), however, Children's Services saw a decrease for the first time in more than two years, from 26.2% to 24.7%. Note: that this does not include turnover of agency staff.
5. Failure to identify staff fatigue and 'burnout' issues is rated as **Moderate (12)**. The 2021/22 staff survey results indicated that engagement and commitment levels among the workforce were positive. However, workload for services noticeably increased during the pandemic and continues to rise, especially among senior staff. In response, the Health and Wellbeing Plan has been refreshed and a programme of work aimed at supporting workers is available to all staff.

## ICT

6. There were 6 Priority 1 (P1) ICT incidents 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). While worse than target (3), all incidents related to a third-party (server issues, disk space, telephony infrastructure etc.) and volumes of incidents are lower than average, reflecting the improvement in overall stability. Significant change activities have been undertaken to modernise/stabilise critical infrastructure, focused on a journey towards cloud technologies and both the network infrastructure and remote access solution are due to be refreshed/replaced as part of the agreed Transformation Programme. However, the risk relating to failure to ensure technology managed by ICT (including communications abilities) is fit for purpose remains **High (15)**.
7. Seven security breaches occurred within Quarter 2. 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 service. 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

## Agile

8. The number of staff working from a GCC office has gradually increased over the quarter. Shire Hall's occupancy rates averaged at 37% in Q2, opposed to 35% in Q1. This figure may be affected by recent refurbishment efforts, whereby the number of desks were reduced in some offices. The refurbishments meet the council's requirement for modern, flexible, and collaborative spaces, with the introduction of new equipment, quiet booths, and informal breakout areas. Occupancy rates have also increased among the localities. Considering the cost-of-living crisis, headcount levels for all sites is expected to continue along an upwards trajectory. The last occupancy count, which took place in November, was as high as 46% in some areas.
9. The Agile Tool Kit and guidance has been disseminated, and a training course on leading hybrid working for managers is available. Efforts to promote the Health Safety Executive's (HSE) good practice to home working are underway and First Aider and Fire procedures are under review.

## Finance

10. The risk level relating to reductions and changes to funding for future financial years potential to impact Core Services remains from **High (20)**. There continues to be a considerable amount of uncertainty regarding future funding levels beyond March 2023.

## Gloucestershire Data Insights

11. Gloucestershire Data Insights (GDI) Business Analytics Platform work is progressing. Technical issues relating to the Adult Social Care and Children's Services dashboards are moving towards resolution and roll out is planned before the end of the fiscal year. The proposal for developing GFRS's data infrastructure in readiness for GDI development has been approved and work will proceed within Quarter 3. A further Power BI training session for the Data and Analysis team has been procured.

## **Health and Safety**

12. One RIDDOR incident (Reporting of Injuries, Disease, and Dangerous Occurrences Regulations) was reported during the quarter and performance remains better than target. The incident occurred within a maintained school.

## **Governance**

13. Four decisions were upheld by the Local Government and Social Care Ombudsman (LGSCO). All four incidents related to Children's Services. Each case has been reviewed by the Directorate's Senior Leadership Team to ensure that lessons are learnt and applied where necessary. Performance has been worse than target for four of the last five quarters with 19 cases upheld against a target of 8 cases.
14. Sign off of the Annual Governance Statement (AGS) continues to be delayed pending completion of the external audit of the Council's accounts. Statutory officers continue to monitor fraud, ombudsman complaints and legal challenges. No significant issues arose during the quarter and as result, the risk relating to failure in corporate governance remains unchanged (**Moderate 8**).

## **Information Management**

15. While the proportion of Subject Access Requests (SARs) released within the quarter remains below the Information Commissioners Office's (ICO) recommended target of 90%, performance has improved by 20% points (64%). Improvement can be attributed to ongoing development, lower levels of demand within quarter, and proactive backlog management. Performance levels continue to be monitored by the Information Board, and Performance and Analysis colleagues are liaising with the service to improve reporting on out of time cases. In addition, the ICO enquired into the services performance within the quarter, and were content with activity levels therefore chose not to take any further action.

Out of 7 internal reviews, only one overturned the council's original stance and no instances were upheld by the ICO.

16. There were 222 information security incidents reported in Quarter 2. Of those, only one was escalated to the ICO regarding the inappropriate disclosure of information. The incident was not reported within the statutory deadline of 72 hours due to communication delays. The proportion of incidents reported to the ICO as a percentage of those reported to the service (0.5%) remains consistently low. Ongoing information security training is provided to ensure staff are aware of their responsibility to safeguard data.