



**Forest of Dean**  
— DISTRICT COUNCIL —

# Performance Dashboard

The Cabinet approved an enhanced Performance Framework which affords a more complete picture of corporate performance. The Framework, depicted below, broadens focus from Service based KPIs to include performance relating to the Council Plan, place based measures, Risk and Project Management.

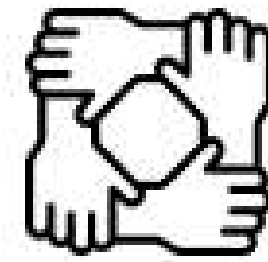


# Our Council Plan 2024-2028

## Core Council Values



**Engagement**



**Inclusion**



**Kindness**



## Underlying Principles



**Social Value**



**Public Engagement**



**Value for Money**



**Financial Sustainability**

### Priority 1 - Thriving Communities

To foster resilient and inclusive communities that are motivated and competent to adapt to the challenges and opportunities posed by the climate and nature emergencies.

### Priority 2 - Decarbonisation and nature recovery

For the Forest of Dean to have a protected and enhanced natural environment, and be on target to be carbon neutral by 2030.

### Priority 3 - Sustainable Economy

To foster economic prosperity while ensuring environmental sustainability and social well-being

### Priority 4 - Enterprising and Effective Council

Our objective is to secure great value for money, use our resources wisely and provide a first class customer experience





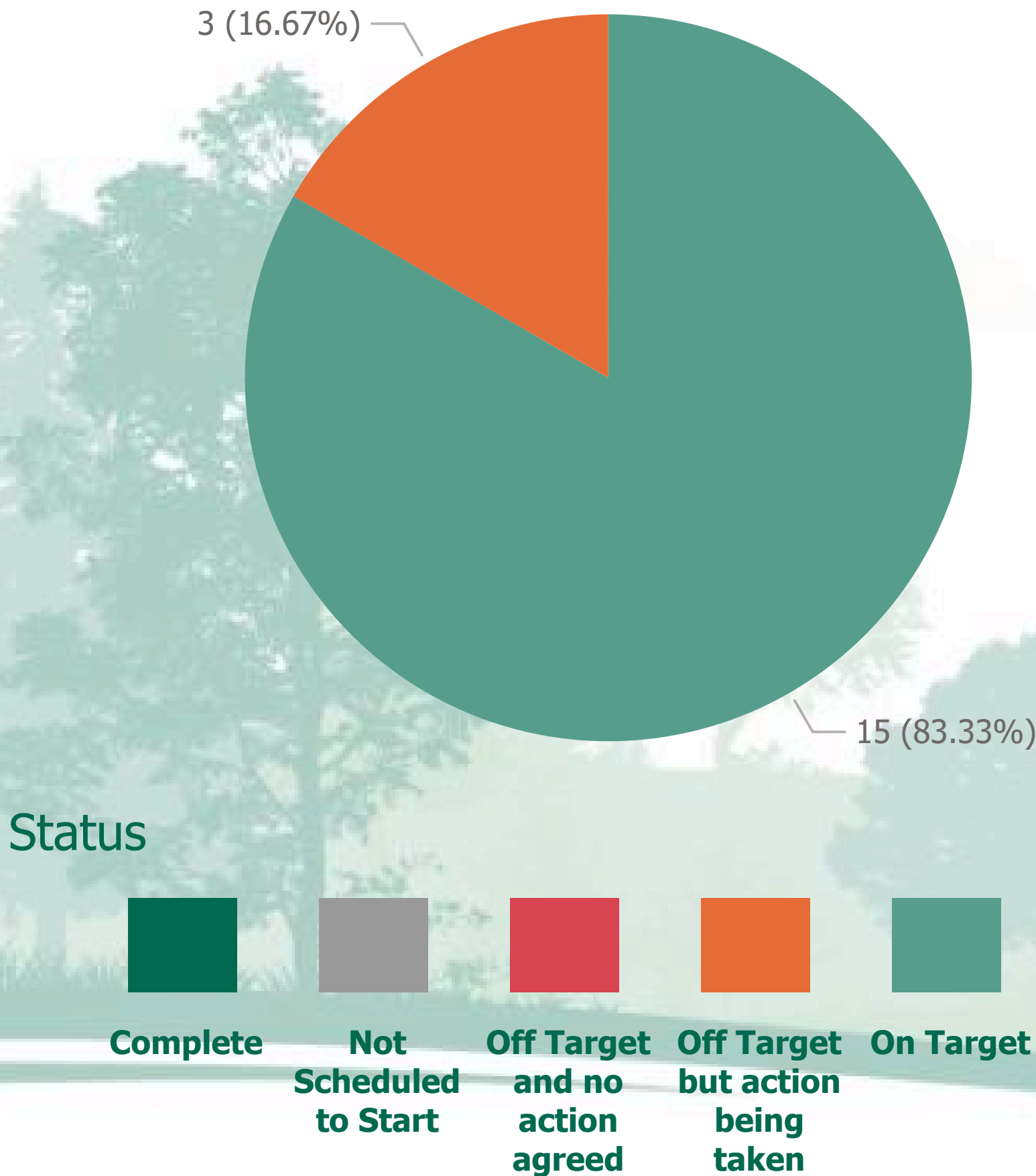
# Thriving Communities

Thriving Communities

Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council



Action	Status
Acknowledge the value of existing and emerging community-led climate and nature initiatives	On Target
Champion a better digital infrastructure	Off Target but action being taken
Coordinate and be an active member of the Forest of Dean Community Safety Partership (CSP)	On Target
Deliver our Climate Change Community Engagement Programme	On Target
Deliver our key Levelling Up Fund project at Five Acres	Off Target but action being taken
Develop a council communications strategy and annual plan	On Target
Develop and implement an Active Wellbeing Strategy and Action Plan	Off Target but action being taken
Distribute 25/26 Rural England Prosperity Fund community infrastructure grants	On Target
Ensure the Council uses strategic allocations and developer contributions	On Target
Extend our strategic and place-based approach to working with the Voluntary and Community Sector and Town and Parish Councils in light of Local Government Reorganisation	On Target
Implement and deliver LIFT project (Low Income Family Tracker) to support an increased uptake of benefits and assistance schemes	On Target
Implement the Council's Housing Delivery Strategy	On Target
Implement the Council's Preventing Homelessness Strategy	On Target
Progress the draft Local Plan 2041 through consultation and towards adoption	On Target
Promote our Domestic Abuse and Sexual Violence partnership as well as the Rural Domestic Abuse Champions network	On Target
Support implementaion of the Arts, Culture and Heritage Strategy	On Target
Support refugees to retain adequate housing	On Target
Update our guidance notes for nominating an Asset of Community Value	On Target



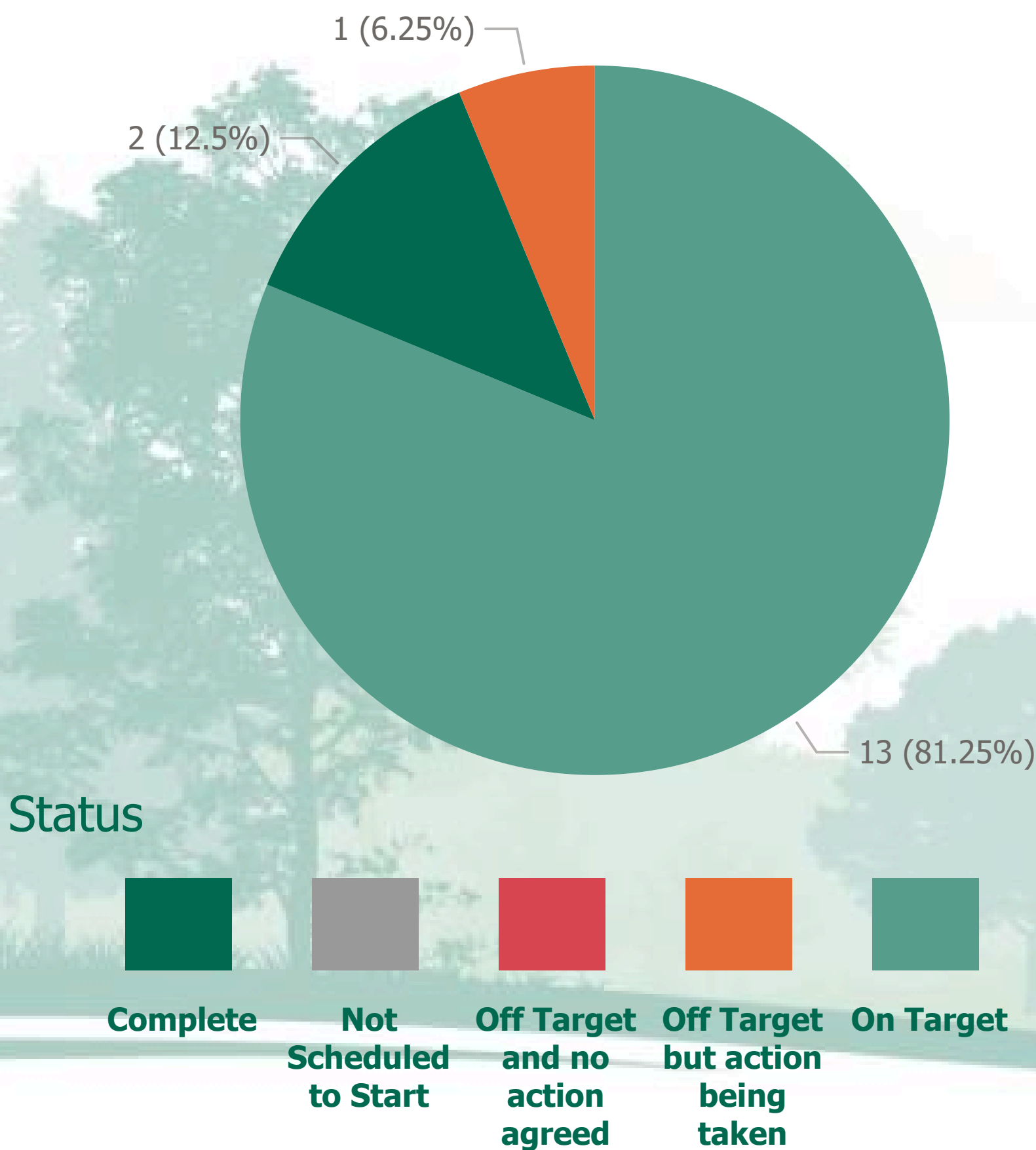
# Decarbonisation and Nature Recovery

Thriving Communities

Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council



Action	Status
Undertake public consultation on the Active Travel Strategy	On Target
Support delivery of Gloucestershire Local Area Energy Plan (LAEP)	On Target
Review and refresh our Climate Emergency strategy and action plan	On Target
Implement Plant Based Diet Motion recommendations	On Target
Explore how community and public transport provision and connectivity can be improved and promote The Robin on-demand bus service	On Target
Evaluate the Green Construction Skills training	Complete
Ensure the ecological emergency and nature recovery are embedded in the Local Plan 2041	On Target
Develop FoDDC Vehicle Fleet decarbonisation strategy	On Target
Develop and deliver a District Retrofit programme	On Target
Delivery on the Council's duties for Biodiversity	On Target
Deliver the Forest Fast Followers Project	Complete
Deliver the AURORA project	Off Target but action being taken
Deliver FoDDC Carparks Electric Vehicle Charge Point (EVCP) project (Phase 1)	On Target
Council owned assets decarbonisation programme	On Target
Coordinate the Forest Food Network and work with the local farming community	On Target
Contribute to the countywide Local Nature Recovery Strategy	On Target





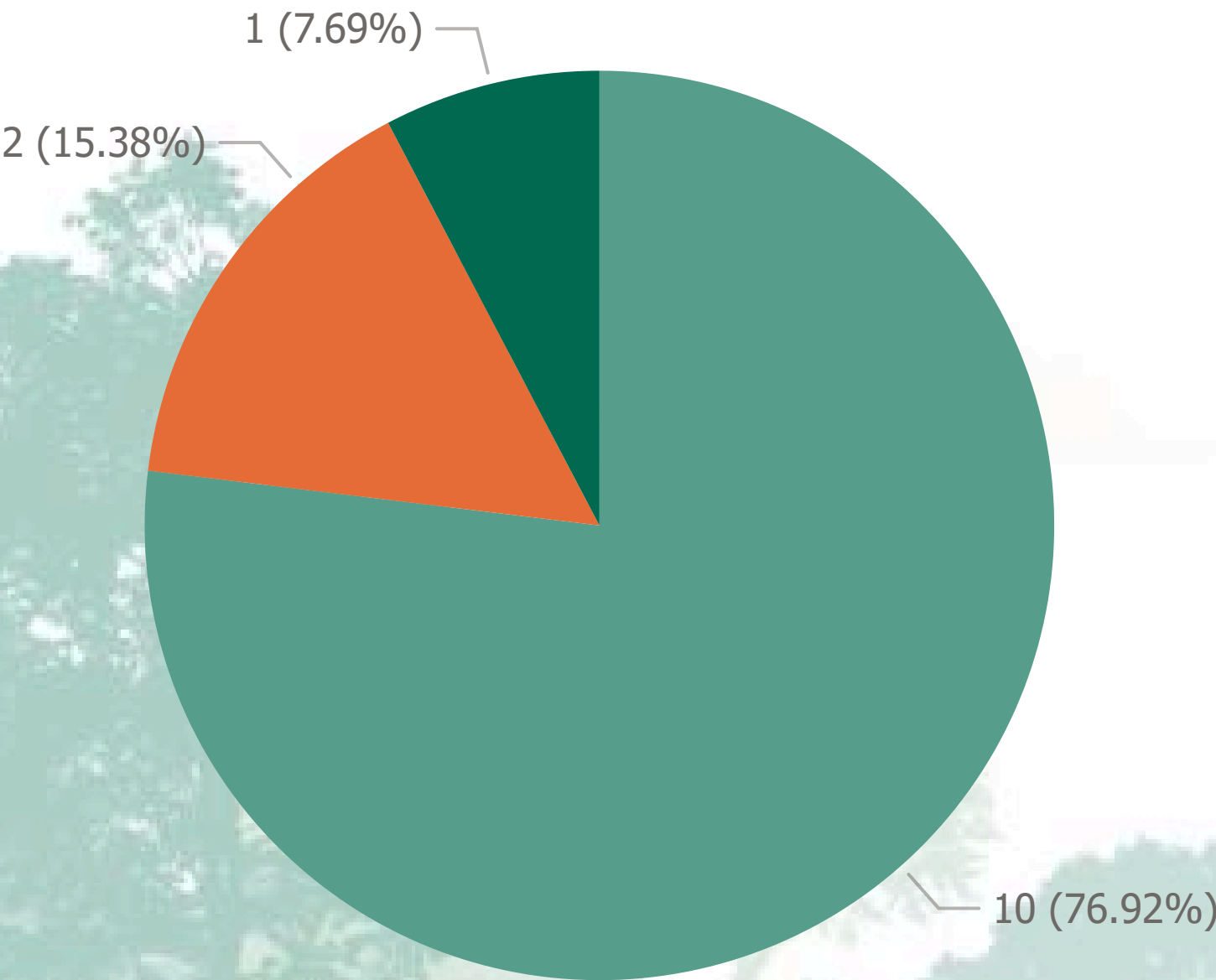
# Sustainable Economy

Thriving Communities

Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council



Status



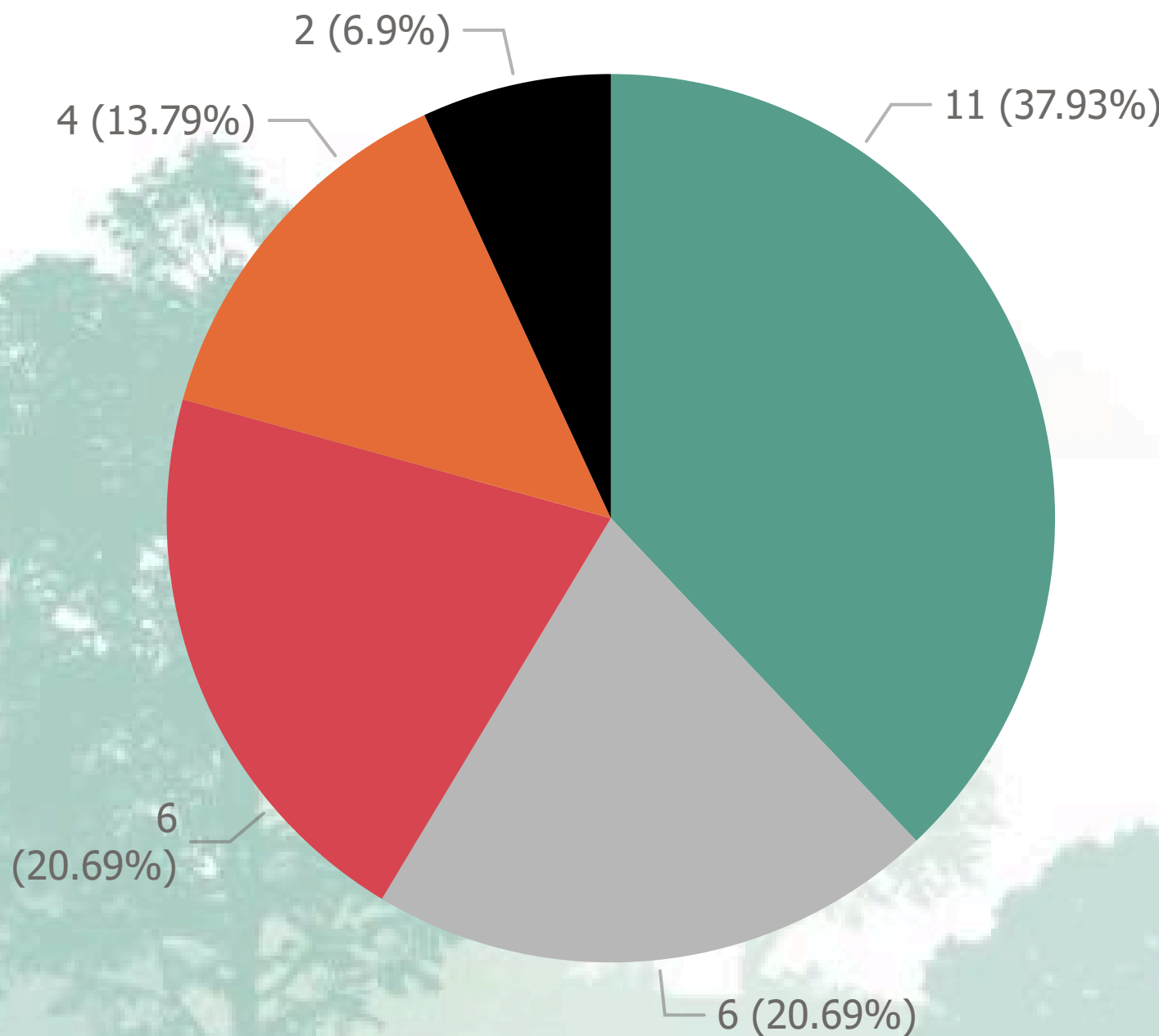
Action	Status
Continue to be a funding partner of the Gloucestershire Growth Hub Network - Forest Growth Hub	On Target
Continue to be active and influencing partner on Forest Economic Partnership	On Target
Continue to deliver the Low Carbon Business programme	Off Target but action being taken
Deliver an economic resilience focus for the town centres	Off Target but action being taken
Deliver the agreed UK Shared Prosperity Funding projects	On Target
Develop with partners and submit a Biosphere Nomination to UK Man & Biosphere committee	On Target
Encourage farms located adjacent to the River Wye & River Severn	On Target
Evaluate and continue our Listening to Business programme	On Target
Implement and deliver the Market Towns Regeneration Framework (MRTF)	On Target
Implement the new waste and recycling contract	Complete
Produce the annual FoDDC Town Centre Audit Reports	On Target
Review and continue to deliver the FoDDC Business Start Up Grant scheme	On Target
Use waste and recycling communication campaigns	On Target



# Key Performance Indicators

## KPI Name

(Snapshot) Long Term Empty Properties
(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels
Building Control Satisfaction
Complaints
Customer Call Handling - Average Waiting Time
Customer Satisfaction - Email
Customer Satisfaction - Face to Face
Customer Satisfaction - Telephone
Missed bins per 100,000
Number of affordable homes delivered
Number of fly tips collected and percentage that result in an enforcement action
Number of visits to the four leisure centres & (Snapshot) Number of gym memberships
Percentage of Council Tax Collected
Percentage of FOI requests answered within 20 days
Percentage of household waste recycled
Percentage of Housing Benefit overpayment due to LA error/admin delay
Percentage of major planning applications determined within agreed timescales (including AEOT)
Percentage of minor planning applications determined within agreed timescales (including AEOT)
Percentage of Non Domestic Rates collected
Percentage of official land charge searches completed within 10 days
Percentage of other planning applications determined within agreed timescales (including AEOT)
Percentage of Planning Appeals Allowed
Percentage of high risk food premises inspected within target timescales
Percentage High risk notifications risk assessed within 1 working day
Processing times for Council Tax Support Change Events
Processing times for Council Tax Support new claims
Processing times for Housing Benefit Change of Circumstances
Residual Household Waste per Household (kg)
Total Income achieved in Planning & Income from Pre-application advice



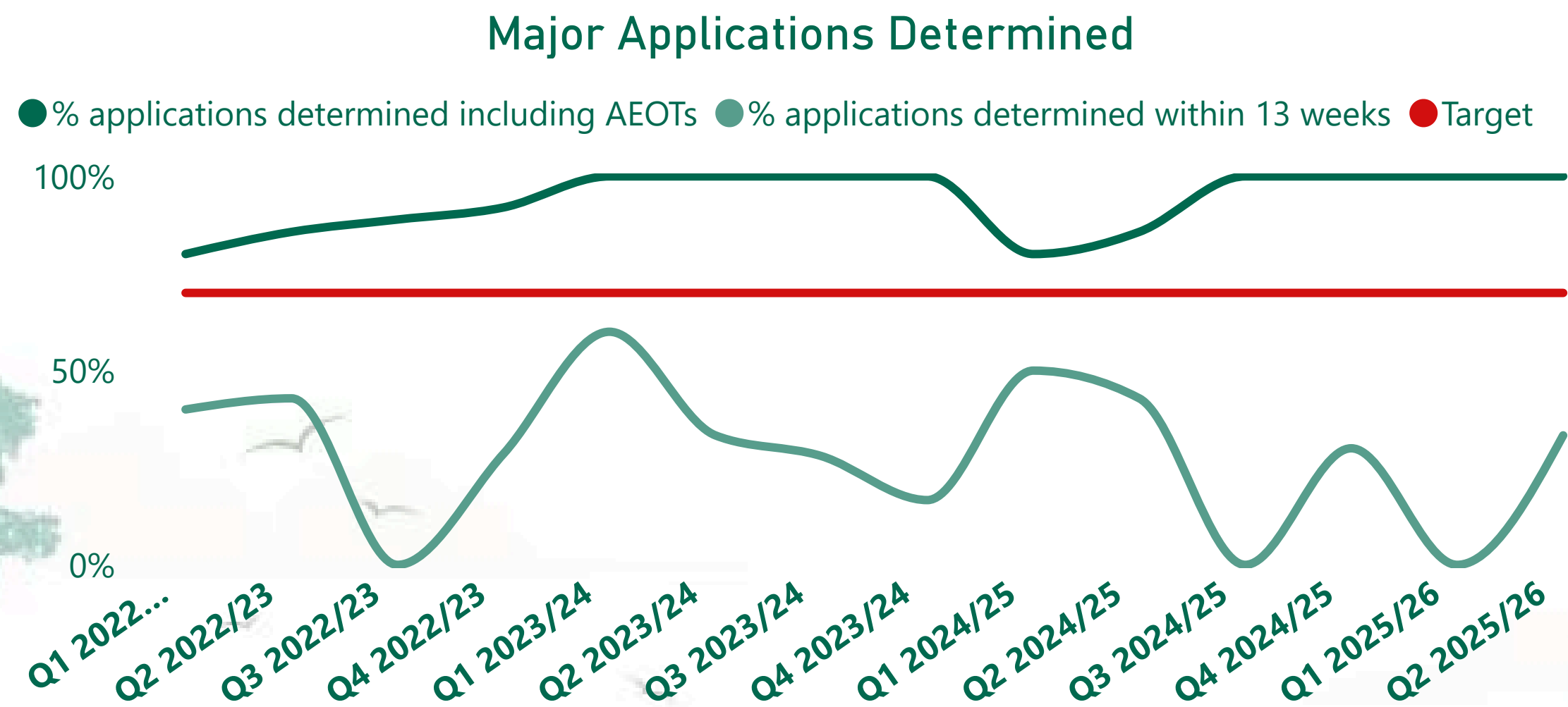
## Status





# Service Performance - Major Planning Applications

- Major Planning Applications
- Minor Planning Applications
- Other Planning Applications
- Planning Appeals
- Planning Income
- Land Charges
- Affordable Homes
- Leisure
- Long Term Empties
- Temporary Accommodation

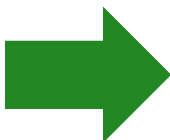



Applications In-Time including AEOT for Q2

100.00%

Target - 70%

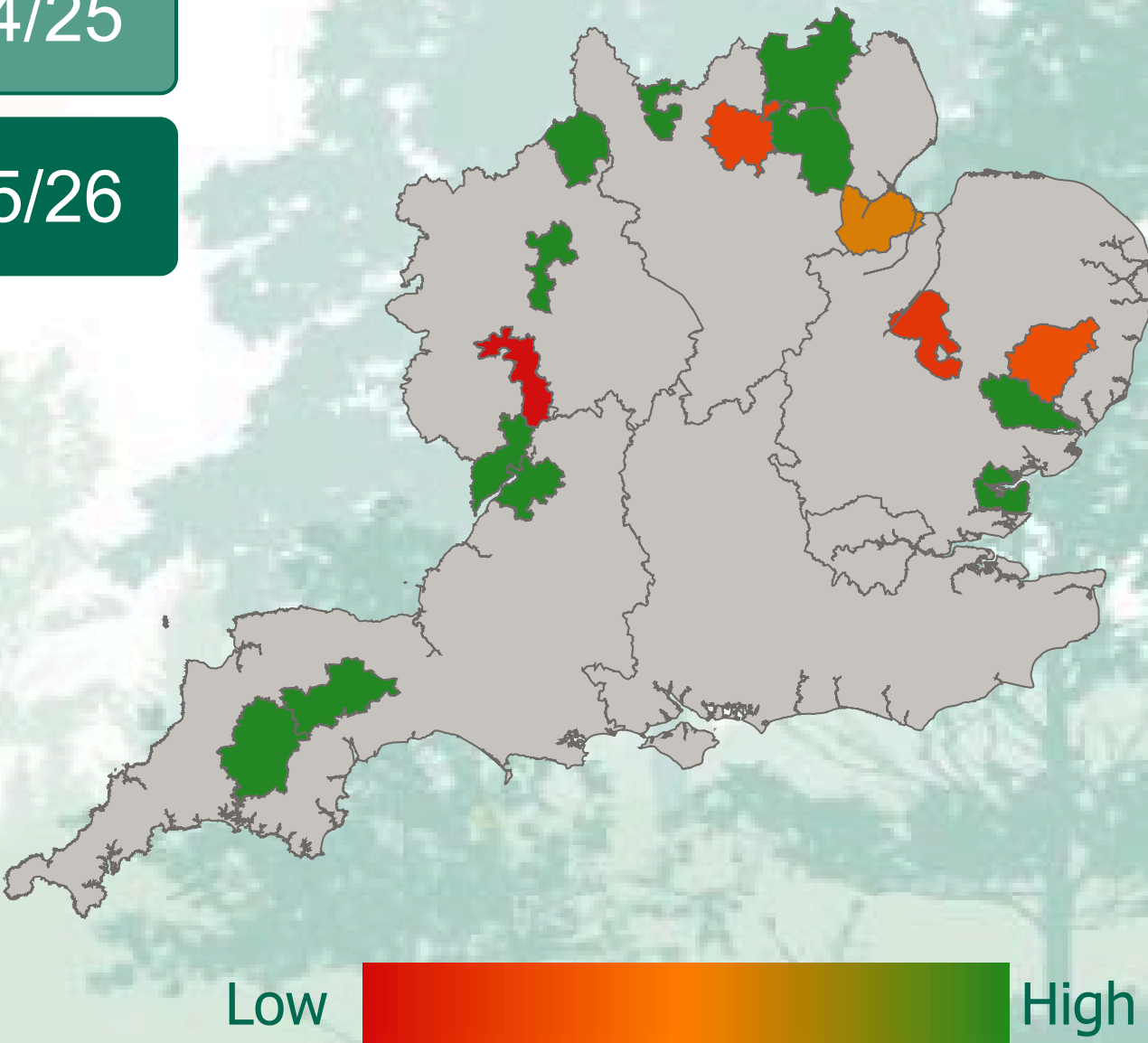
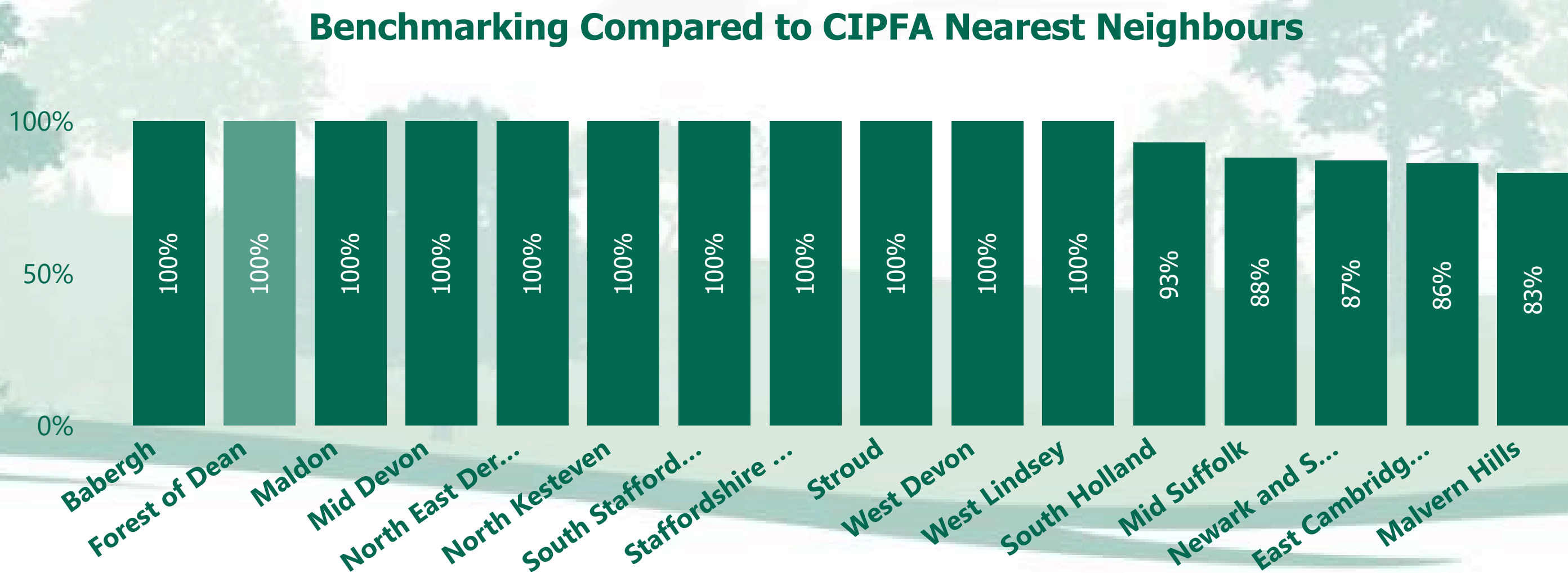
Direction of Travel

Against last Quarter 

Against Last Year 

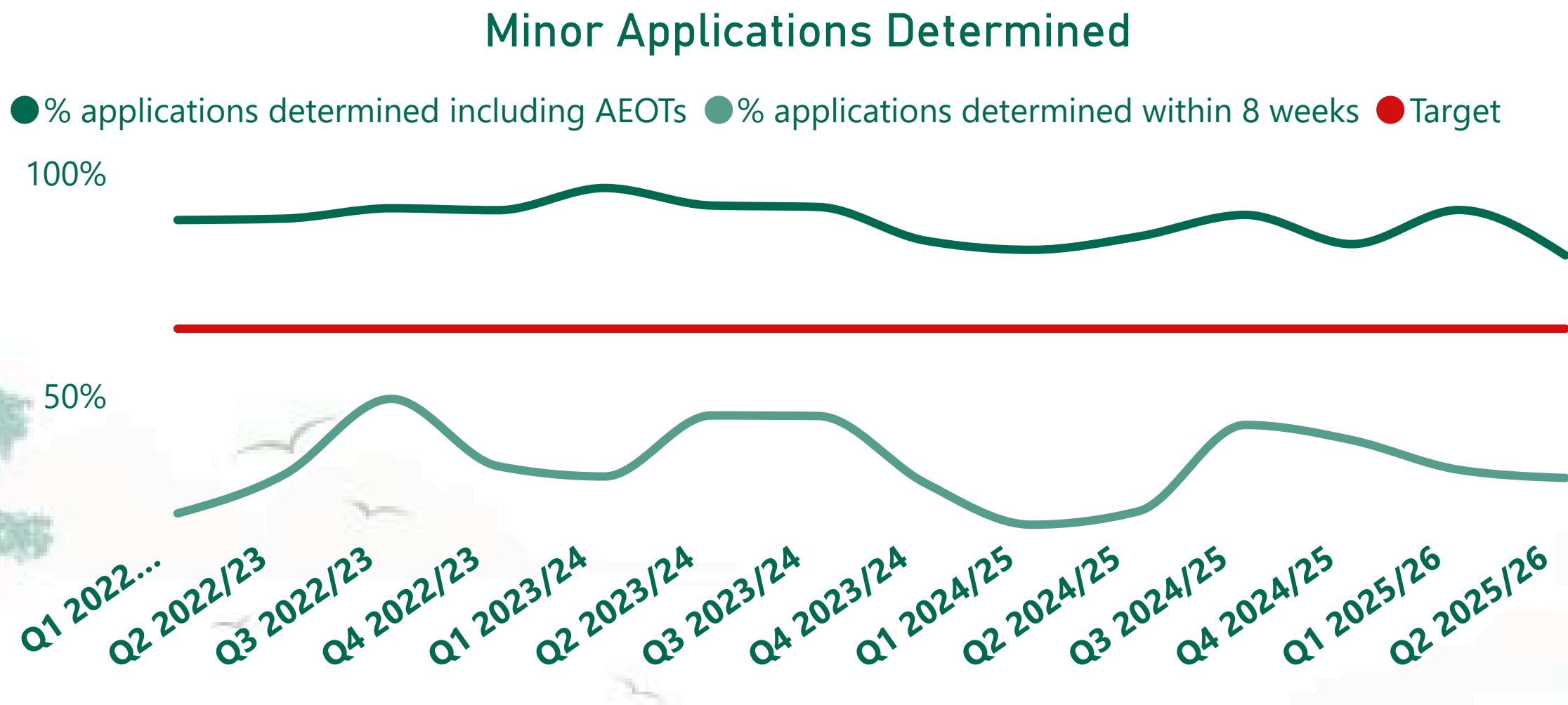
Q4 24/25

Q1 25/26



# Service Performance - Minor Planning Applications

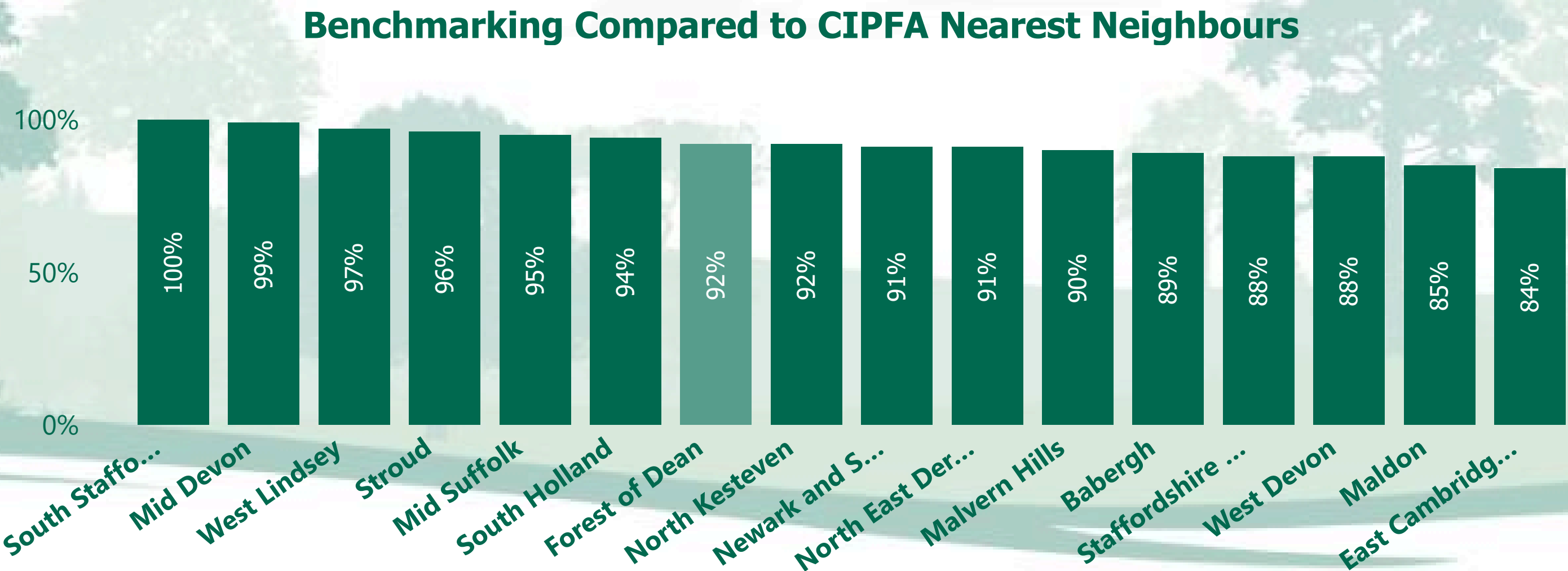
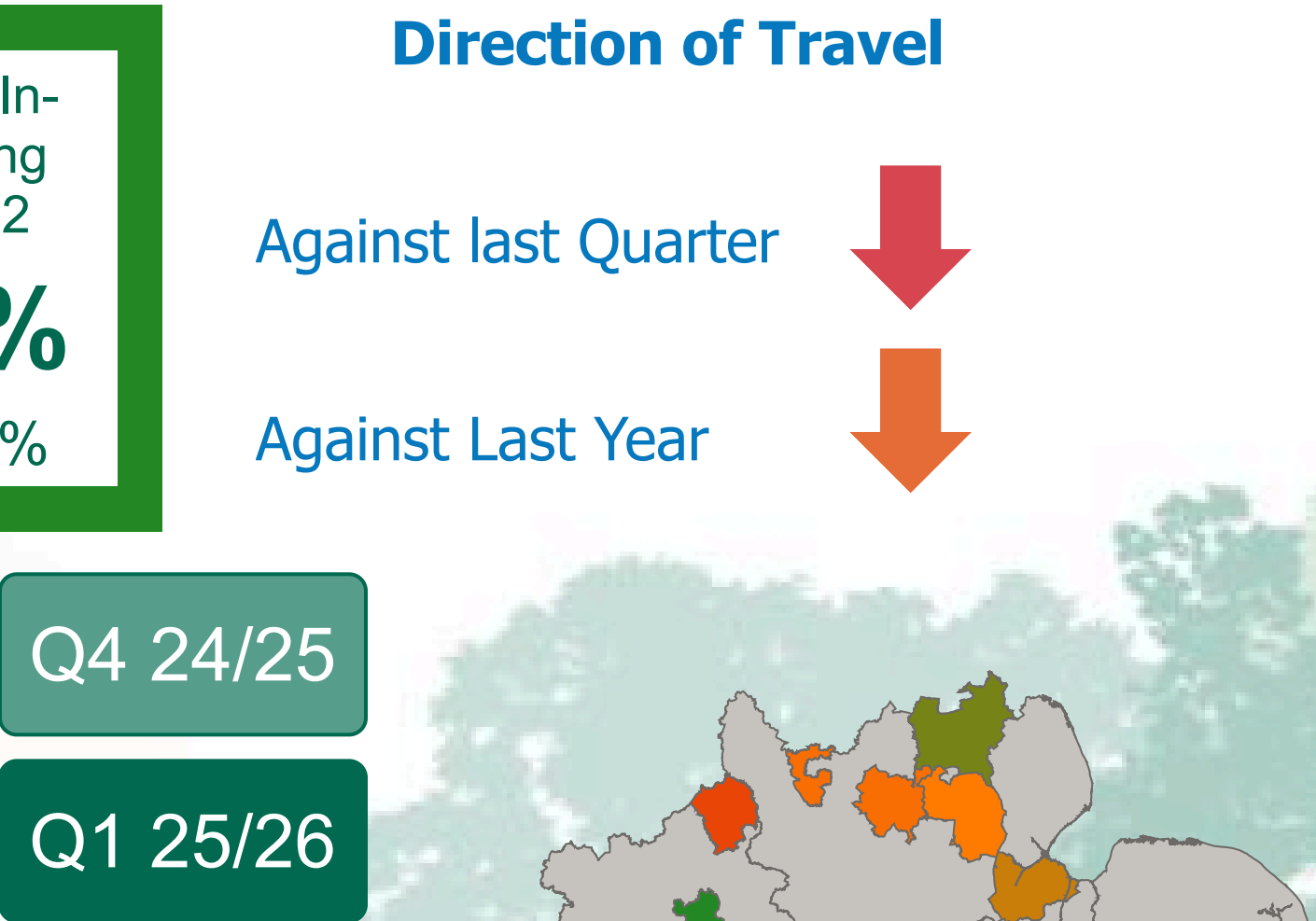
- Major Planning Applications
- Minor Planning Applications
- Other Planning Applications
- Planning Appeals
- Planning Income
- Land Charges
- Affordable Homes
- Leisure
- Long Term Empties
- Temporary Accommodation



Applications In-Time including AEOT for Q2

81.48%

Target - 65%

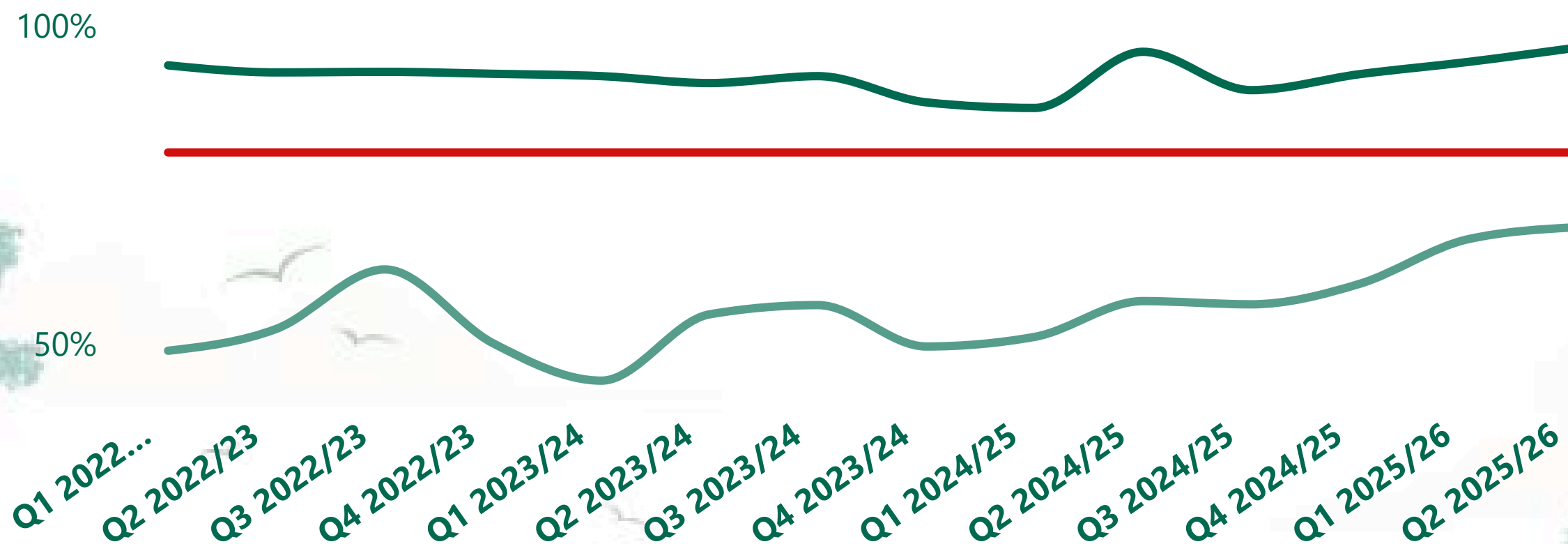




# Service Performance - Other Planning Applications

Other Applications Determined

● % applications determined including AEOTs ● % applications determined within 8 weeks ● Target



Applications In-Time including AEOT for Q2

96.47%

Target - 80%

Direction of Travel

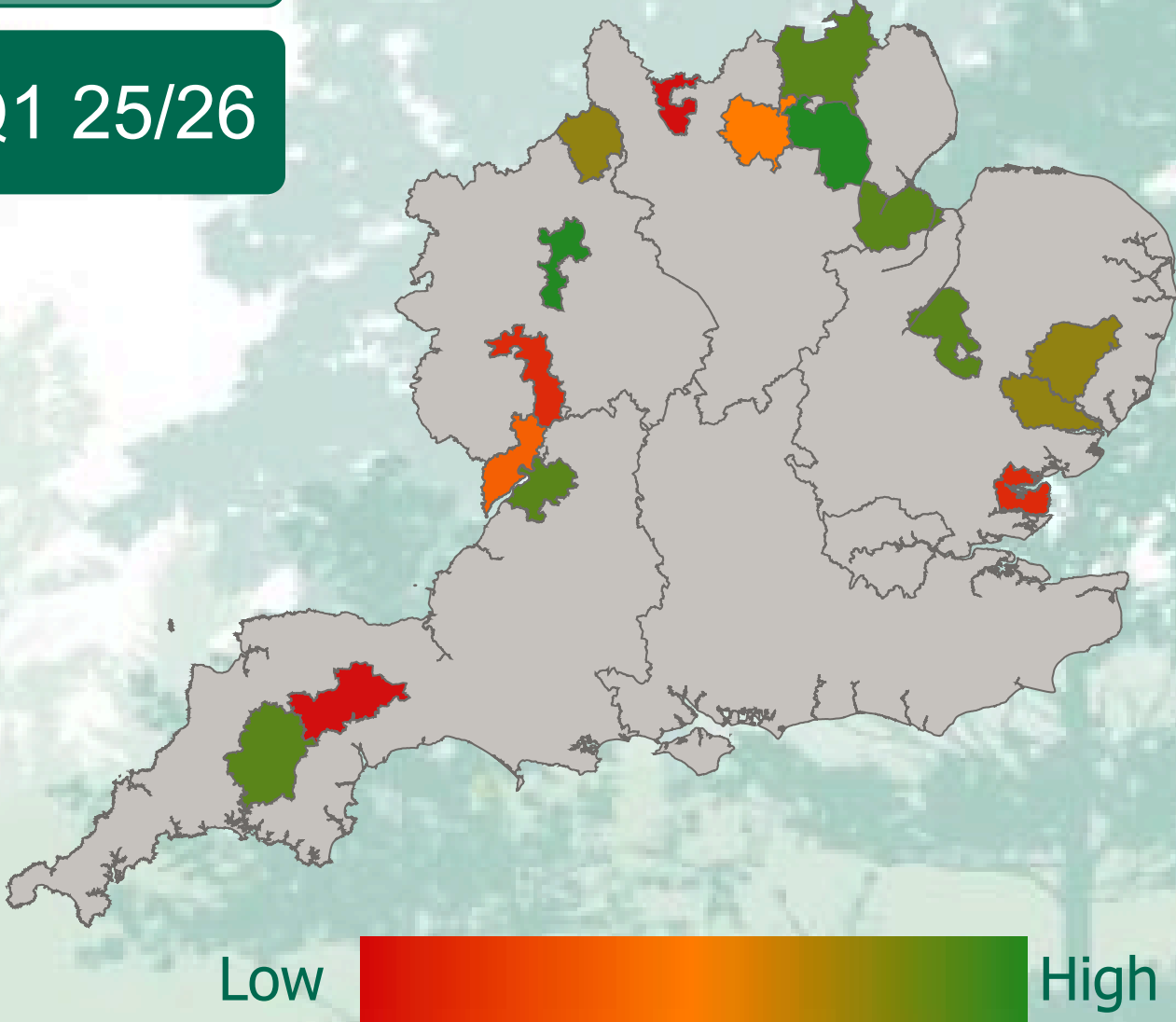
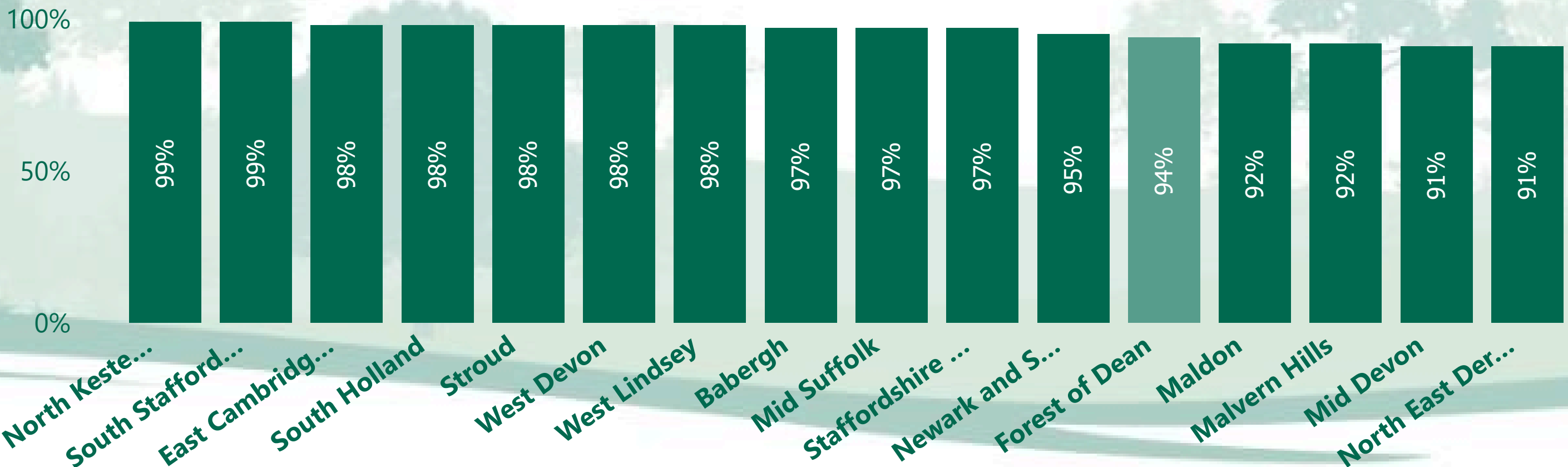
Against last Quarter 

Against Last Year 

Q4 24/25

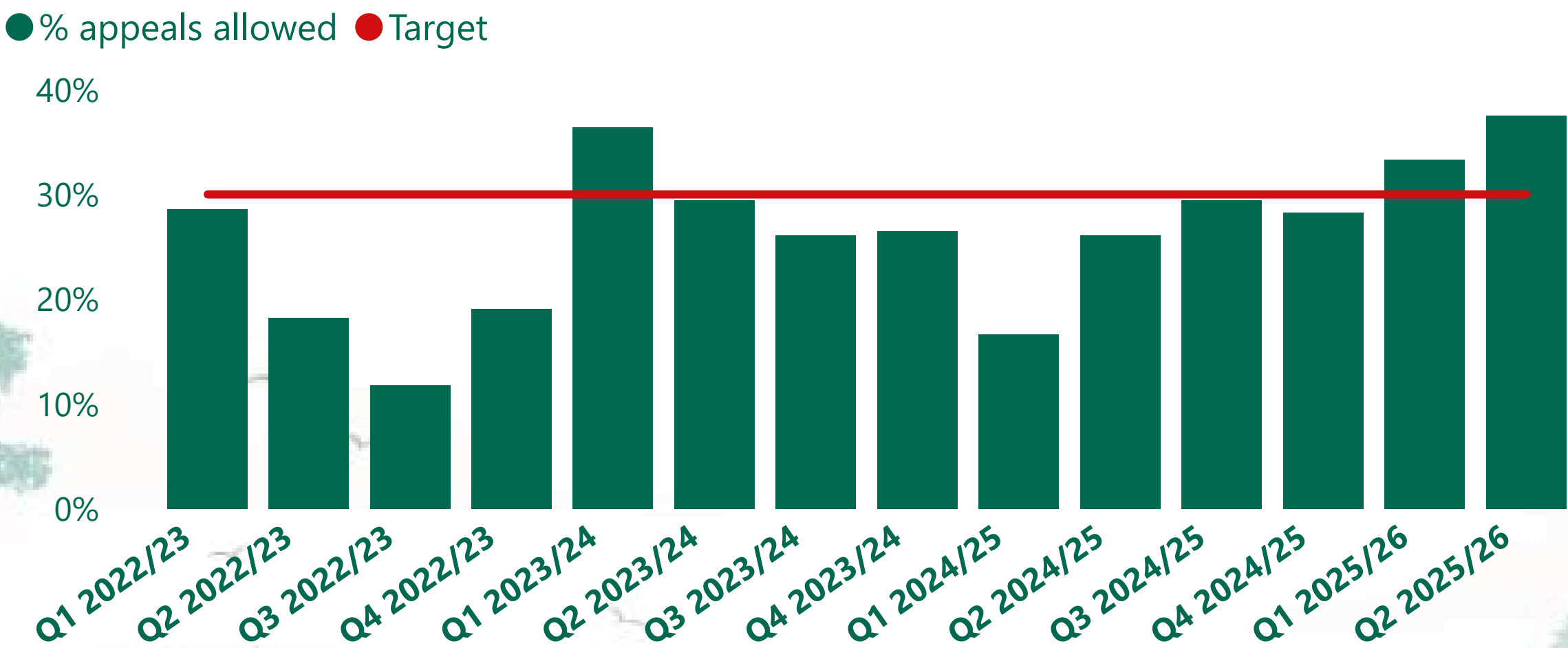
Q1 25/26

Benchmarking Compared to CIPFA Nearest Neighbours



# Service Performance - Planning Appeals

Percentage of Appeals Allowed (Cumulative)



% Appeals Allowed  
- Cumulative for Q2

37.50%

Target - 30%

Direction of Travel

Against last Quarter



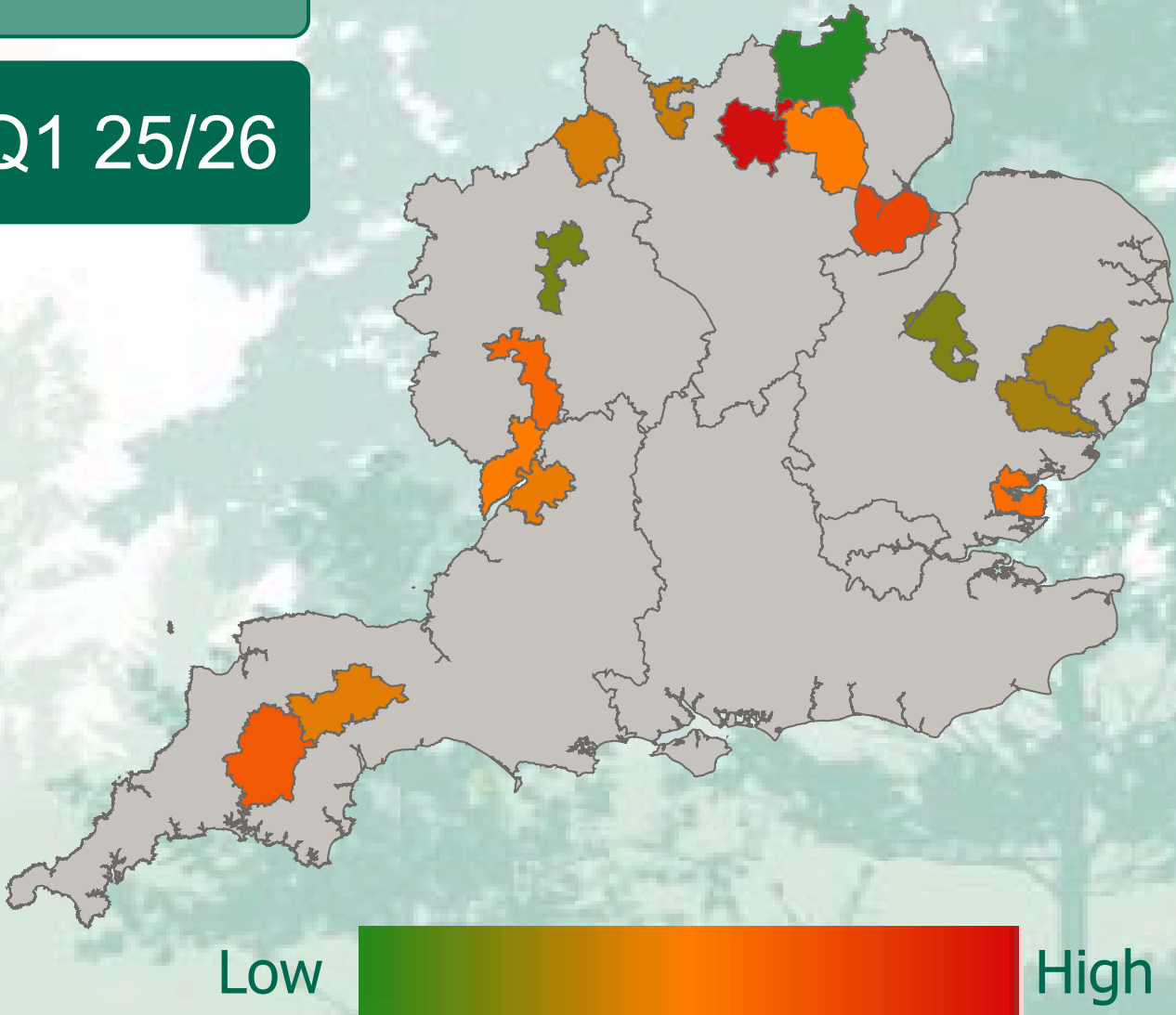
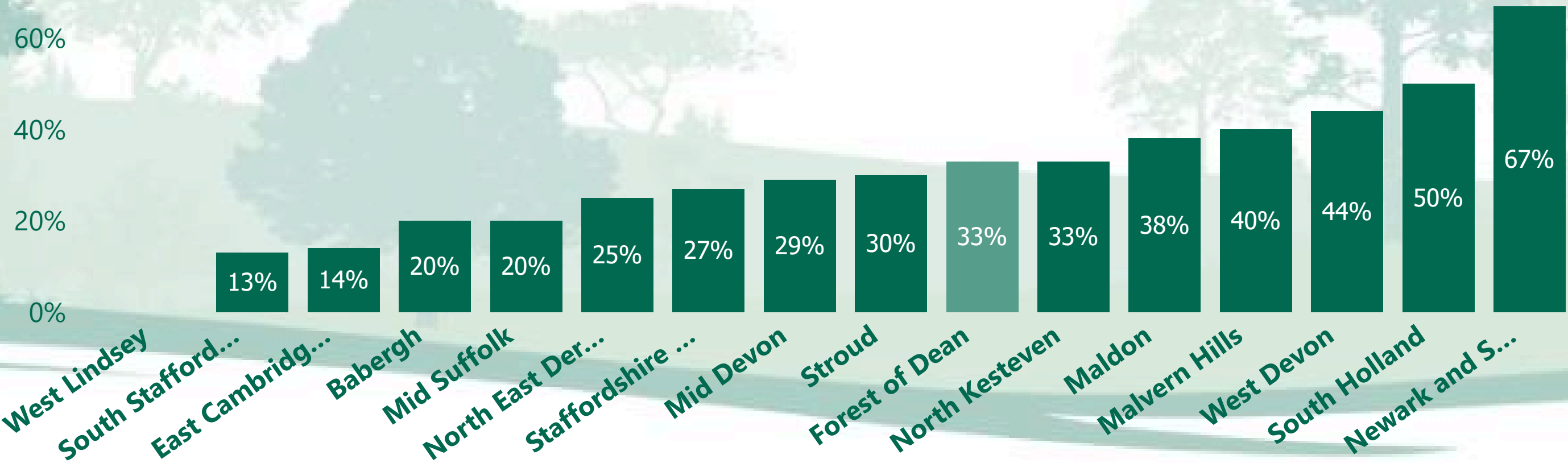
Against Last Year



Q4 24/25

Q1 25/26

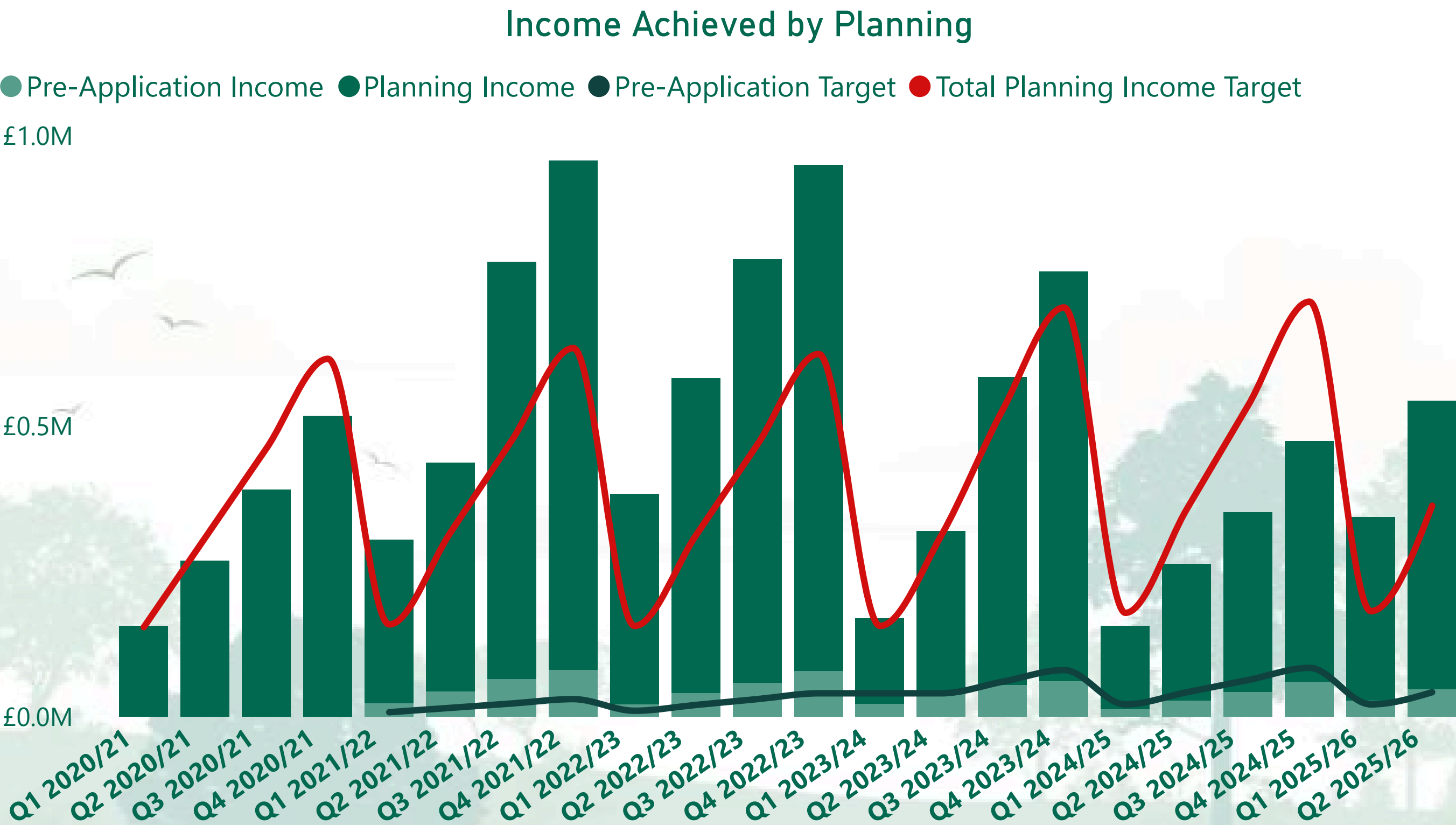
Benchmarking Compared to CIPFA Nearest Neighbours





# Service Performance - Planning Income

- Major Planning Applications
- Minor Planning Applications
- Other Planning Applications
- Planning Appeals
- Planning Income
- Land Charges
- Affordable Homes
- Leisure
- Long Term Empties
- Temporary Accommodation



Total Planning Income by End of Q2

543583

Target - 362760

## Direction of Travel

Against last Quarter

Against Last Year

Pre-App Income by End of Q2

27848

Target - 20940

## Direction of Travel

Against last Quarter

Against Last Year



Back to Priority Home



Back to Service Performance

Thriving Communities

Decarbonisation and Nature Recovery

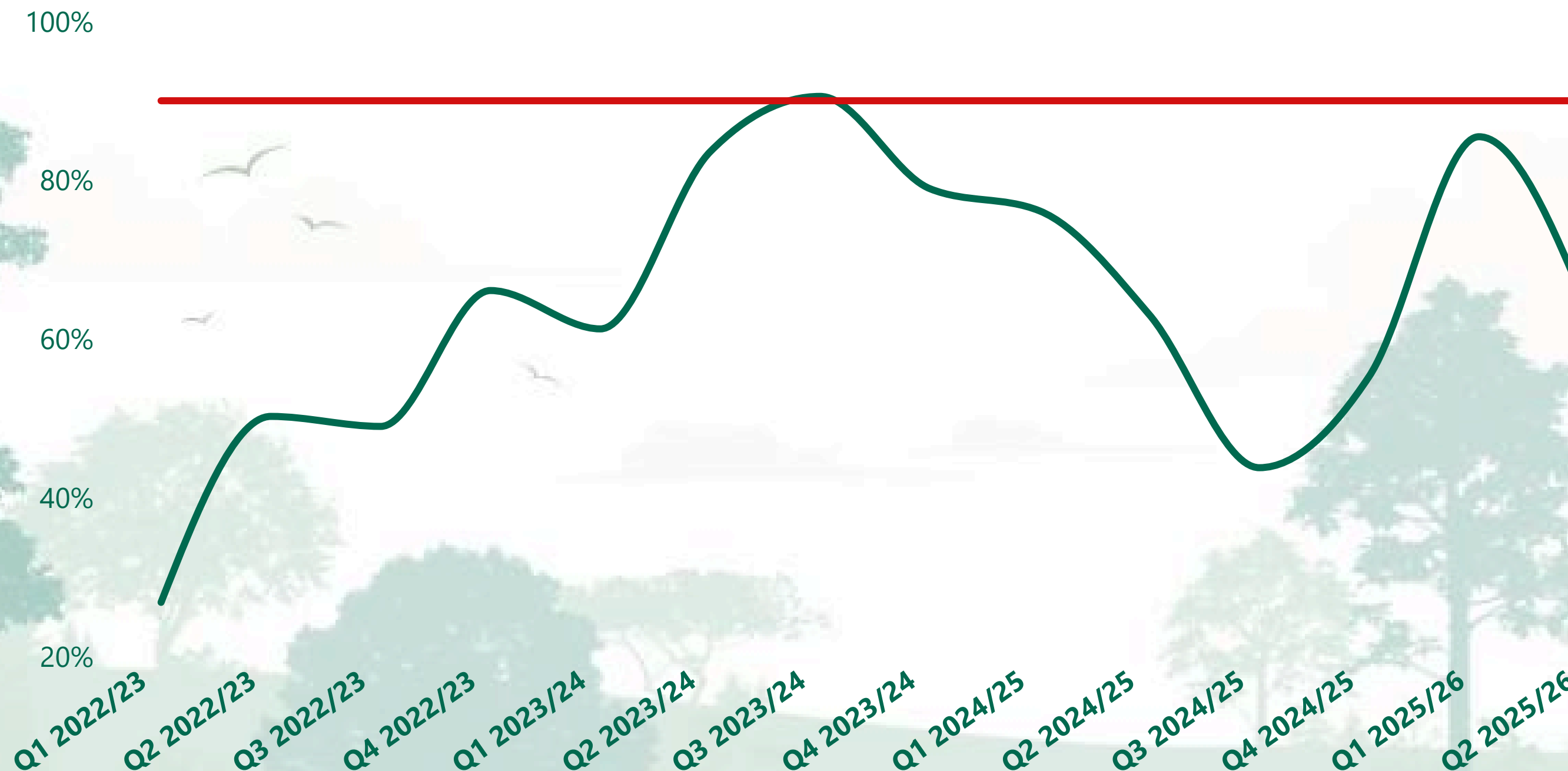
Sustainable Economy

Enterprising and Effective Council

## Service Performance - Land Charges

Percentage of official land charge searches completed within 10 days

● % completed within 10 days ● Target



Searches Completed within 10 days for Q2

**63.35%**

Target - 90%

Direction of Travel

Against last Quarter

Against Last Year



Major Planning Applications

Minor Planning Applications

Other Planning Applications

Planning Appeals

Planning Income

Land Charges

Affordable Homes

Leisure

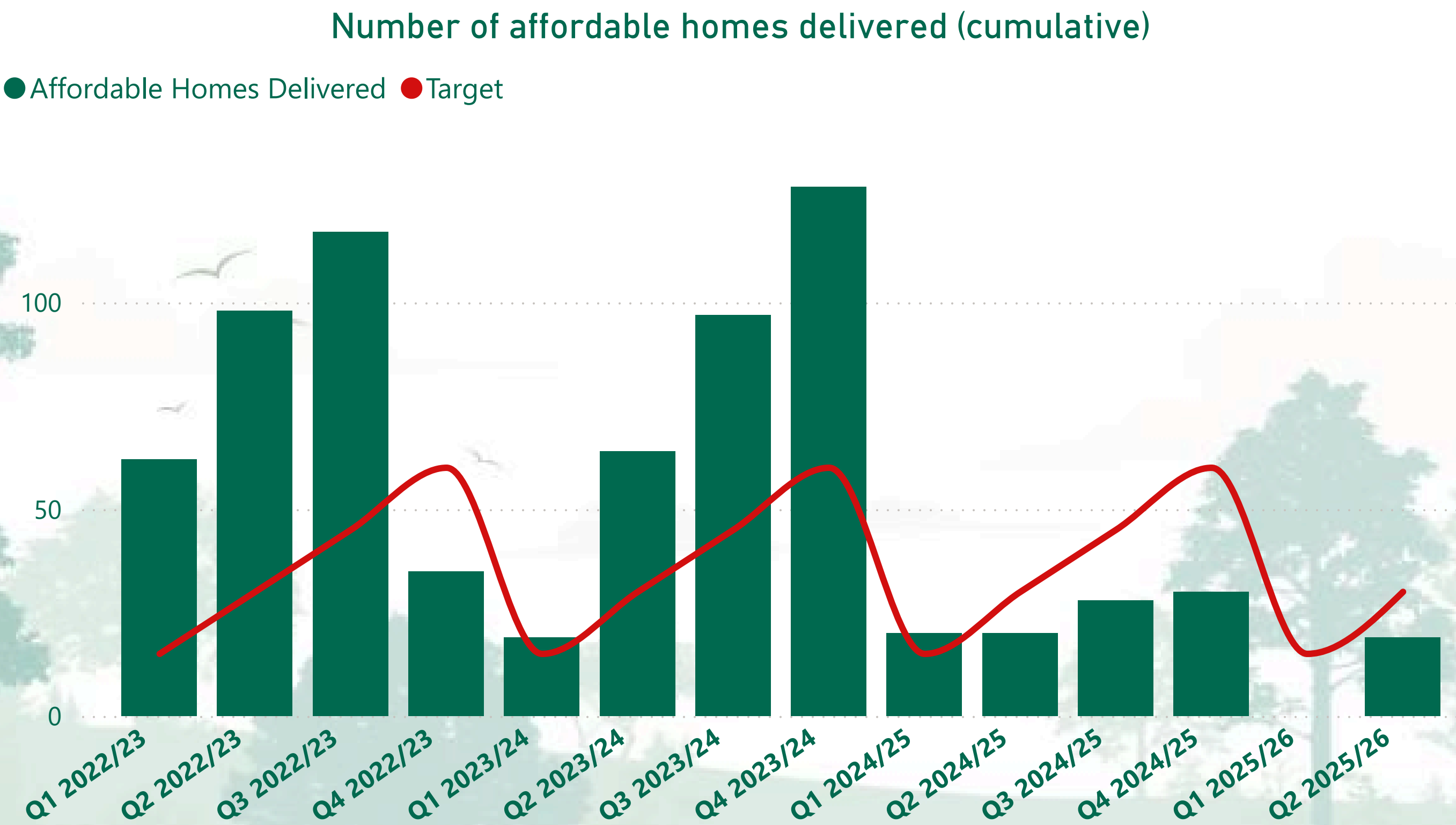
Long Term Empties

Temporary Accommodation



# Service Performance - Affordable Homes

- Major Planning Applications
- Minor Planning Applications
- Other Planning Applications
- Planning Appeals
- Planning Income
- Land Charges
- Affordable Homes
- Leisure
- Long Term Empties
- Temporary Accommodation



Number of Affordable Homes Delivered - Cumulative for Financial Year



19

Target - 30

Direction of Travel

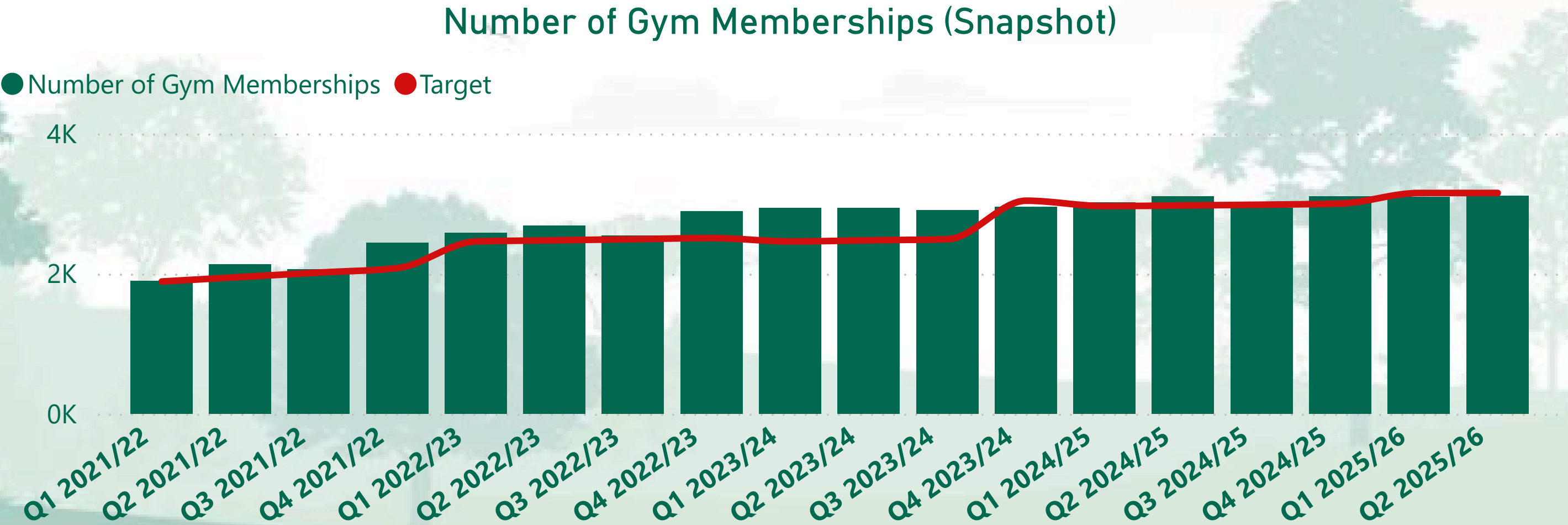
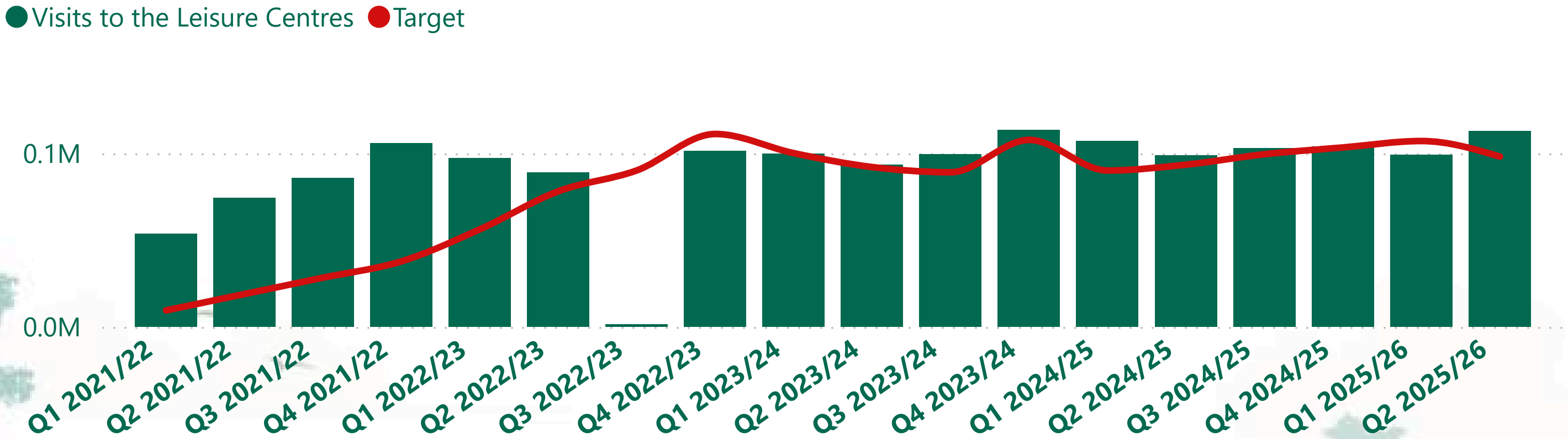
Against last Quarter

Against Last Year



# Service Performance - Leisure

- Major Planning Applications
- Minor Planning Applications
- Other Planning Applications
- Planning Appeals
- Planning Income
- Land Charges
- Affordable Homes
- Leisure
- Long Term Empties
- Temporary Accommodation



Leisure Centre  
Visits

112895

Target - 98000

## Direction of Travel

Against last Quarter



Against Last Year



Leisure Centre  
Memberships

3109

Target - 3150

## Direction of Travel

Against last Quarter



Against Last Year







Forest of Dean  
— DISTRICT COUNCIL —



Back to Priority Home



Back to Service  
Performance

Thriving  
Communities

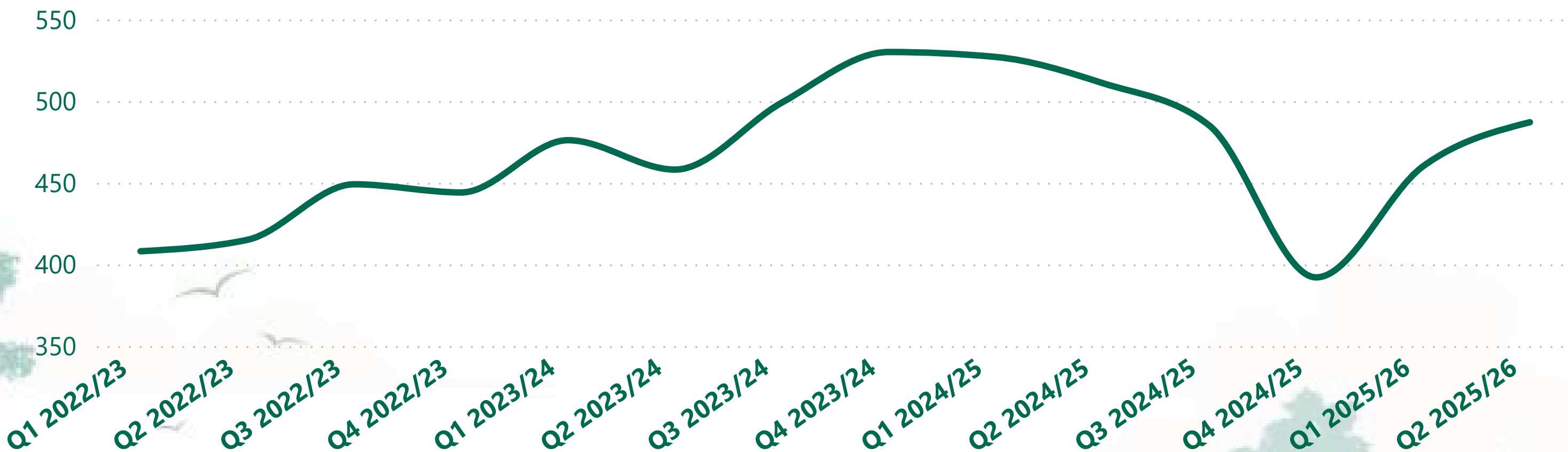
Decarbonisation and  
Nature Recovery

Sustainable  
Economy

Enterprising and  
Effective Council

# Service Performance - Long Term Empties

(Snapshot) Long Term Empty Properties



Long Term Empties  
by End of Q2

487

Direction of Travel

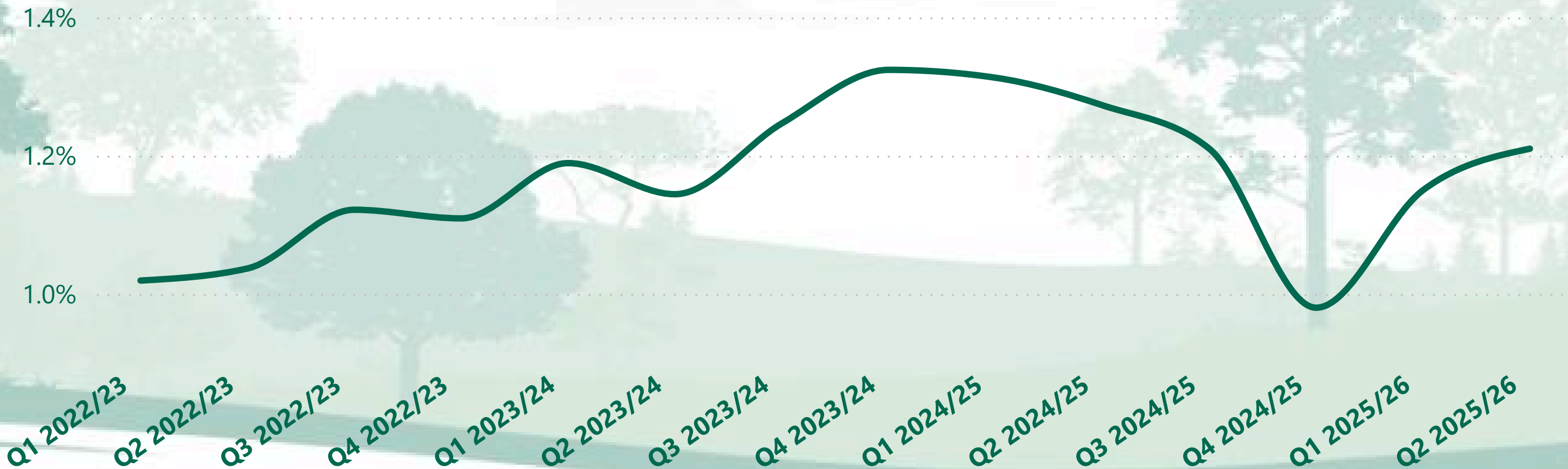
Against last Quarter



Against Last Year



% of Long Term Empty Properties from the Total Housing Stock



% of Long Term  
Empties from the  
Total Housing Stock  
by End of Q2

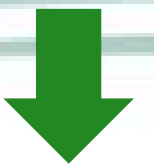
1.21%

Direction of Travel

Against last Quarter



Against Last Year



Major Planning Applications

Minor Planning Applications

Other Planning Applications

Planning Appeals

Planning Income

Land Charges

Affordable Homes

Leisure

Long Term Empties

Temporary Accommodation



Back to Priority Home

Back to Service Performance

Thriving Communities

Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council

# Service Performance - Temporary Accommodation

Number of Households in BB/hotel-type Accommodation

19

Direction of Travel

Against last Quarter

Against Last Year

Number of Households in Hostels LA owned or managed

2

Direction of Travel

Against last Quarter

Against Last Year

Number of Successful Move On into Suitable Independent/Long-Term Accom

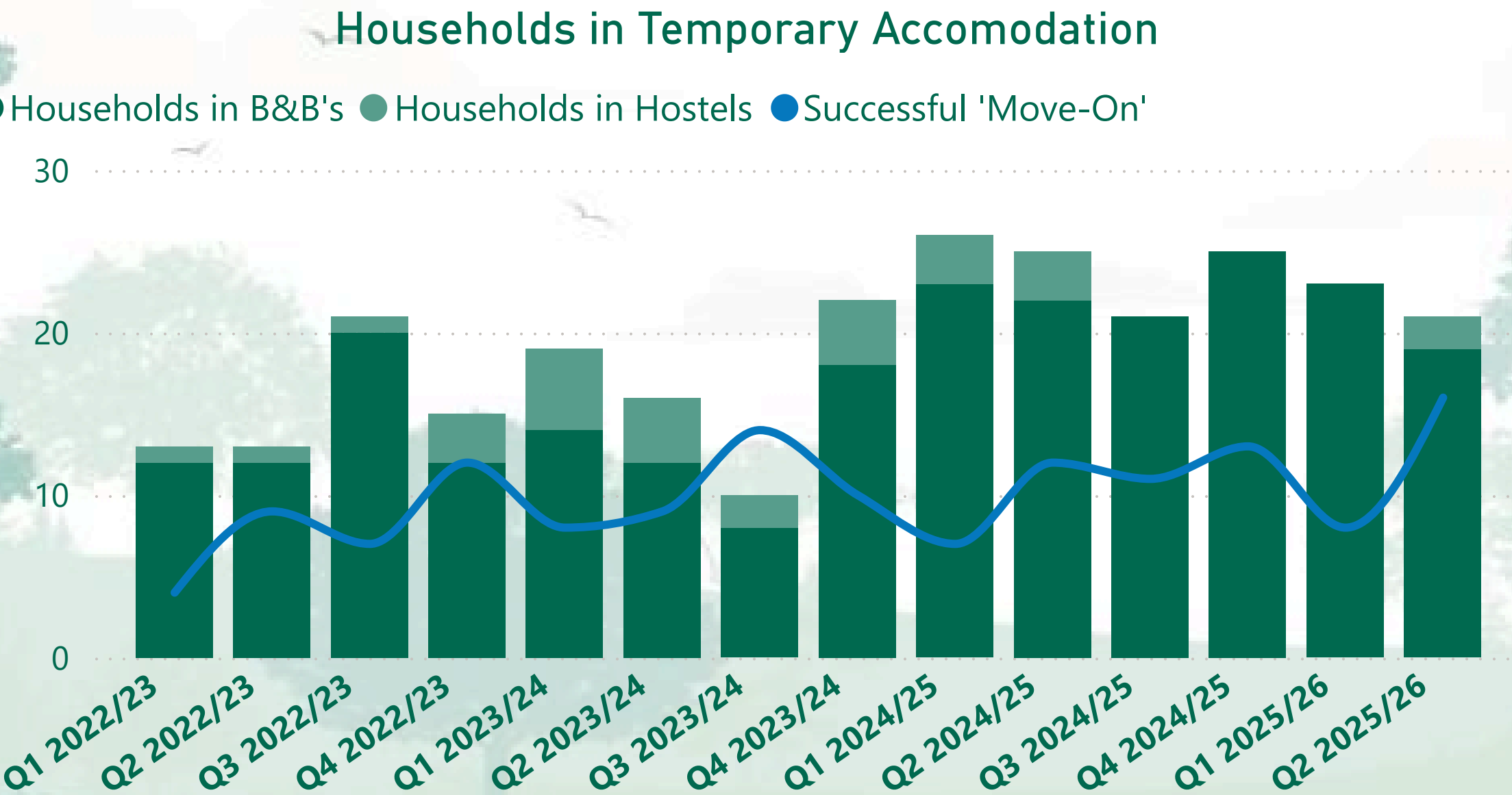
16

Direction of Travel

Against last Quarter

Against Last Year

- Major Planning Applications
- Minor Planning Applications
- Other Planning Applications
- Planning Appeals
- Planning Income
- Land Charges
- Affordable Homes
- Leisure
- Long Term Empties
- Temporary Accommodation



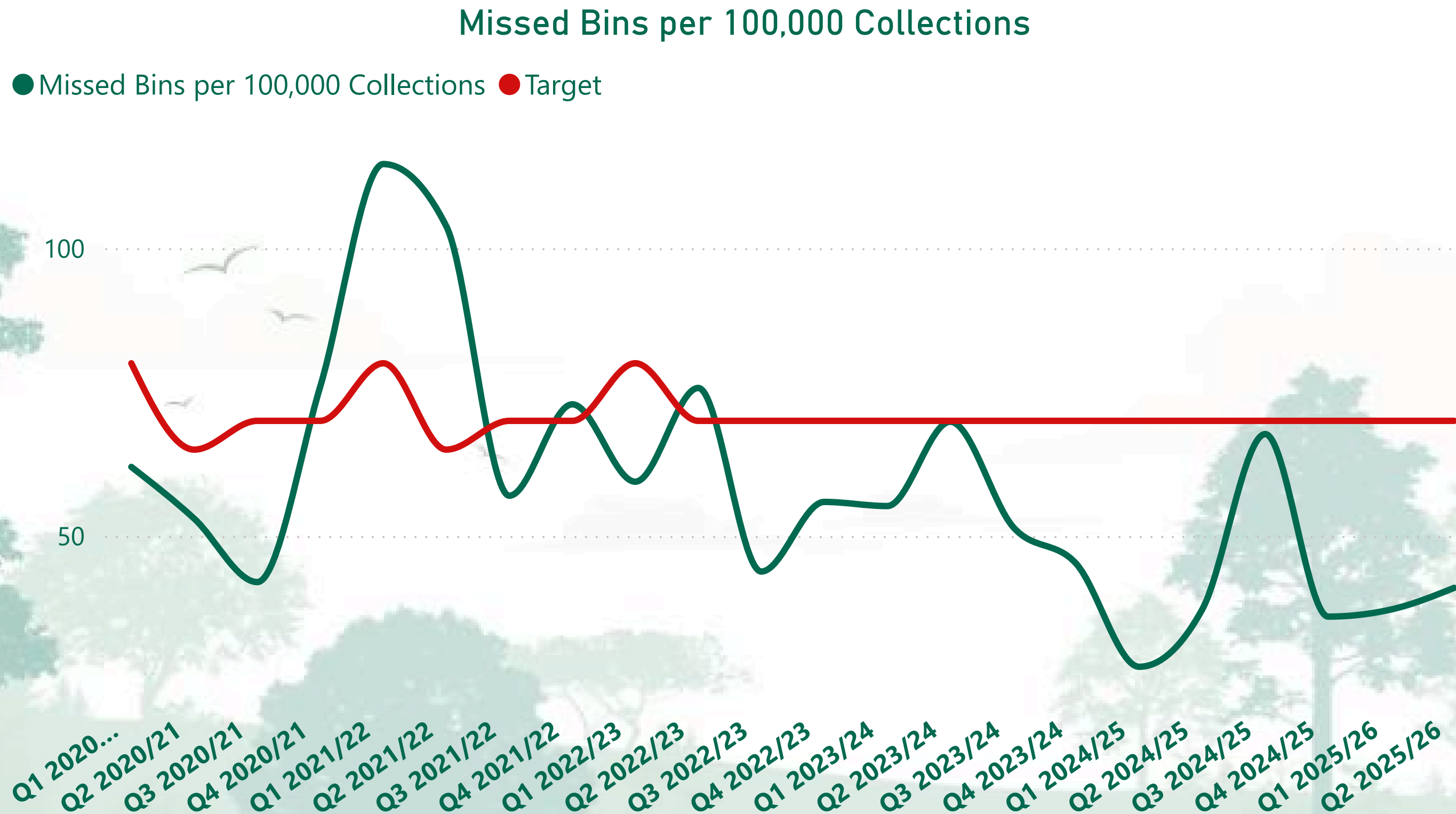
## Number of Households in Temporary Accommodation Compared to CIPFA Nearest Neighbours

Council	Number of Households	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
Babergh	40200	67	71	87	92
East Cambridgeshire	37203	17	9	15	17
Forest of Dean	37217	22	31	23	35
Maldon	27900		33	44	39
Malvern Hills	34892	13	12	14	13
Mid Devon	35633	46	49	55	62
Mid Suffolk	44343	53	66	50	64
Newark and Sherwood	53331	27	19	19	26
North East Derbyshire	45987	30	17	13	13
North Kesteven	50989	27		28	47
South Holland	40703	21	26	24	20
South Staffordshire	46121	8	13	11	14
Staffordshire Moorlands	42355	14	15	11	18
Stroud	52378	51	50	37	33
West Devon	24818	14	21	17	28
West Lindsey	42345	14	9	17	11



# Service Performance - Missed Bins per 100,000 Collections

- Missed Bins
- Household Waste (kg)
- Household Waste Recycled
- Fly Tips



Missed Bins per 100,000 Collections for Q2

41.00

Target - 70

Direction of Travel

Against last Quarter

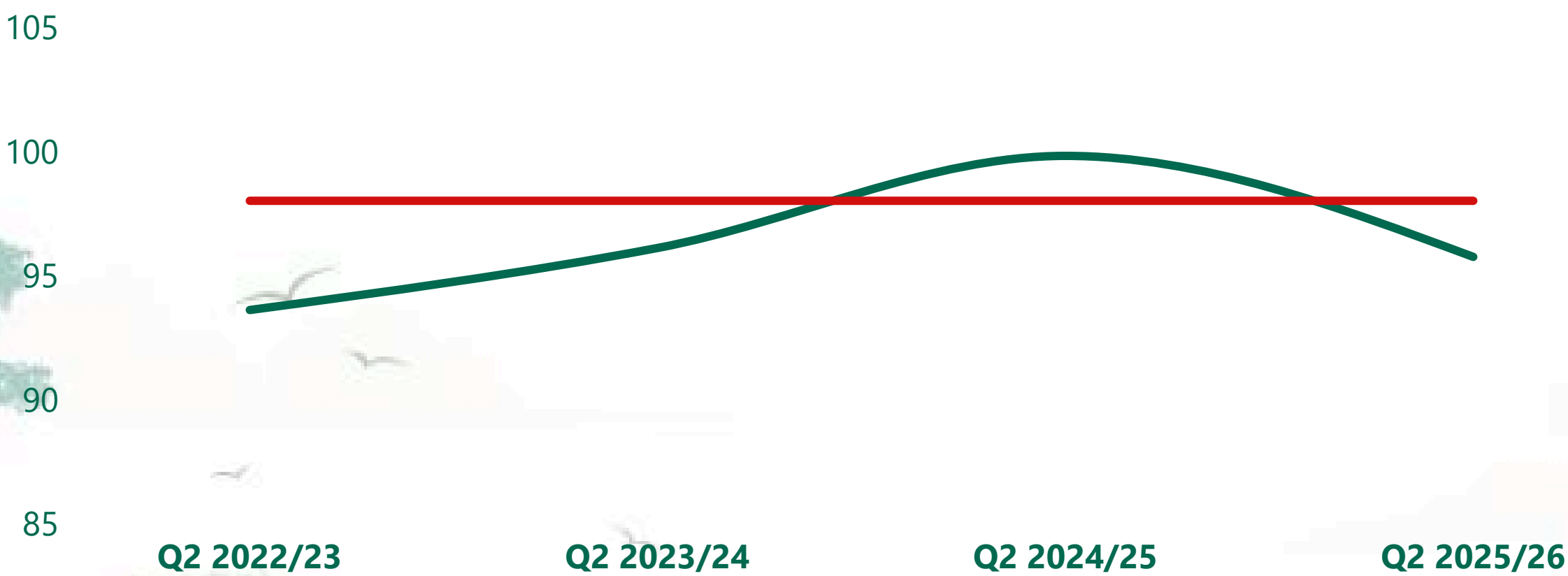
Against Last Year



# Service Performance - Household Waste per Household

Residual Household Waste per Household (kg)

● Waste per Household (kg) ● Target



Residual Household Waste per Household kg for Q2

95.74

Target - 98

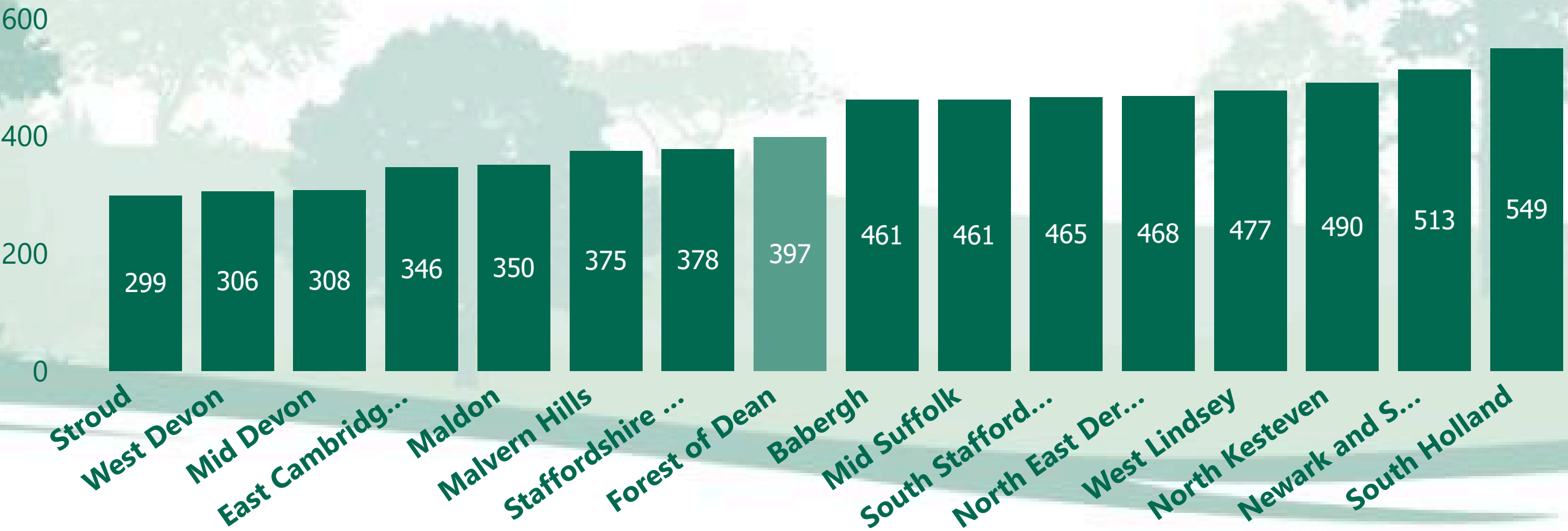
Direction of Travel

Against last Quarter

Against Last Year



Benchmarking Compared to CIPFA Nearest Neighbours

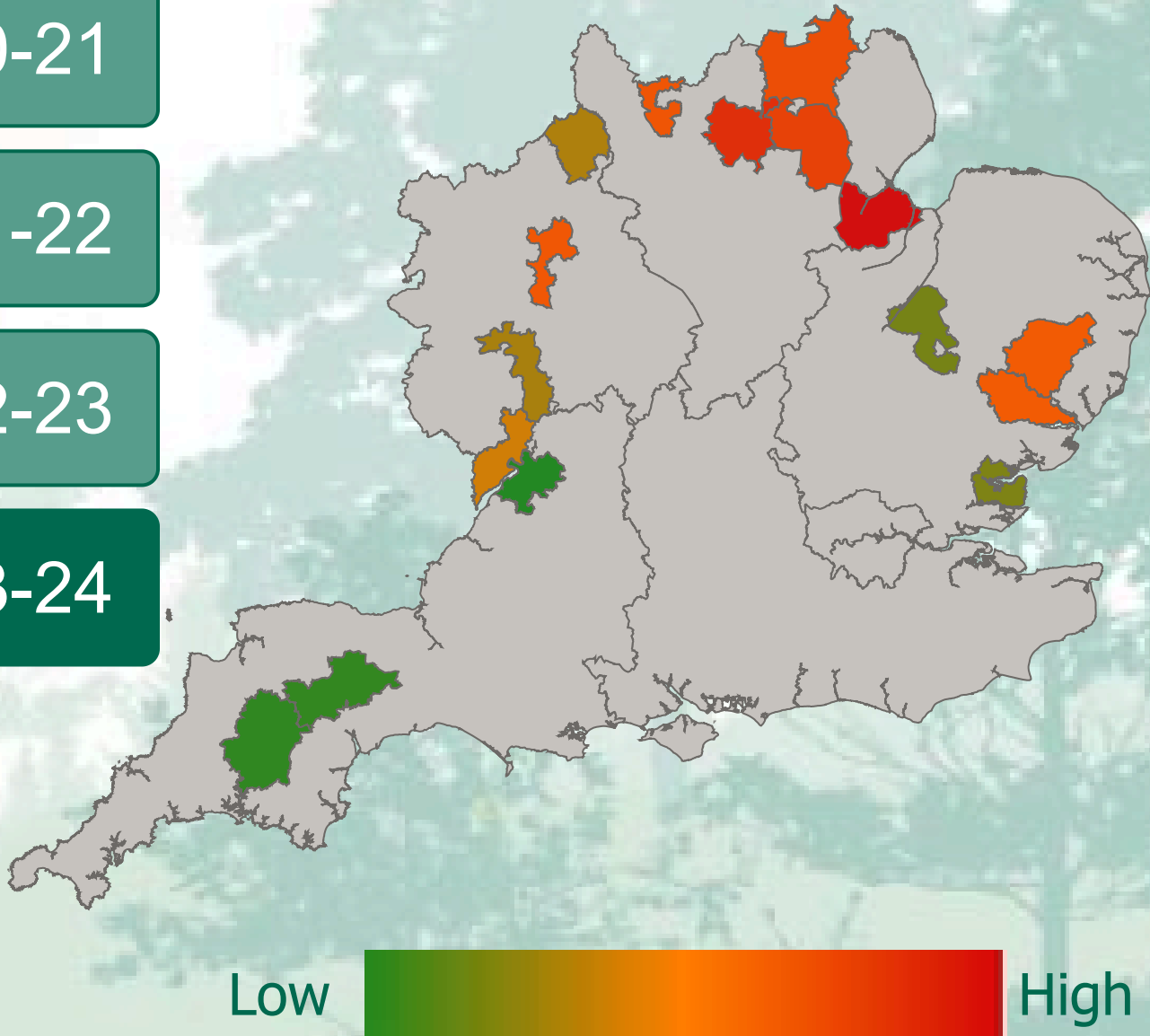


2020-21

2021-22

2022-23

2023-24







Back to Priority Home



Back to Service Performance

Thriving Communities

Decarbonisation and Nature Recovery

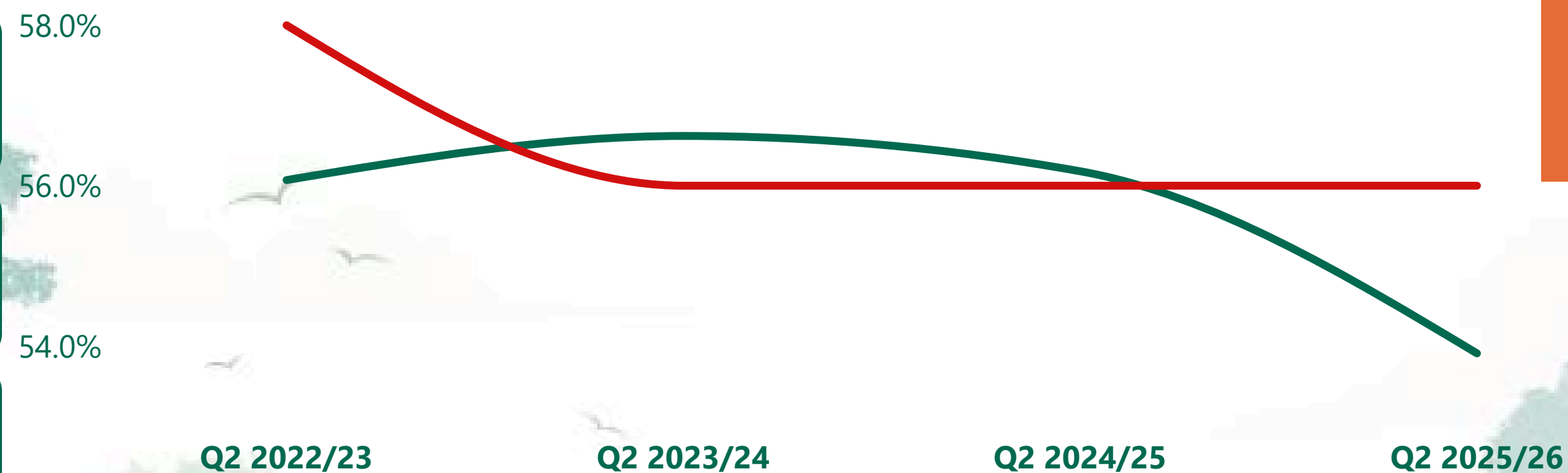
Sustainable Economy

Enterprising and Effective Council

## Service Performance - % of Household Waste Recycled - Cumulative

Residual Household Waste per Household (kg)

● % Household Waste Recycled ● Target



Household Waste Recycled for Q2

**53.91%**

Target - 56%

Direction of Travel

Against last Quarter



Against Last Year



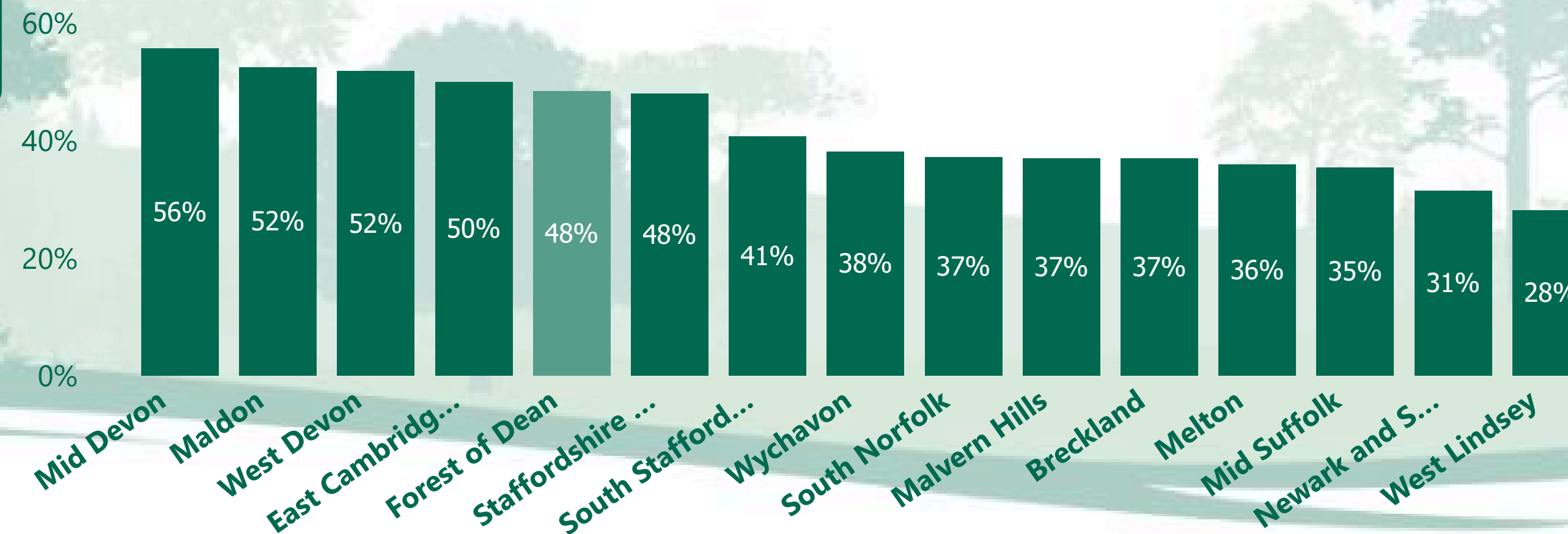
Q1 23/24

Q2 23/24

Q3 23/24

Q4 23/24

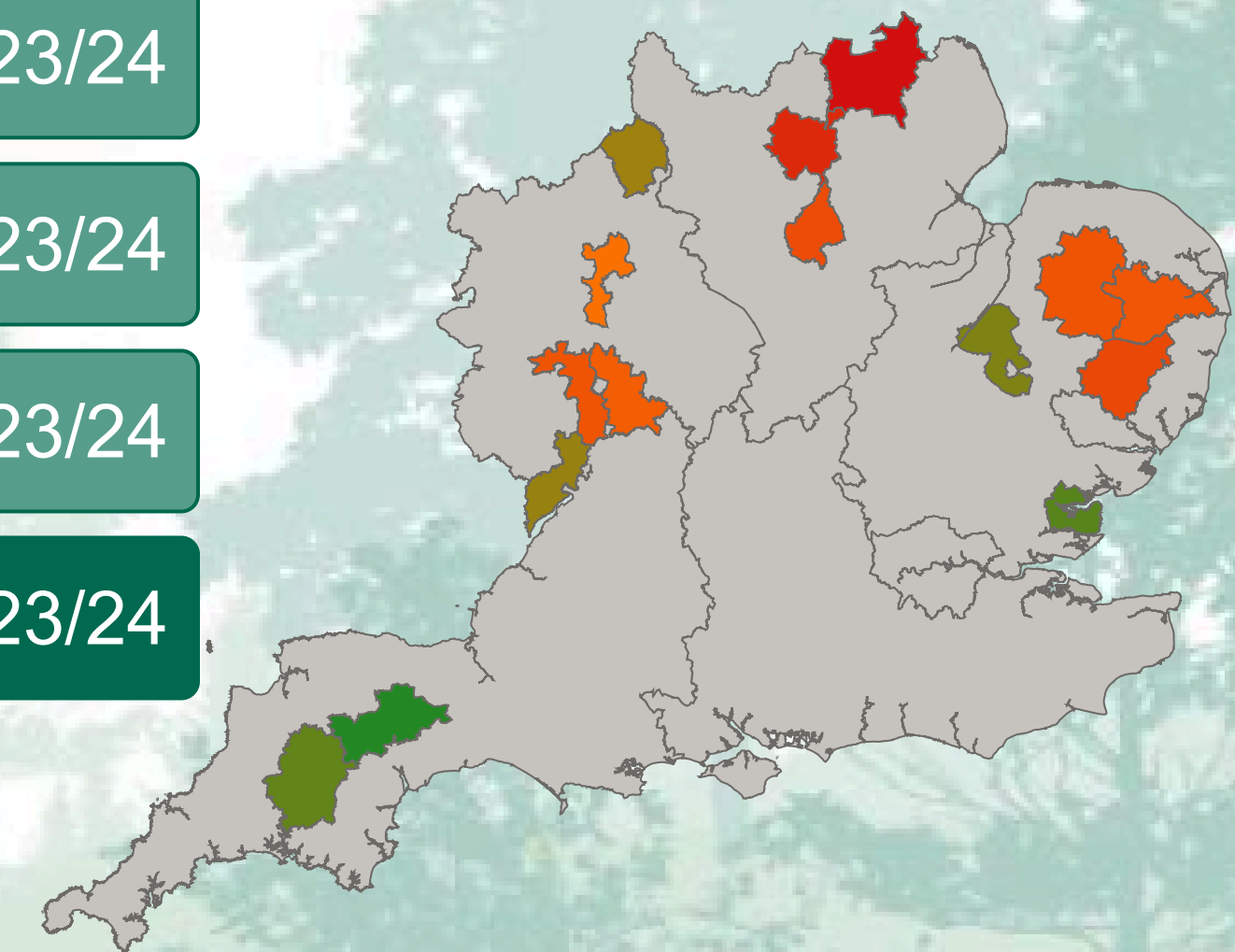
Benchmarking Compared to CIPFA Nearest Neighbours



Low

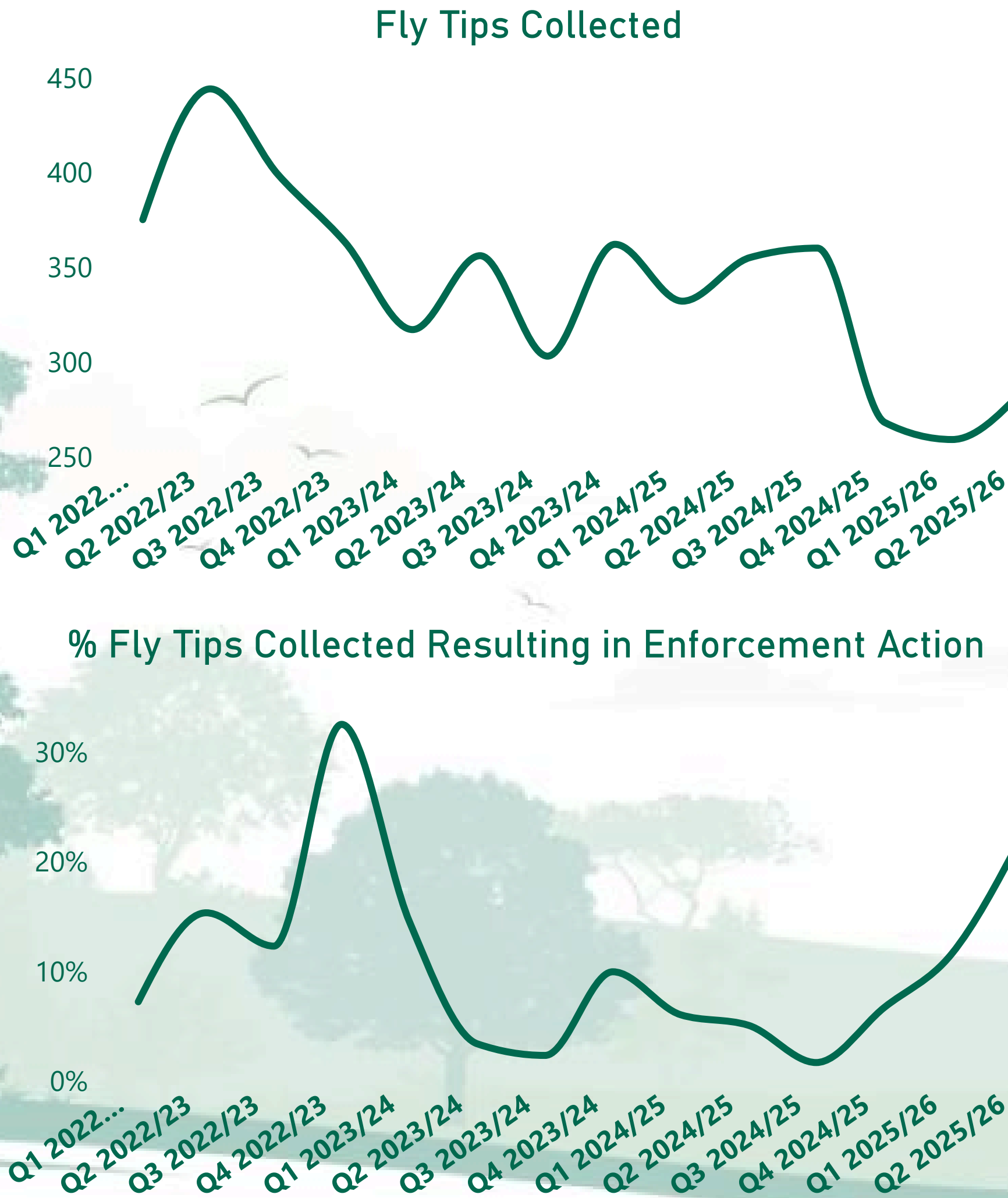


High



## Service Performance - Fly Tips

- Missed Bins
- Household Waste (kg)
- Household Waste Recycled
- Fly Tips

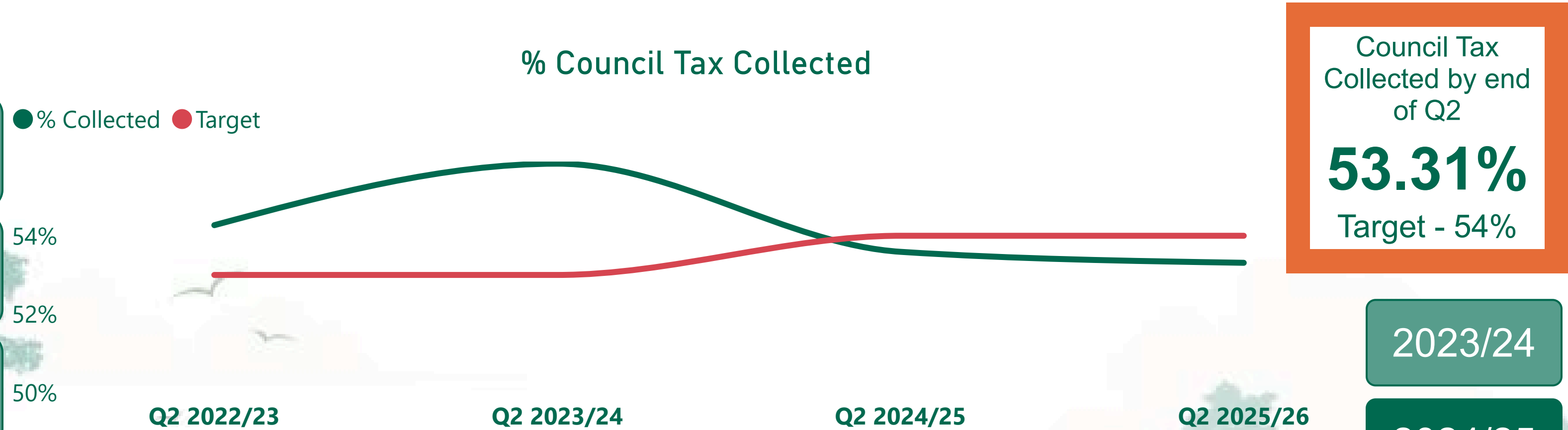


2023-24		
Council	Fly Tip - Incidents	% FPNS per Incident
Babergh	388	0.26%
East Cambridgeshire	428	3.27%
Forest of Dean	1338	1.72%
Maldon	364	3.57%
Malvern Hills	219	1.83%
Mid Devon	445	2.47%
Mid Suffolk	399	2.76%
Newark and Sherwood	1603	14.91%
North East Derbyshire	660	6.06%
North Kesteven	919	0.22%
South Holland	2027	3.50%
South Staffordshire	1346	1.26%
Staffordshire Moorlands	371	2.96%
Stroud	1144	0.09%
West Devon	346	0.00%
West Lindsey	1115	1.79%



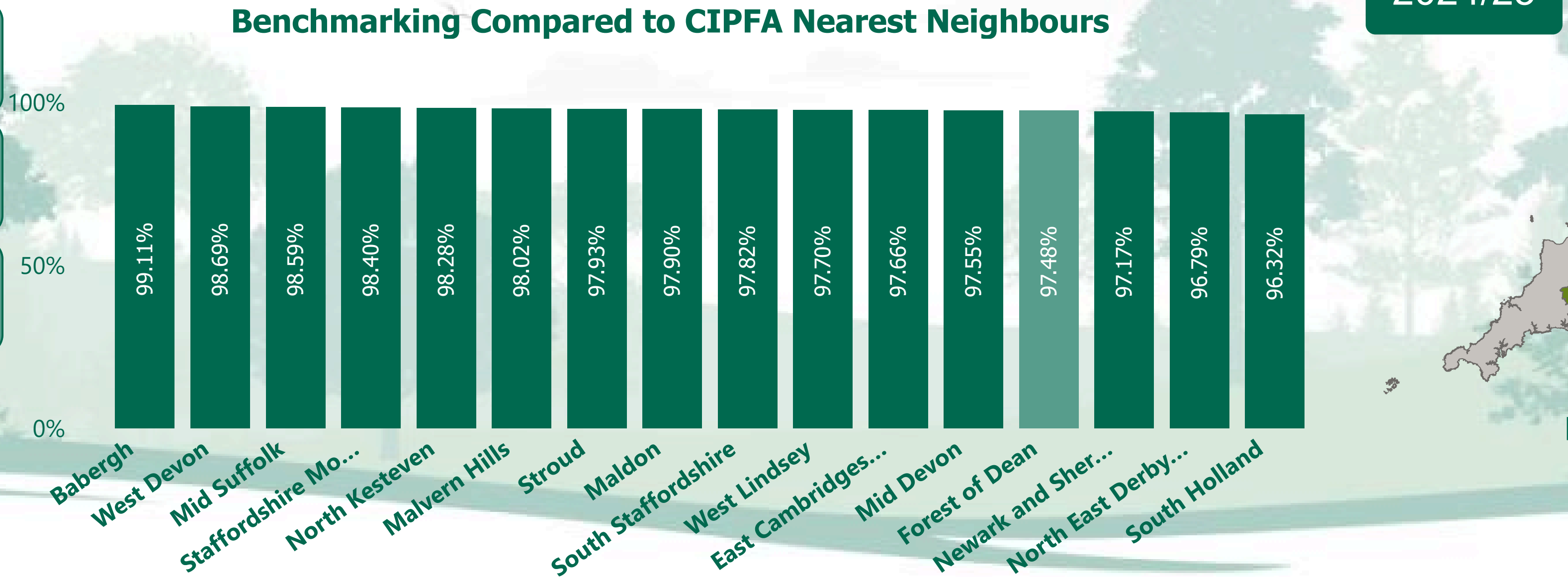

# Service Performance - Council Tax Collected

- Council Tax
- Non-Domestic Rates
- % Overpayment - LA Error
- CTS - New Claims
- CTS - Changes
- HB - Changes



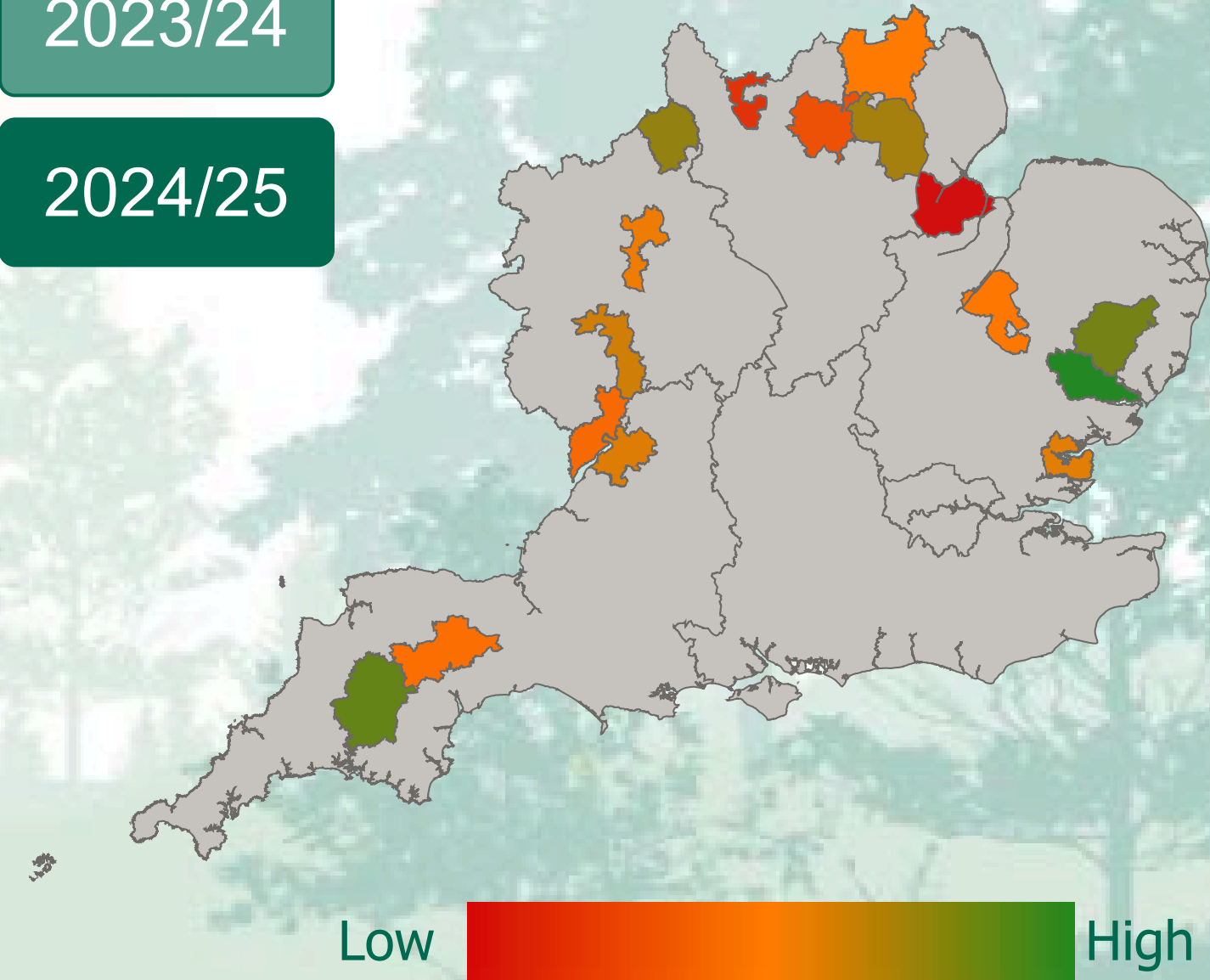
Direction of Travel

Against last Year



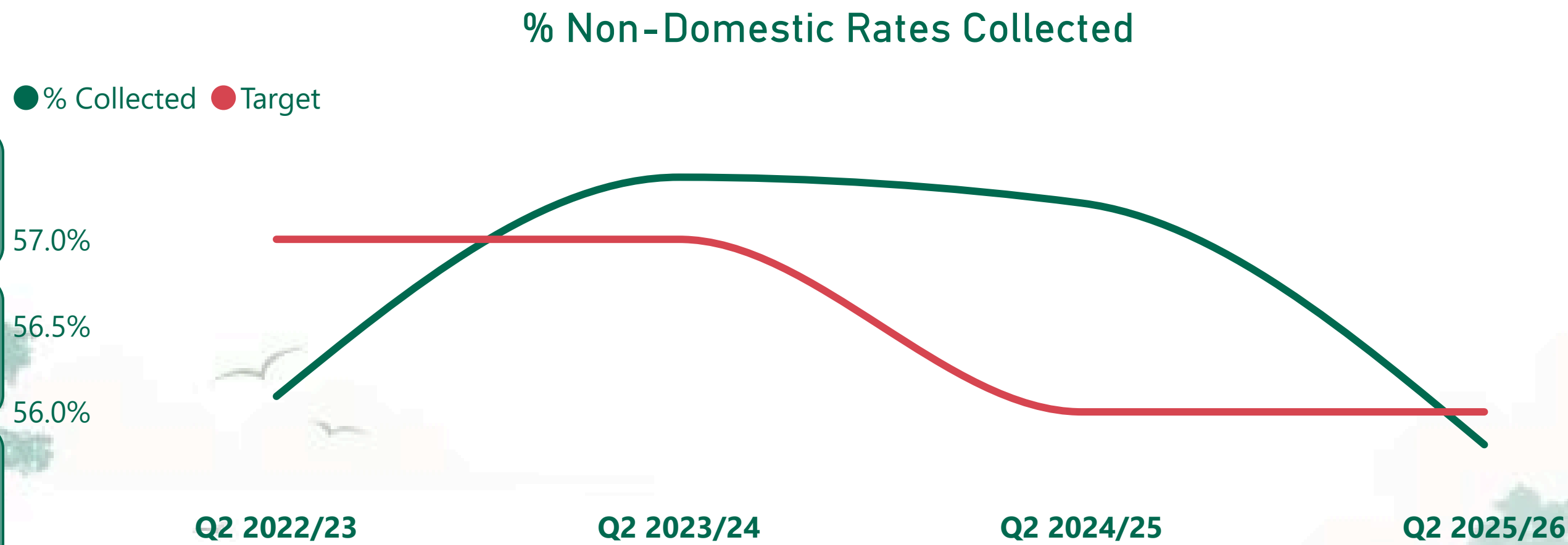
2023/24

2024/25



# Service Performance - Non-Domestic Rates Collected

- Council Tax
- Non-Domestic Rates
- % Overpayment - LA Error
- CTS - New Claims
- CTS - Changes
- HB - Changes



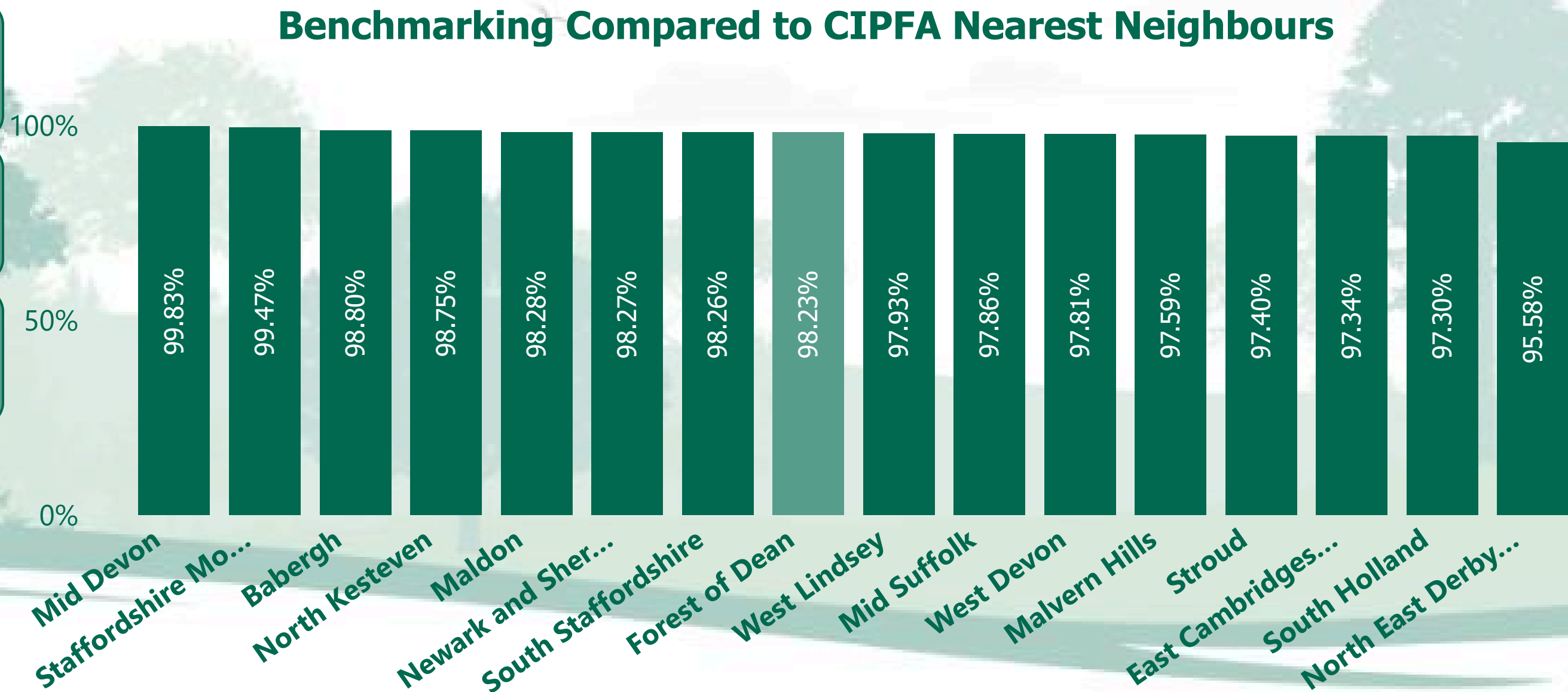

Council Tax  
Collected by end  
of Q2

**55.81%**

Target - 56%

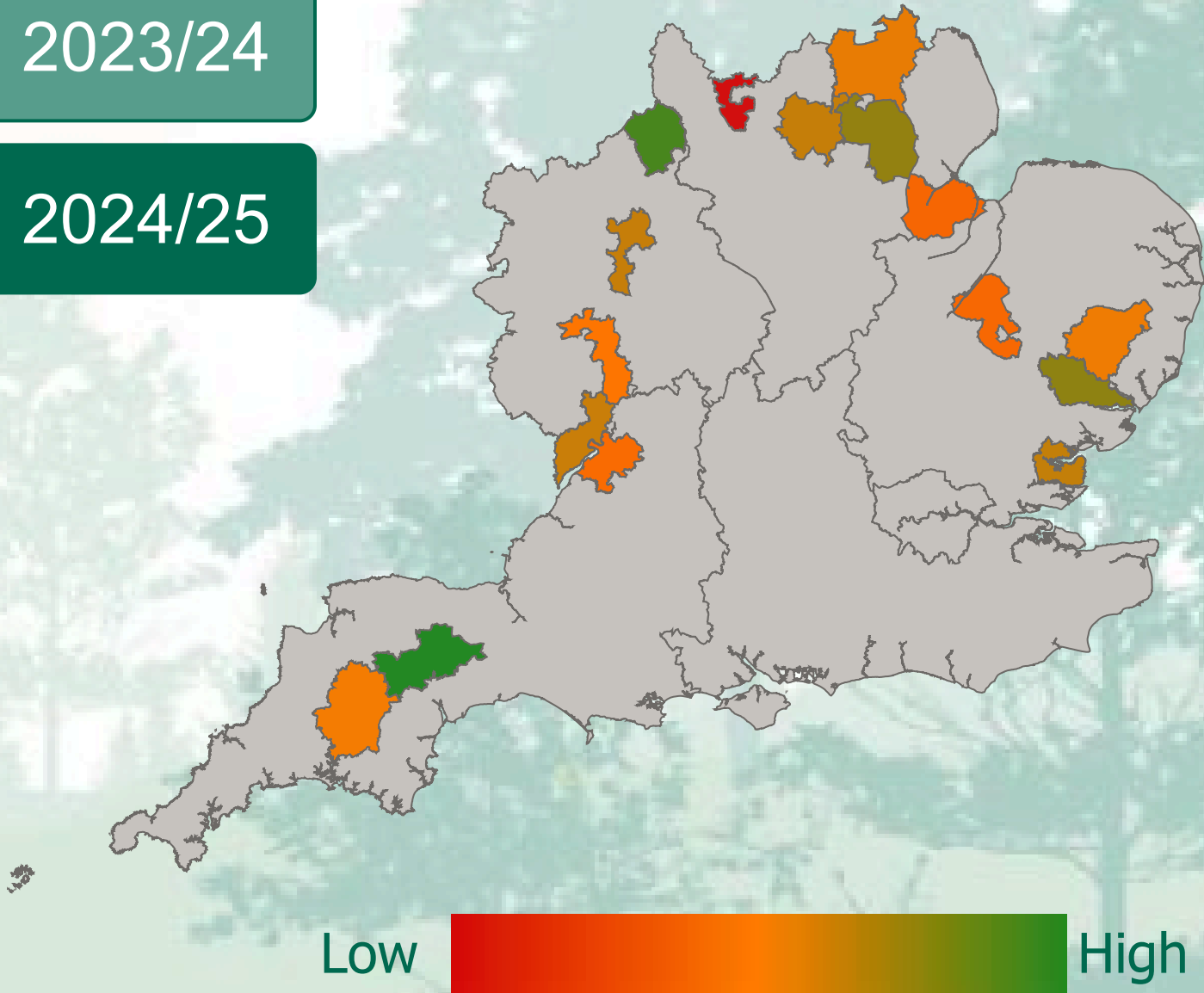
Direction of Travel

Against last Year



2023/24

2024/25







Back to Priority Home



Back to Service  
Performance

Thriving  
Communities

Decarbonisation and  
Nature Recovery

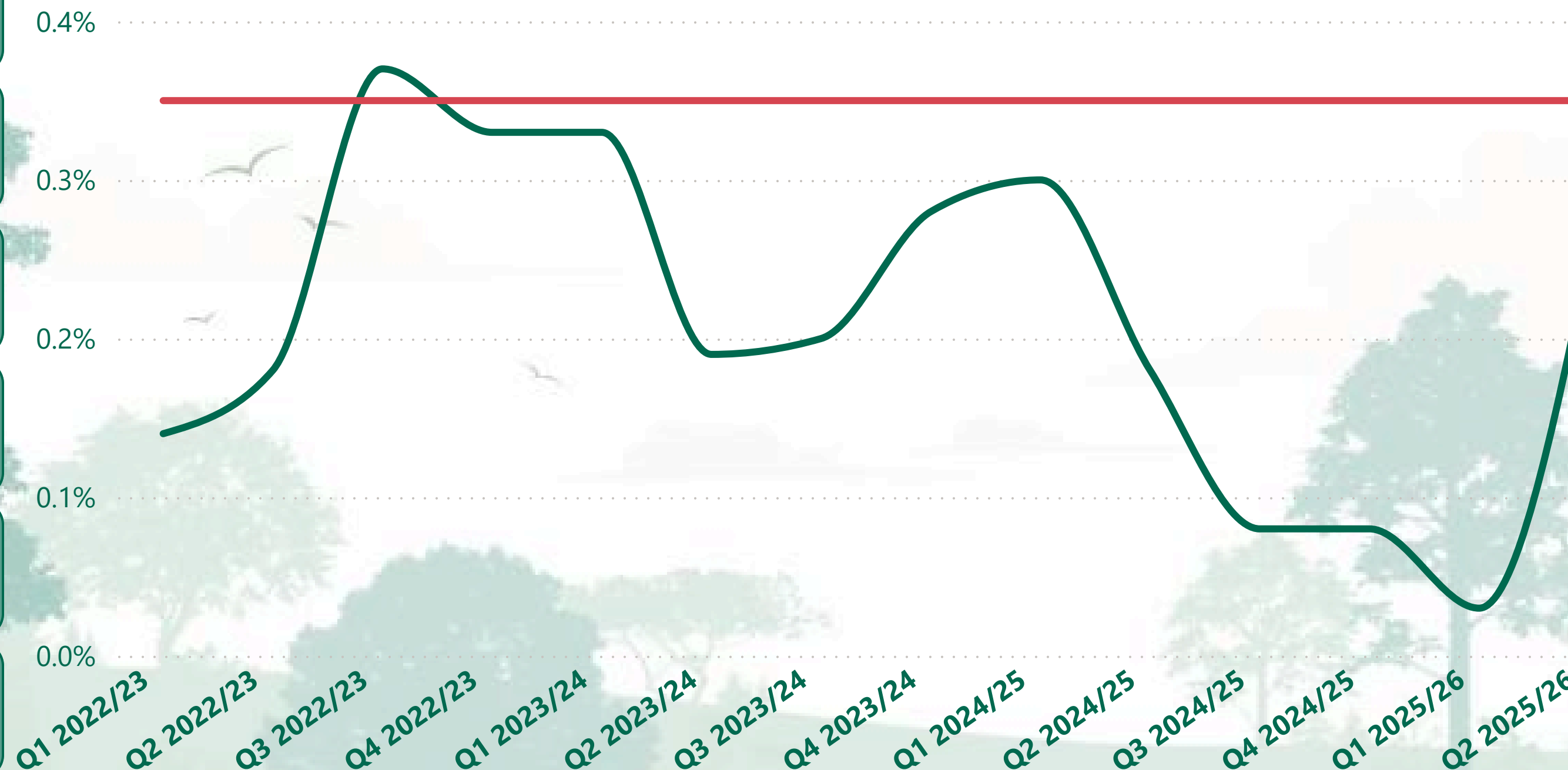
Sustainable  
Economy

Enterprising and  
Effective Council

## Service Performance - % of Housing Benefit overpayment due to LA error/admin delay

% of Housing Benefit overpayment due to LA error/admin delay

● % Overpayment ● Target



% of Housing Benefit  
overpayment by end  
of Q2

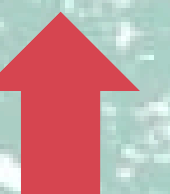
**0.25%**

Target - 0.35%

Direction of Travel

Against last Quarter

Against Last Year



Council Tax

Non-Domestic Rates

% Overpayment - LA Error

CTS - New Claims

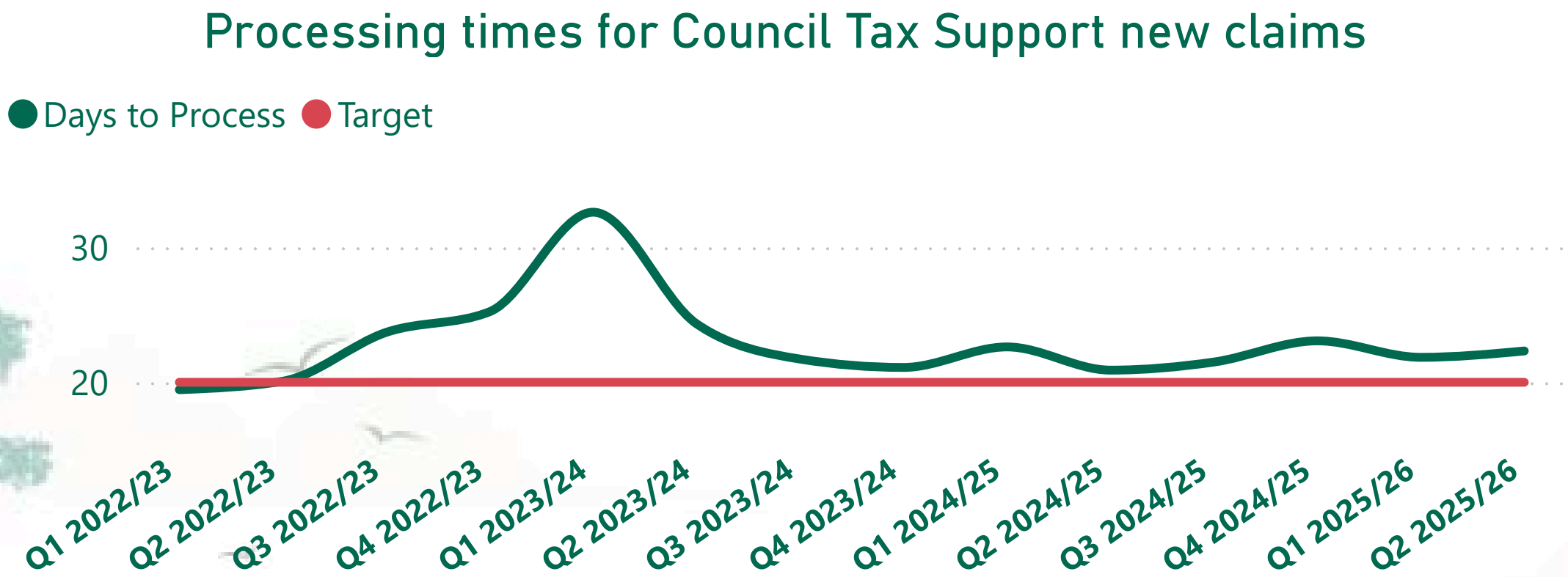
CTS - Changes

HB - Changes

Service Performance - Processing times for Council Tax

Support new claims

- Council Tax
- Non-Domestic Rates
- % Overpayment - LA Error
- CTS - New Claims
- CTS - Changes
- HB - Changes



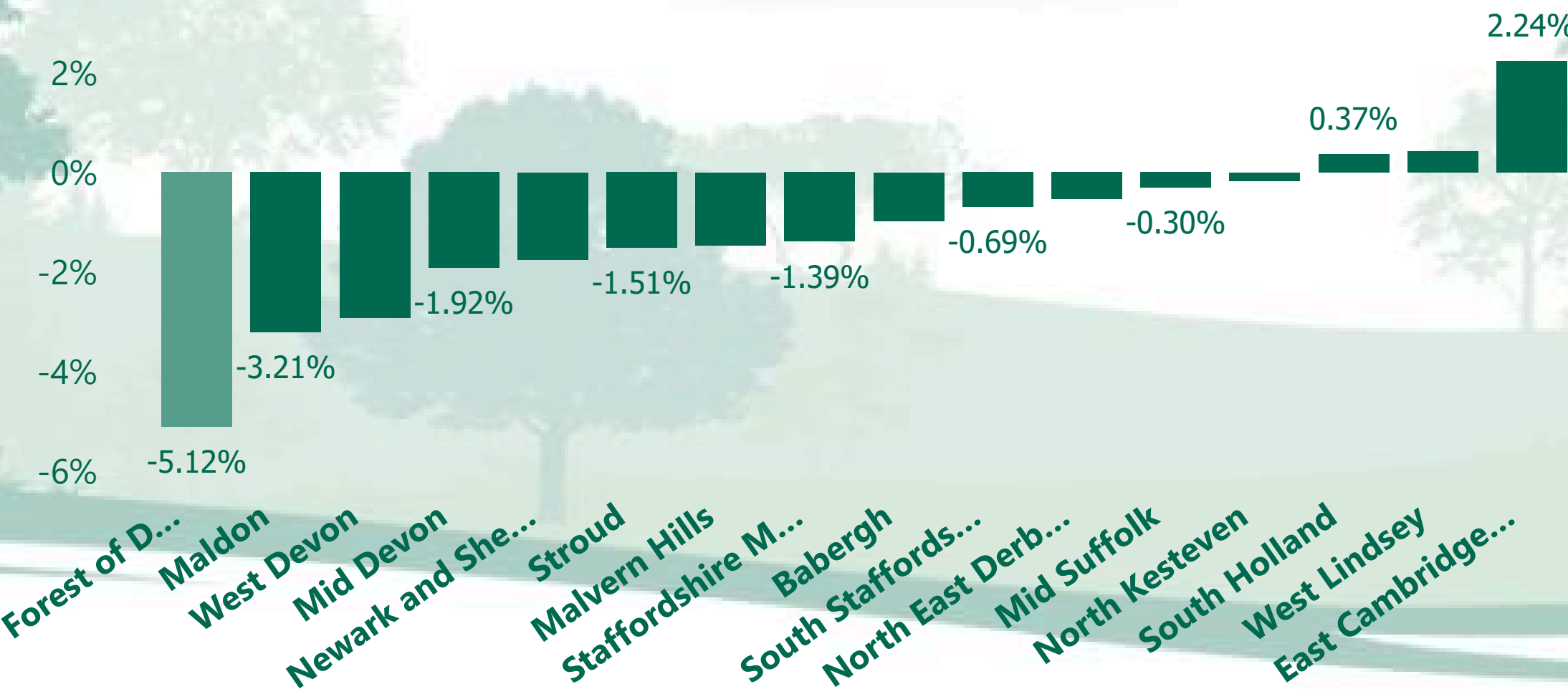
Average Processing Time for Council Tax Support New Claims at end of Q2

22.32

Target - 20

Direction of Travel

Benchmarking Compared to CIPFA Nearest Neighbours for the Percentage Change of Claimants Compared to the Same Time Period the Previous Year



Against last Quarter



Against last Year



Q4 24/25

Q1 25/26

Number of Claimants For Nearest Neighbours

Council	Q2 24/25	Q3 24/25	Q4 24/25
Newark and Sherwood	6718	6637	6722
West Lindsey	5937	5854	5851
South Staffordshire	5270	5256	5293
Forest of Dean	4970	4897	4882
Staffordshire Moorlands	4823	4804	4841
Babergh	4675	4662	4644
Mid Suffolk	4656	4636	4635
Mid Devon	4001	3940	3926
Malvern Hills	3895	3854	3879
East Cambridgeshire	3607	3641	3672
West Devon	3205	3187	3182
Maldon	3024	2981	3081





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Back to Service  
Performance

Thriving  
Communities

Decarbonisation and  
Nature Recovery

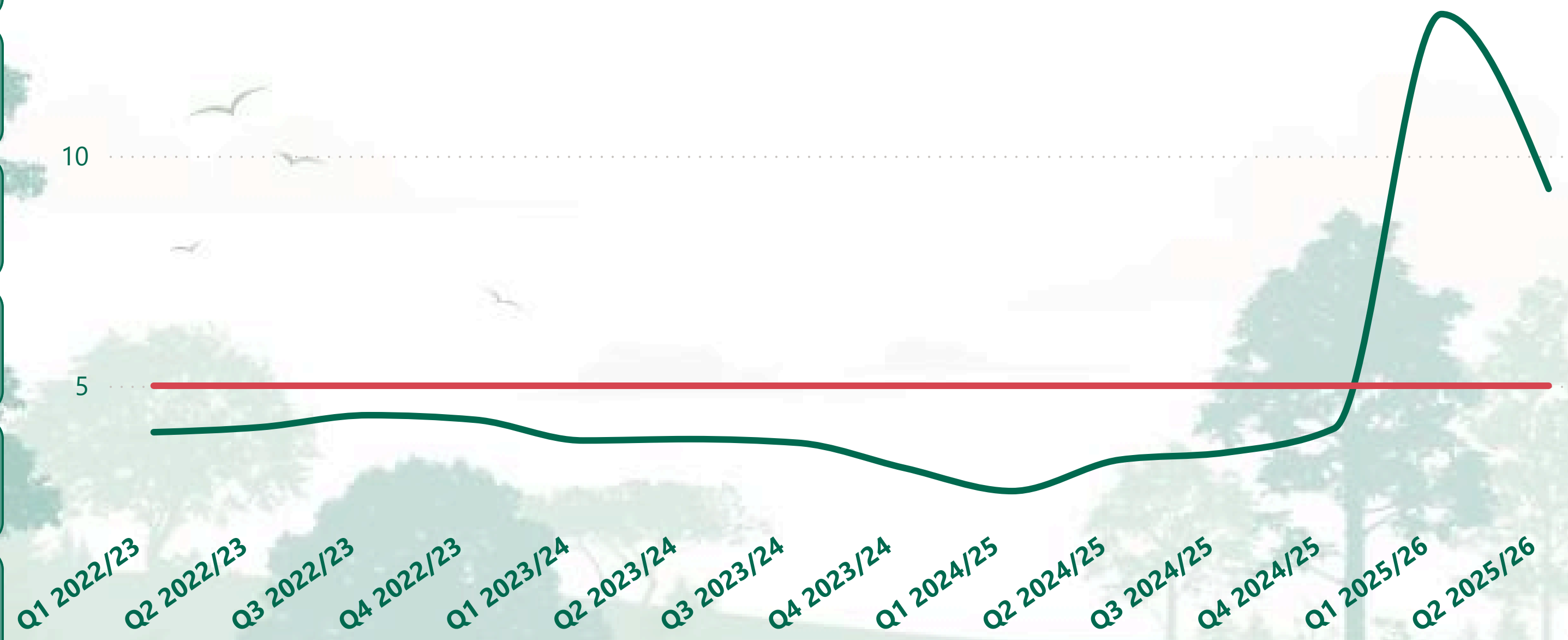
Sustainable  
Economy

Enterprising and  
Effective Council

# Service Performance - Processing times for Council Tax Support Change of Events

Processing times for Council Tax Support Change of Events

● Days to Process ● Target



Average Processing Time  
for Council Tax Support  
Change of Events by end  
of Q2

**9.28**

Target - 5

**Direction of Travel**

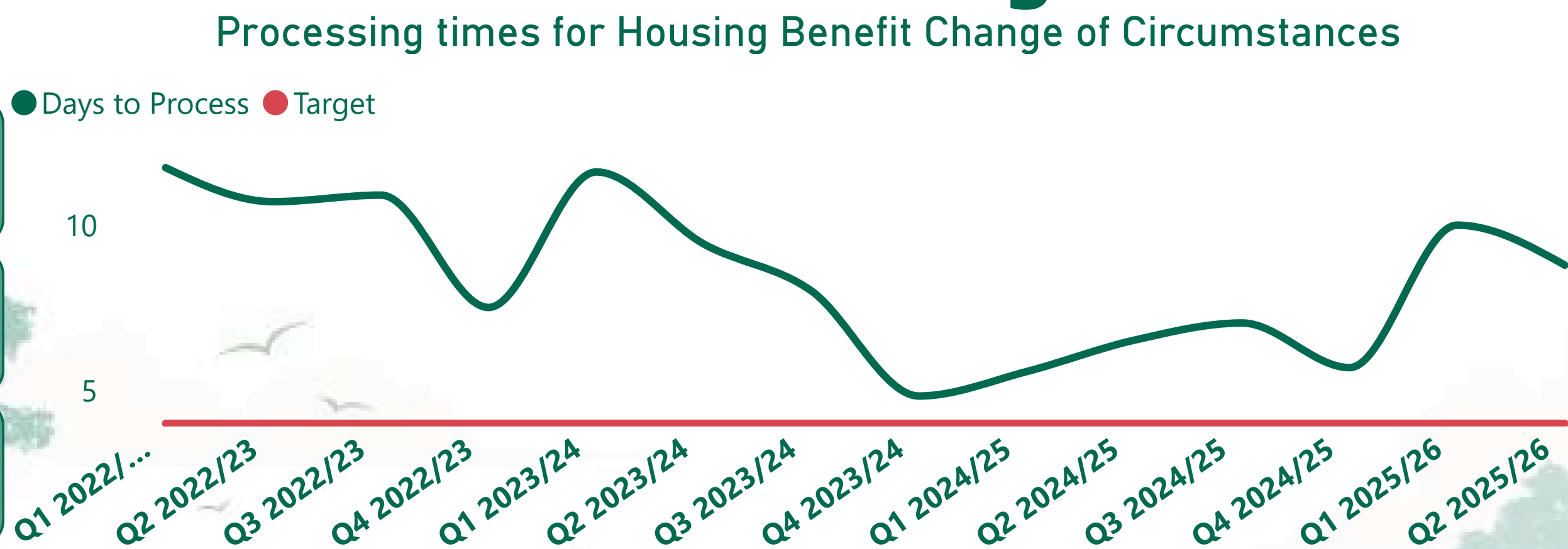
Against last Quarter

Against Last Year



# Service Performance - Processing times for Housing Benefit Change of Circumstances

- Council Tax
- Non-Domestic Rates
- % Overpayment - LA Error
- CTS - New Claims
- CTS - Changes
- HB - Changes



Average Processing Time for Housing Benefit Change of Circumstances at end of Q2

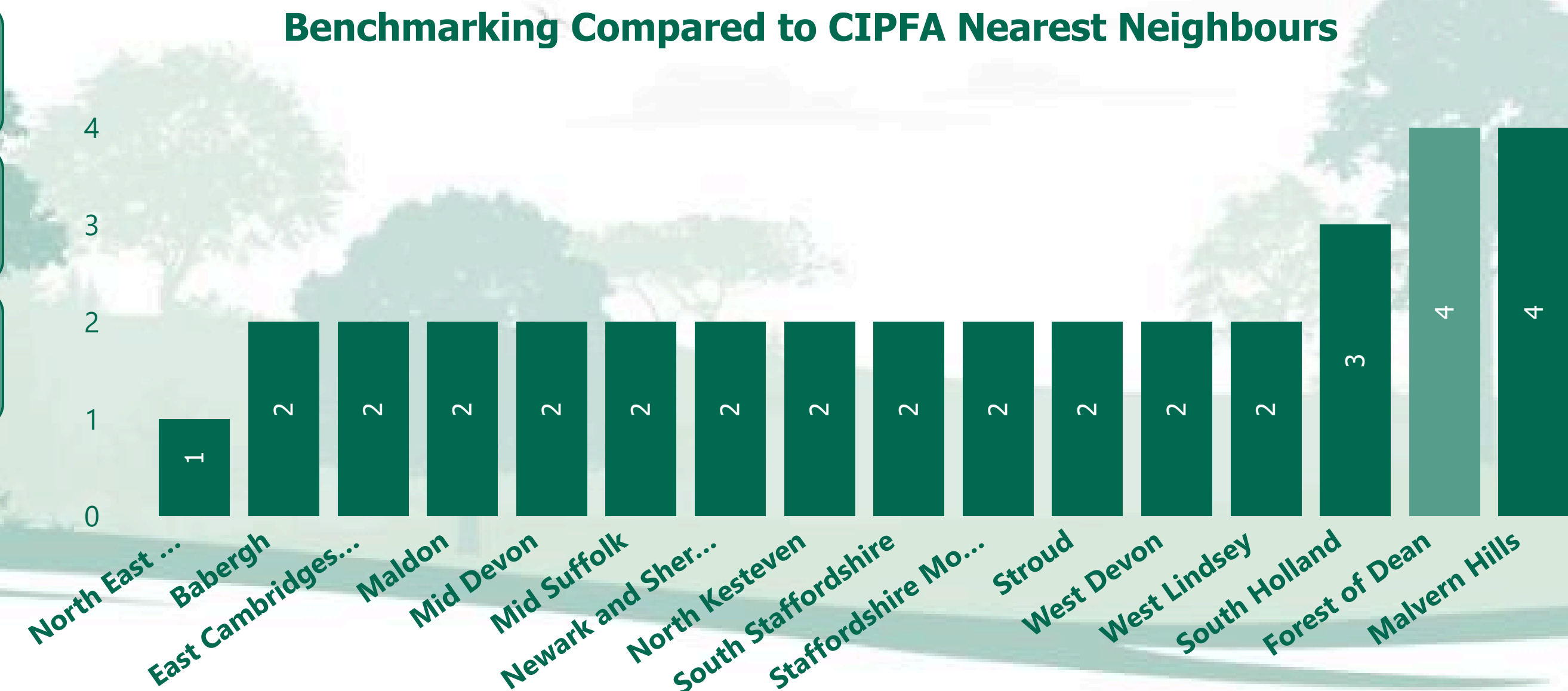
**8.79**

Target - 4

Direction of Travel

Against last Quarter

Against last Year

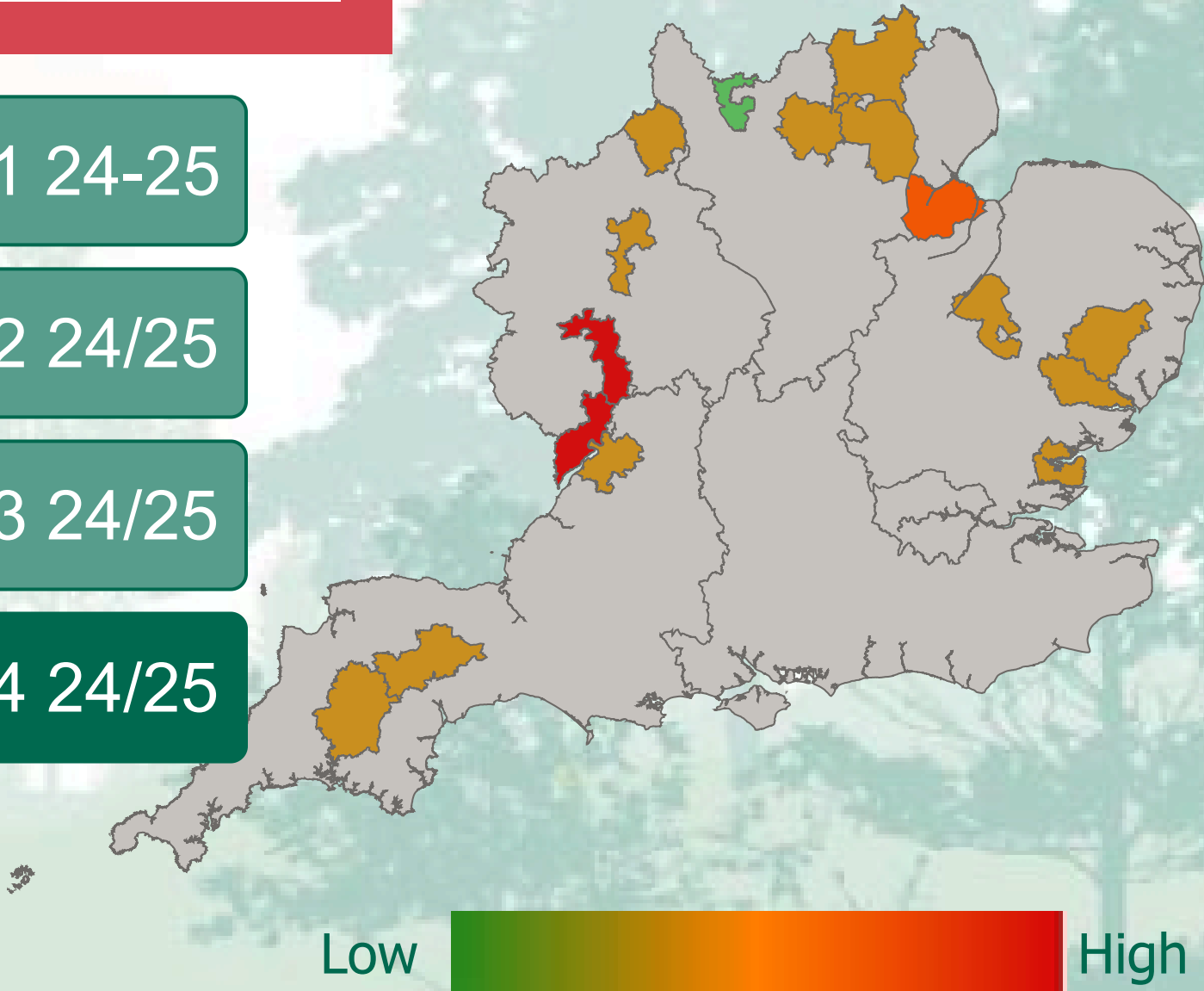


Q1 24-25

Q2 24/25

Q3 24/25

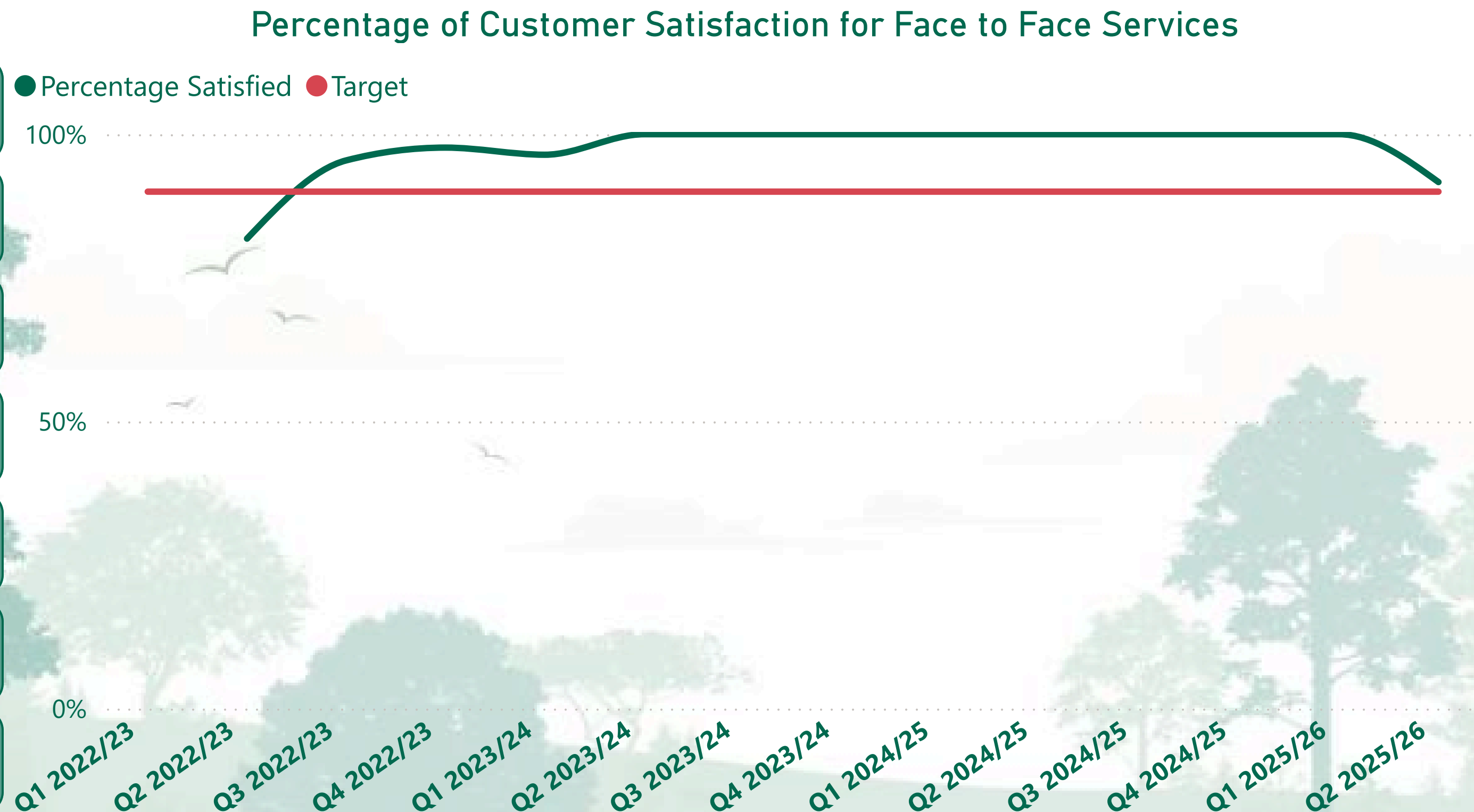
Q4 24/25





# Service Performance - Customer Satisfaction: Face to Face

- Customer Satisfaction - Face to Face
- Customer Satisfaction - Telephone
- Customer Satisfaction - Email
- Number of Calls Received
- Average Waiting Times
- Freedom of Information Requests
- Complaints



Percentage of Customers Satisfied with Face to Face Interactions or Q2

91.67%

Target - 90%

Direction of Travel

Against last Quarter

Against Last Year





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Back to Service Performance

Thriving Communities

Decarbonisation and Nature Recovery

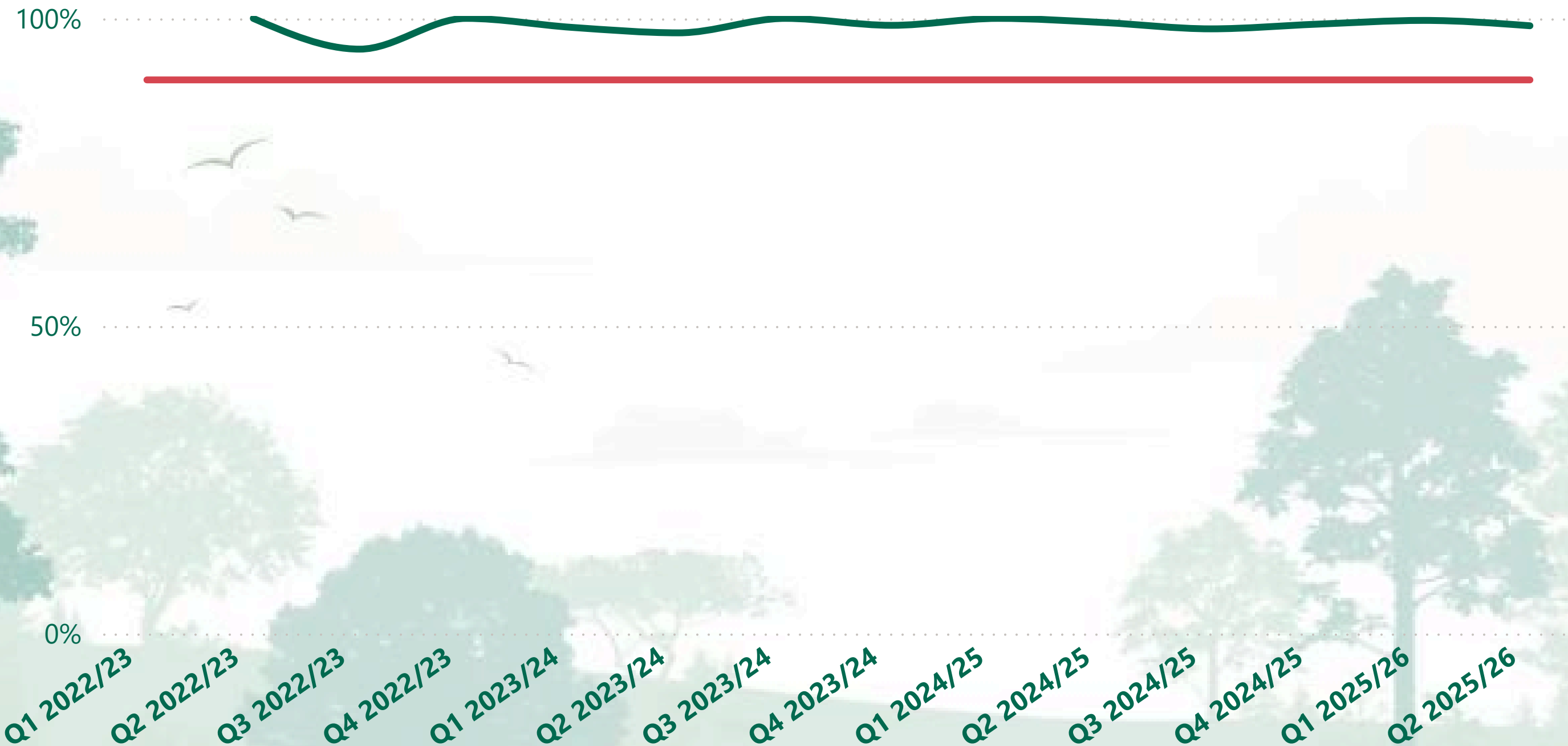
Sustainable Economy

Enterprising and Effective Council

# Service Performance - Customer Satisfaction: Telephone

Percentage of Customer Satisfaction for Telephone Services

● Percentage Satisfied ● Target



Percentage of Customers Satisfied with Telephone Interactions or Q2

98.80%

Target - 90%

Direction of Travel

Against last Quarter

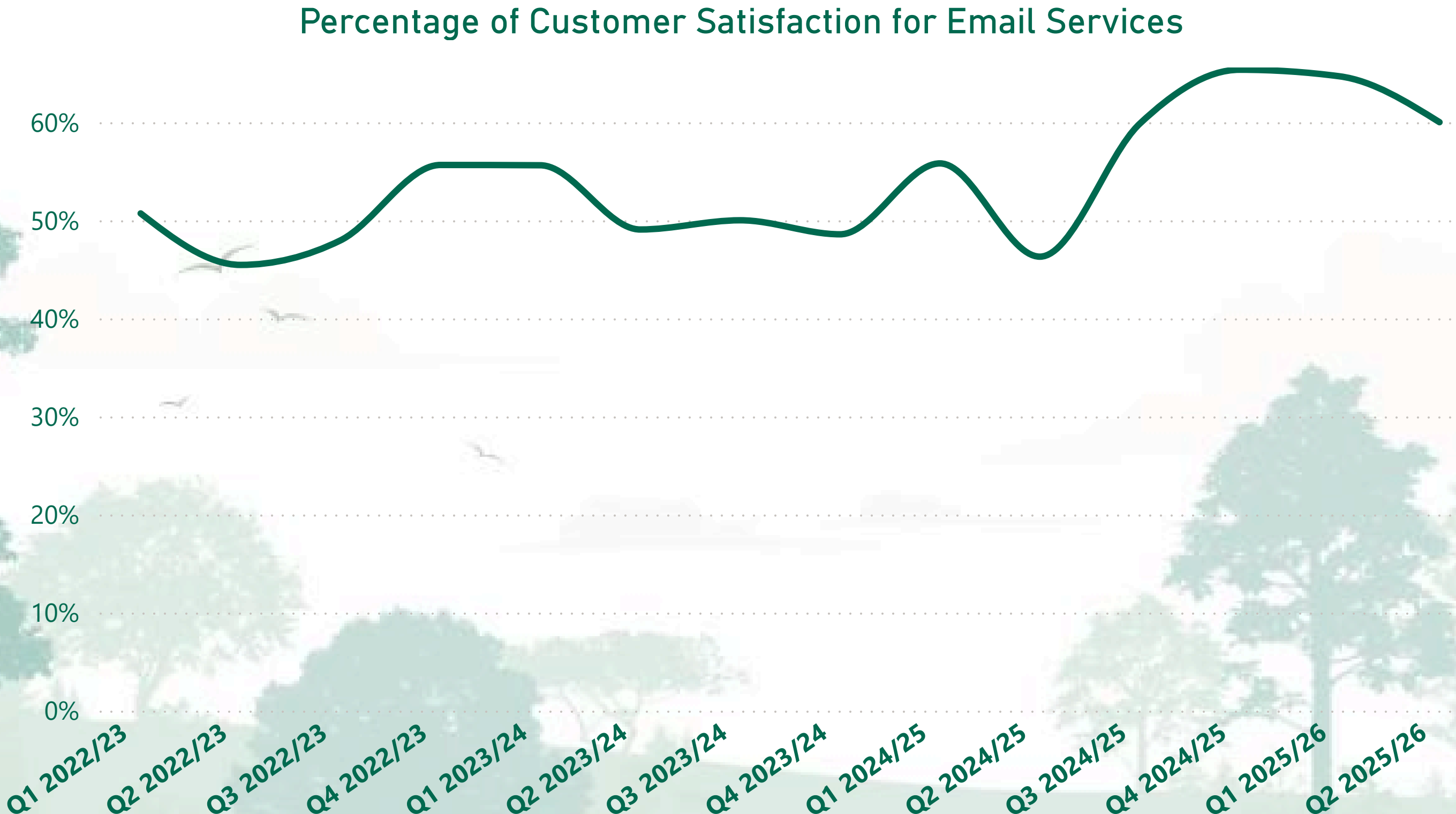
Against Last Year





# Service Performance - Customer Satisfaction: Email

- Customer Satisfaction - Face to Face
- Customer Satisfaction - Telephone
- Customer Satisfaction - Email
- Number of Calls Received
- Average Waiting Times
- Freedom of Information Requests
- Complaints




Percentage of Customers Satisfied with Email Interactions or Q2

60.00%

Direction of Travel

Against last Quarter

Against Last Year





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Thriving Communities

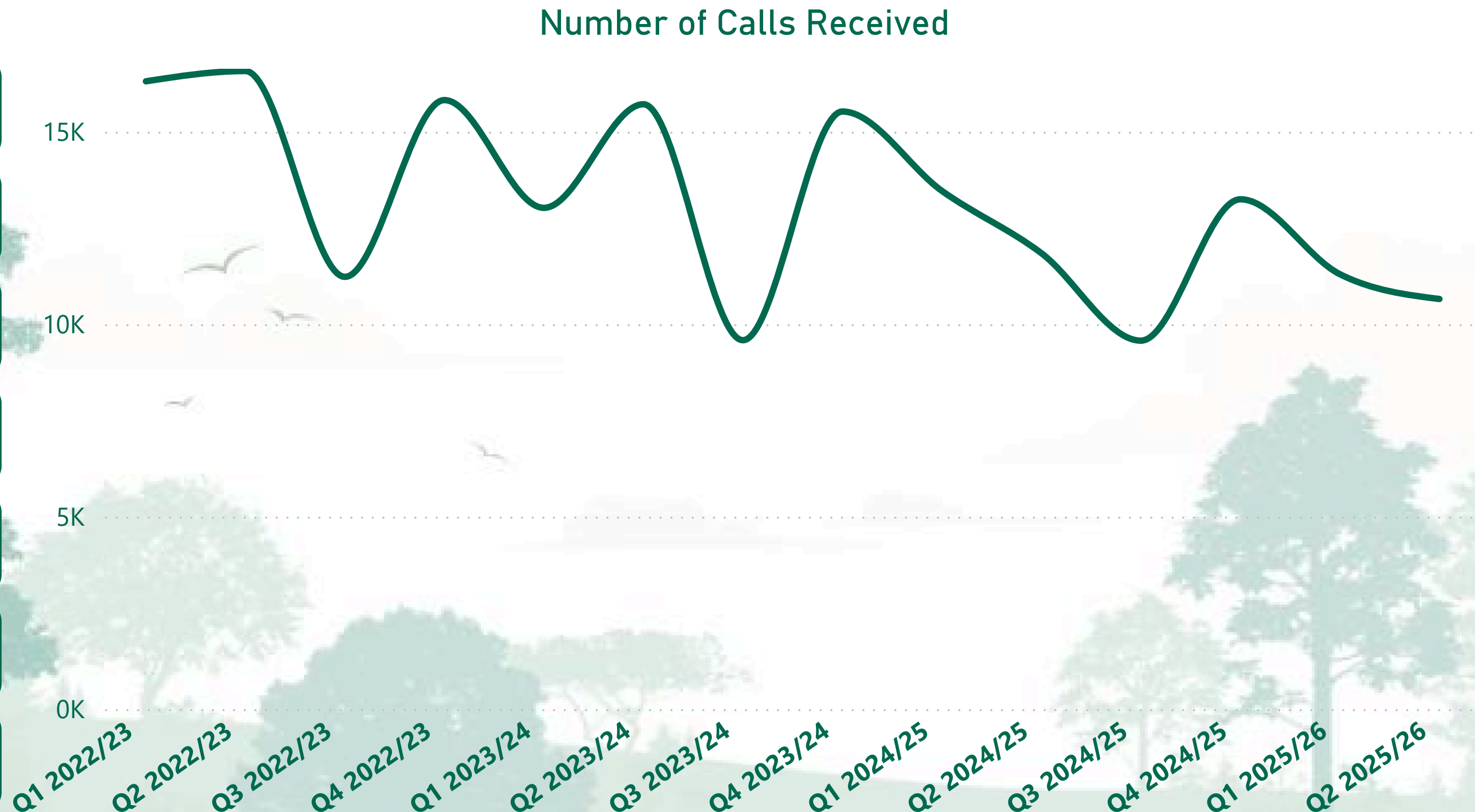
Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council

# Service Performance - Number of Calls Received

- Customer Satisfaction - Face to Face
- Customer Satisfaction - Telephone
- Customer Satisfaction - Email
- Number of Calls Received
- Average Waiting Times
- Freedom of Information Requests
- Complaints



Number of Calls for Q2

10653

Direction of Travel

Against last Quarter

Against Last Year







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Back to Service Performance

Thriving Communities

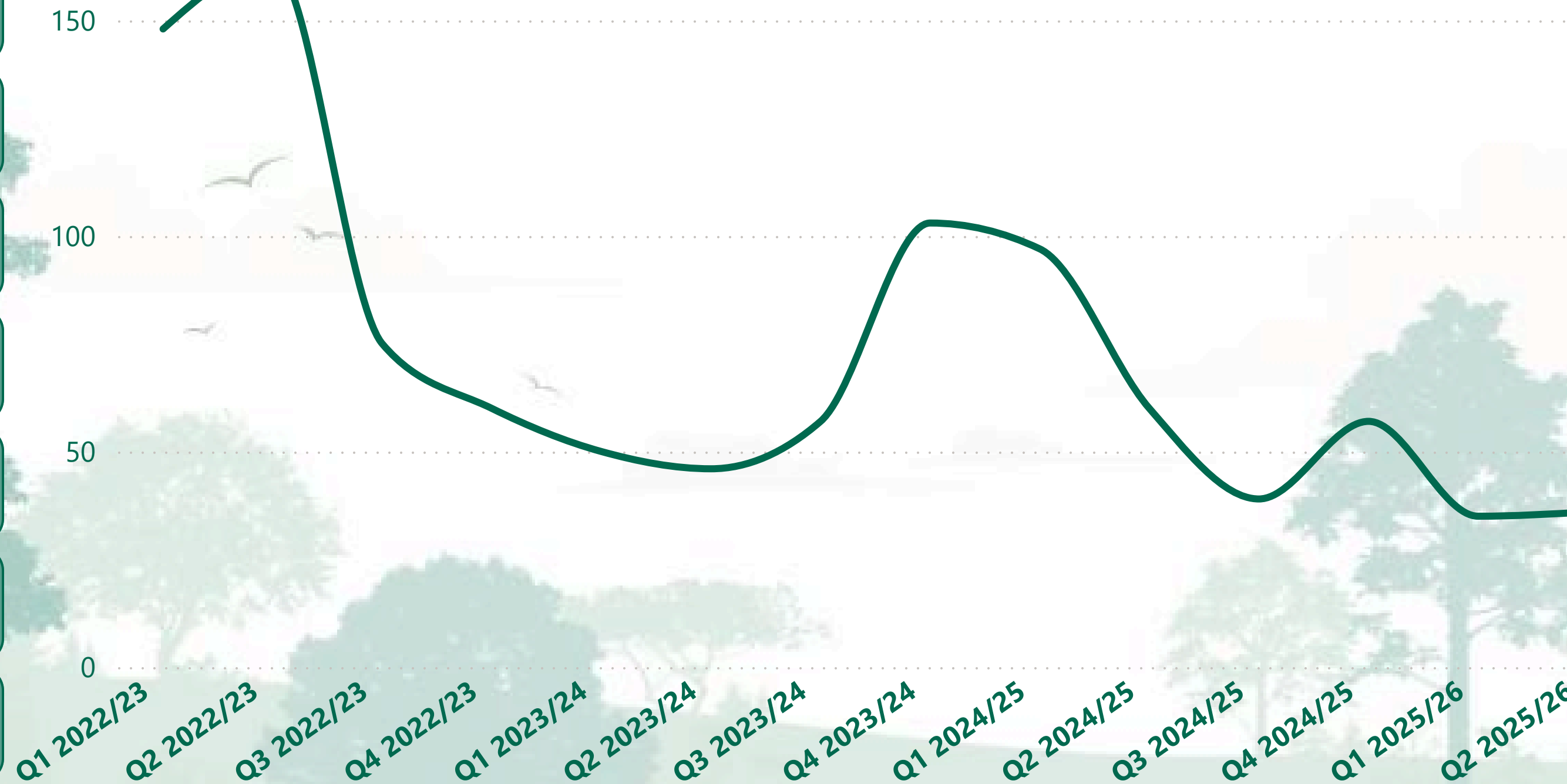
Decarbonisation and Nature Recovery

Sustainable Economy

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## Service Performance - Average Call Wait Time

Average Waiting Times (Seconds)



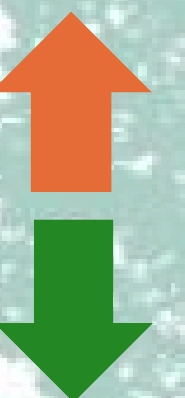
Average Call Wait Time  
in Seconds for Q2

36

Direction of Travel

Against last Quarter

Against Last Year



Customer Satisfaction - Face to Face

Customer Satisfaction - Telephone

Customer Satisfaction - Email

Number of Calls Received

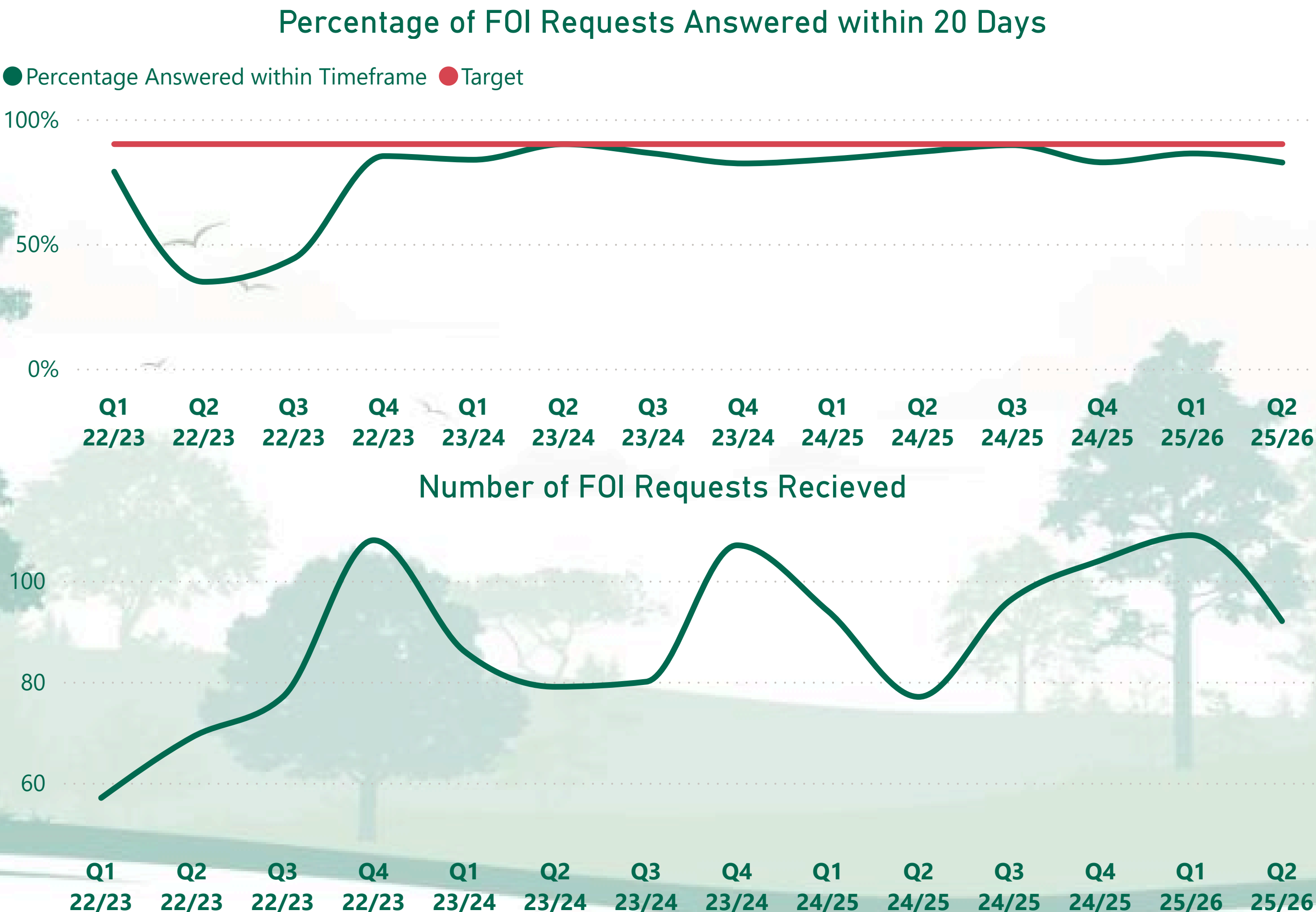
Average Waiting Times

Freedom of Information Requests

Complaints

# Service Performance - Freedom of Information Requests

- Customer Satisfaction - Face to Face
- Customer Satisfaction - Telephone
- Customer Satisfaction - Email
- Number of Calls Received
- Average Waiting Times
- Freedom of Information Requests
- Complaints



Percentage of FOIs Answered within 20 Days for Q2

82.61%

Target - 90%

## Direction of Travel

Against last Quarter

Against Last Year

Number of FOIs Received During Quarter

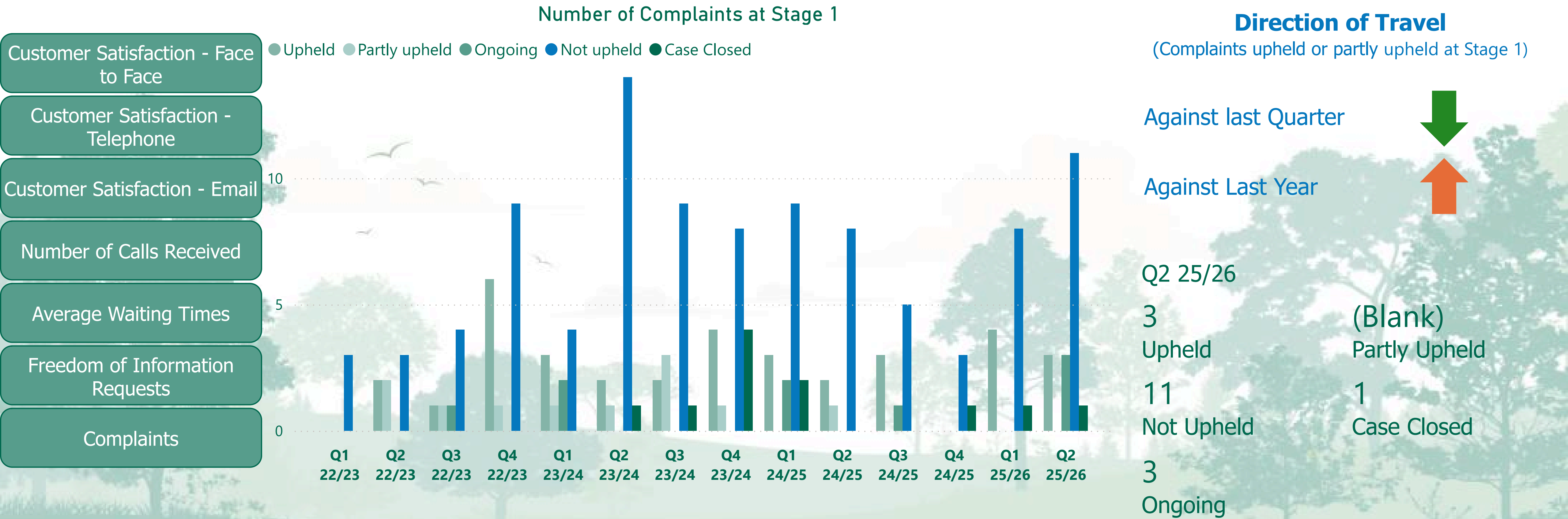
92

Reason for delay in answering FOIs

Service Area not provided  
Information in time - 100%



# Service Performance - Complaints





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Council commitment to achieve Net Zero The Council has made a commitment to achieve Net Zero 2030 and responding to the Climate Crisis is a Corporate Priority. If the Council does not deliver against its action plan, there is a risk that the Council fails to deliver its climate reduction targets, resulting in a negative impact on the environment.  Risk Owner: Chief Executive Officer Responsible Officer:	5	3	15	Action Plan in place and being delivered against. Budget set aside for Action Plan however targets are ambitious and many projects can be long term and challenging with insufficient funding available. Limited staff resource available to deliver all projects. However, some good progress made such as Public Sector Decarbonisation with Solar PV installed on the offices and recent success in attracting grant funding. Development of Climate Impact Assessment Tool will help decisions consider climate impacts.	5	3	15	▲	5	3	15	Development and application of Climate Impact Assessment Tool will help decisions consider climate impacts.  The high risk scoring reflects the potential for the Council not to deliver on all of it's Climate Actions.  Next review: December 2025	➔ Same





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Community Leisure Provision If the District's provision of leisure facilities and services is not adequate to meet the needs of its residents and visitors across the District, this could lead to a widening health inequalities gap. If we do not have security of tenure at each of the joint use leisure facilities then continued access will be jeopardised and funding opportunities missed. If the most effective service delivery model is not used then the Council's exposure to operational, financial and reputational risk will be increased. If we do not have up to date condition surveys for each of the leisure facilities then there may be inadequate financial provision to meet future repair and renewal needs, leading to potential facility closure. Risk Owner: CEO	4	5	20	<ul style="list-style-type: none"><li>Indoor Built Sports Facility Strategy approved by Cabinet in September 2020.</li><li>Financial support provided to Freedom Leisure during the Covid-19 pandemic and recovery period</li><li>Purchase of the Five Acres site completed in December 2021 and Levelling Up funding secured for a new Leisure and Community Hub. Additional capital funding approved by Full Council</li><li>Playing Pitch Strategy approved by Cabinet in July 2022.</li><li>Planning application for the new Leisure and Community Hub at Five Acres granted permission in February 2023</li><li>Funding of c£750k held in reserve for leisure provision</li><li>Leisure contract allows for an extension to end of September 2030</li><li>Joint Use Agreements in place at Newent until 2036, and Lydney</li></ul>	2	4	12	3	4	12	TREAT <ul style="list-style-type: none"><li>Work ongoing for the feasibility and viability of the new Leisure and Community Hub at Five Acres.</li><li>Continue engagement with Sport England and other potential funding partners.</li><li>Continued monitoring of membership and attendance at leisure centres in place following reopening. Additional contract monitoring resource has been secured and will allow better monitoring of the customer experience.</li><li>Contract extension proposals received from Freedom Leisure for the period 2025 - 2030 which offer an improved management fee</li><li>Initial negotiations started with Forest High School, Cinderford to secure tenure to the leisure facilities</li><li>Discussions taking place with the Trustees of Forest Fitness Centre to secure their lease beyond November 2025</li><li>Intrusive condition survey of the leisure facilities at Cinderford needs to be arranged</li></ul> Management of community leisure provision has now transferred to council control, with contract management remaining within Publica., but likely to transfer under phase 2. 3G Pitch - received confirmation of funding from Football Foundation Five Acres. The funding offer is under review	→ Same
Refugees / Asylum Seekers If there is an increase in refugees	4	3	12	FoDDC is working with the Housing provider to provide	4	3	12	3	2	8	This is being monitored with the recent increase in demonstrations being seen across the UK. There are no	↓ Down

**Acronyms:**  
Initial Risk Assessment (IRA), Previous Residual Risk Score (PRRS), Residual Risk Assessment (RRA)



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<p>Major Civil Emergency</p> <p>There is an increased likelihood of a Civil Emergency such as flooding, pandemic, extreme weather and if the Council is unable to provide a sustained response to a major civil emergency, the Council would be failing in fulfilling its statutory duty to assist and care for those affected.</p> <p>District Councils are required to provide rest centres for the Public during a Civil Emergency. If staff are unwilling to come forward and volunteer with the running of a rest centre, there is a risk that the Council will be unable to fulfil its duty in providing a safe rest centre.</p> <p>Risk Owner: Chief Executive Officer Responsible Officer: Business Manager for Governance, Risk and BC</p>	5	5	25	<p>• Publica’s new Business Manager role description makes specific reference to business continuity and emergency management</p> <p>• Risk and Resilience officer established to oversee Emergency Planning across Publica with two local Deputies at each site.</p> <p>• Emergency Planning Response Guides have been updated and tested.</p> <p>• Response and recovery work prioritised and continuing during the current pandemic.</p> <p>• All new staff have emergency planning incorporated in Job Roles.</p>	4	5	20	4	5	20	<p>REDUCE</p> <p>FODDC Co-ordination Team and Rest Centres teams now in place, which is then supported by wider shared resources across Publica. Training completed for Co-ordination Team, Rest Centre Team and Duty Officers and Managers. Plans tested during recent floods due to Storm Bert when Tactical Co-ordinating Group (TCG) stood up. Dedicated FODDC on call arrangements now in place. Staff are now remunerated for being on call to encourage volunteers to be part of the on-call rota. All those who are on call have been trained and have been issued with on call packs.</p> <p>Work continues to review plans and works with the local resilience forum.</p> <p>NB: Difficult to reduce as likely to be caused by natural disaster e.g., flooding or major incident. Therefore, it is about our ability to respond and meet obligations under Civil Emergencies Act.</p>	→ Same



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Changes in Legislation If the Government imposes legislative changes which are not expected, this could impact on finances and other resources of the Council.  Risk Owner: Monitoring Officer Responsible Officer: Head of Legal Services	3	4	12	<ul style="list-style-type: none"><li>• Horizon scanning and awareness via professional publications and other sources</li><li>• Responding to government consultations</li><li>• Partnership wide updates on changes in legislation included in senior managers daily updates.</li><li>• Questionnaire recently sent to all Asst Directors, Business Managers and Managers to assess legal compliance, awareness of potential changes and to ensure mechanisms are in place to monitor future changes. No concerns raised from responses.</li></ul>	3	1	3	3	1	3	RETAIN Consider impact of any legislative changes as part of the Council's MTFS.  Emergency Planning Team is monitoring implementation of Martyn's Law and any potential impact.  Manager Assurance review completed in April 25. Changes to Procurement Regulations have been implemented with training identified in the Annual Governance Action Plan.  All staff declarations have been completed and a review of responses has been completed.  Training to be delivered on the new Procurement Act, and a toolkit for managers.  Next Review: December 2025	→ Same

**Acronyms:**  
Initial Risk Assessment (IRA), Previous Residual Risk Score (PRRS), Residual Risk Assessment (RRA)



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Cyber Security and Data Security If the Council's IT System / infrastructure failed due to cyber-attacks and/or virus then system performance could be reduced leading to poor service delivery/financial impact.  Risk Owner: S.151 Officer Responsible Officer: Publica ICT Business Manager	5	4	20	<ul style="list-style-type: none"><li>• Blocking of USB and other devices</li><li>• PSN compliance</li><li>• Revised policies</li><li>• Staff awareness training</li><li>• BCP in place, reviewed and tested</li><li>• Enhanced encryption software and other specialist cyber tools</li><li>• Investment in cyber training for the ICT Team</li><li>• All partner Councils achieved PSN accreditation in Oct 2021</li><li>• Ongoing network Internal &amp; External Penetration checks</li><li>• Regular review of User Privileges</li><li>• Security patches are applied to key system as soon as they are available</li><li>• All emails received from at risk location are quarantined and inspected by ICT staff before being released</li></ul>	5	4	20	5	3	15	<p>Level of risk remains high as if a successful cyber attack did occur, it could have significant impact, and whilst ongoing mitigations are put in place, Cyber criminals are continually developing their approach, therefore, likelihood still remains high. Although protection measures are already well established, these are reviewed and updated to ensure they remain effective against new risks.</p> <p>PSN accreditation successful. Cyber Team now in place and lessons learnt from other Council's who have been subject of cyber attack.</p> <p>Two-factor authentication project commencing.</p> <p>A disaster recovery test has been completed with Internal Audit to test rebuild of critical IT assuming cyber attack recovery.</p> <p>Risk reduced to reflect the controls we have in place to mitigate the likelihood of a successful cyber attack.</p> <p>Next Review: December 2025</p>	Down





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Future Funding If future Government funding and income from other funding streams are significantly lower than previously assumed, this would lead to reduction or cessation of some services provided and subsequent damage to the reputation of the Council. The Government's Autumn Spending Review will only provide funding figures for one year only. This leaves the Council with some long term financial uncertainty.  Risk Owner: Section 151 Officer Responsible Officer: Section 151 Officer	4	4	16	2024/25 Budget approved and is balanced and aligned to the Council Plan. Budget continually reviewed to ensure it remains on target. Assumptions built in for inflation and annual Local Government Pay increases. Treasury Management and investments reviewed and reports provided to Members.	4	4	16	4	3	12	TREAT Continue to update business rate assumptions and monitor the accuracy of the MTFS. Implementing the approved capital strategy. Ensure savings outlined in the MTFS are realised. Where not, alternatives will be sought. The Council will continue to search for investment opportunities and ways of decreasing expenditure and/or increasing income. Await Central Government decisions and discussions on future funding and future settlements. MTFS and budget signed off and aligned to the Council Plan. Risk score to reflects medium term uncertainty around Council budget. Revised MTFP and Budget Strategy for 25/26 approved by Cabinet in November 2024. The global economic position is being monitored for any national impact e.g., inflation, energy prices, interest rates. A review will be undertaken to understand any potential impact on FODC following the spending review and any other changes from central government. FODDC are expecting a cash flat settlement for 26/27, 27/28 and 28/29, however, this is still to be confirmed. Should have more information by end of September 2025. Risk reduced as whilst we cannot control future settlements, we have a balanced budget.	↓ Down

**Acronyms:**  
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Health & Safety If the council and its contractors / partners are not compliant with the Health & Safety at Work Act, it is at risk of a serious Health & Safety incident / accident leading to financial penalties, reputational damage and risk to services.	4	3	12	Health & Safety business partner in place to monitor compliance for Publica and Councils, with H&S Board and audit / inspection process. New H&S policy in place. Ubico (new waste provider) have specialist H&S Officers and hold ISO45001, the highest level of H&S compliance. Services delivered by Council and Publica are low risk, highest risk is front line services such as waste.	4	3	12	4	3	12	Health & Safety Board in place to monitor compliance and report back to the Shareholder.  Accidents and incidents remain low. Ongoing service area H&S internal audits being undertaken to ensure compliance.  Accident and incidents stats are reviewed monthly and mitigating action taken for any trends.  Risk increased to reflect higher health and safety risk for our frontline partner organisations such as Waste and Leisure provision.  A dedicated Health and Safety Business Partner for FODDC is now in place giving more dedicated focus to H&S management.  Next review: December 2025	➡ Same

**Acronyms:**  
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Publica Partnerships; Transition of services, Governance Arrangements and Performance The Council is reliant on Partnership Working to deliver its Statutory, Mandatory and Discretionary services. The largest of these providers is Publica which provides the majority of services following the transfer of staff to this company. If these providers do not provide the services as contracted to do so, this would reflect poorly on the reputation of the Council as well as challenges if statutory services are not delivered.  Risk Owner: Chief Executive Officer (CEO) Responsible Officer: Interim Publica Managing Director	4	4	16	Contracts in place for the delivery of services through Publica. Shareholder Forum established as part of company Governance Arrangements. Two Publica Assistant Directors act as Locality Leads for Forest of Dean and are part of FoDDC Senior Management Team. Performance information presented to Scrutiny.	4	3	12	4	3	12	REDUCE  Both the Phase 1 and Phase 2 transfer have now been completed and recruitment is either complete or in progress to fill any gaps in the structure.  Work is underway on preparing for LGR.  An operational forum is being established to monitor the performance of Publica.  Changes to the Publica Board are underway following the completion of Phase 2 which will include two nominated Directors from the Shareholder joining the Board.  Next Review: December 2025	➡ Same





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Recruitment and Retention In light of an extremely tight labour market and increasing inflationary pressures if Publica or the Council is unable to recruit suitable staff and retain them, particularly in some key service areas, then the level of service delivery could be reduced which would impact on residents/communities.  Risk Owner: Chief Executive Officer Responsible Officer: Publica Assistant Director for Organisational Effectiveness	3	4	12	<ul style="list-style-type: none"><li>Financial incentives (market supplement scheme)</li><li>Work with partners to address skill shortages</li><li>Review of pay and benefit package</li><li>Introduction of career grade structures in Development Management and Project Management</li></ul>	3	4	12	3	3	9	<p>TREAT</p> <p>The likelihood of this risk being realised was increased as we commenced the transition of services from Publica. There was a risk that FODDC did not attract internal applicants for the new roles created as part of the transfer of services. This risk has reduced as a significant number of roles have been successfully filled and those which remain vacant, are currently being appointed.</p> <p>There remains a risk of recruitment and retention as we enter uncertainty created through LGR, however, work is underway to develop comms plans, recruitment and retention strategies to ensure we continue to retain and attract good employees. The HR LGR workstream is also looking at strategies for retention during the transition to new Unitary Councils.</p> <p>Impact is being monitored for LGR and at this time, we are not seeing an impact.</p> <p>Risk Reduced to reflect current recruitment and retention position.</p>	↓ Down

**Acronyms:**  
Initial Risk Assessment (IRA), Previous Residual Risk Score (PRRS), Residual Risk Assessment (RRA)