



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



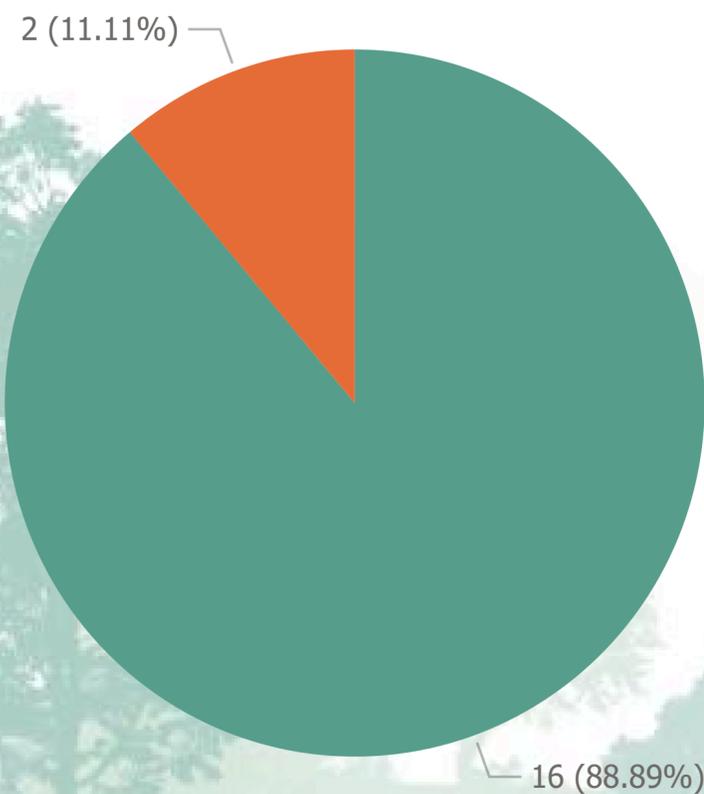
Thriving Communities

Thriving Communities

Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council



Status



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 Partnerships (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	On Target
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 implementation 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



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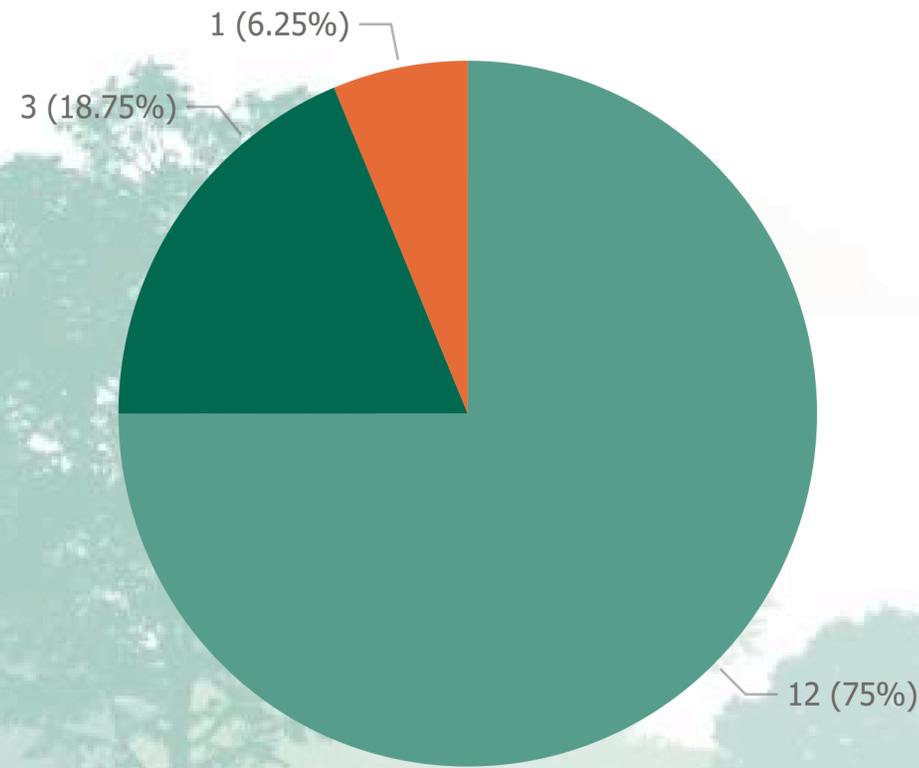
Decarbonisation and Nature Recovery

Thriving Communities

Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council



Status



Action

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	Off Target but action being taken
Delivery on the Council's duties for Biodiversity	On Target
Deliver the Forest Fast Followers Project	Complete
Deliver the AURORA project	Complete
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



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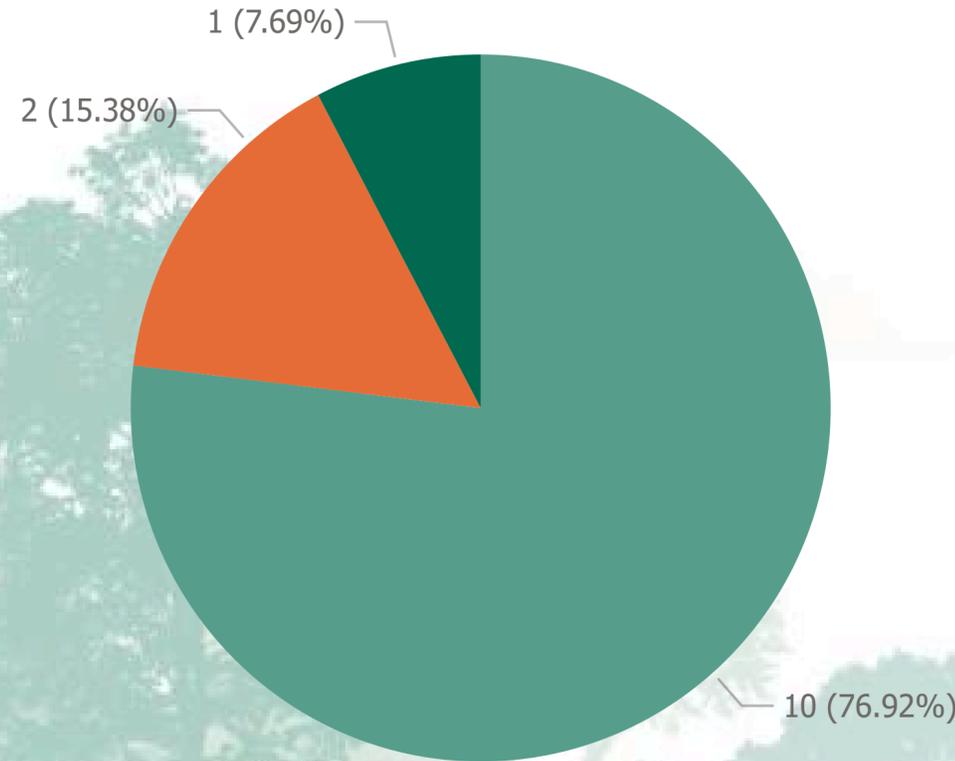
Sustainable Economy

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Sustainable Economy

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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

Status

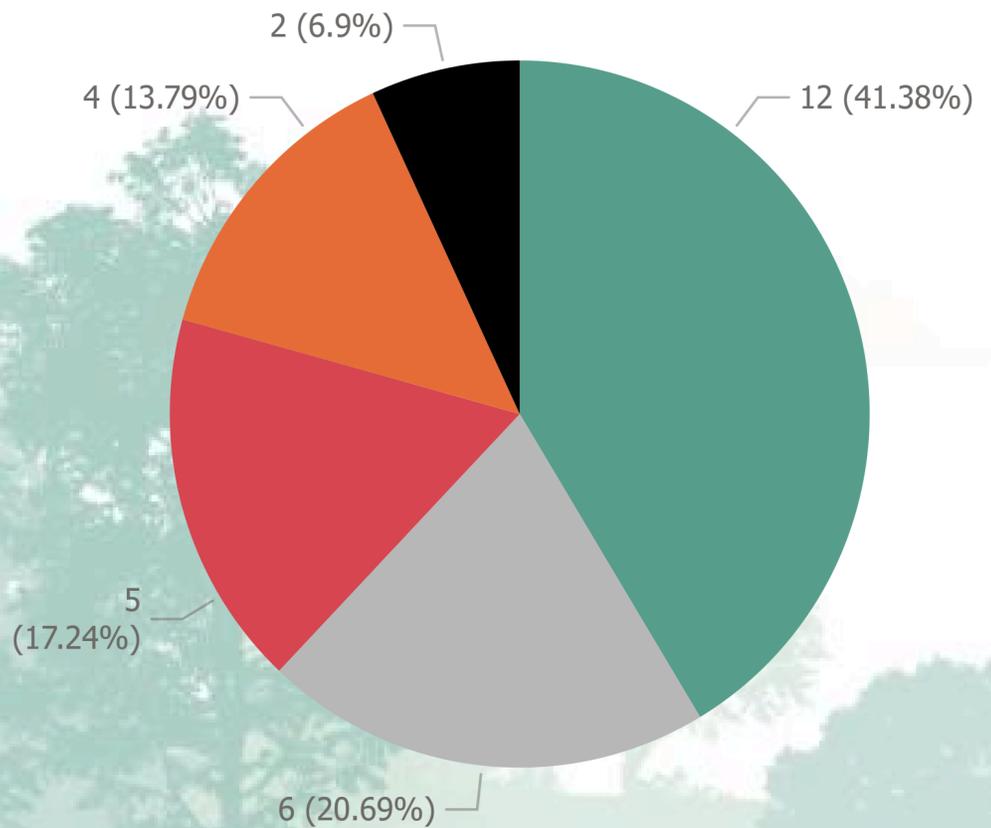




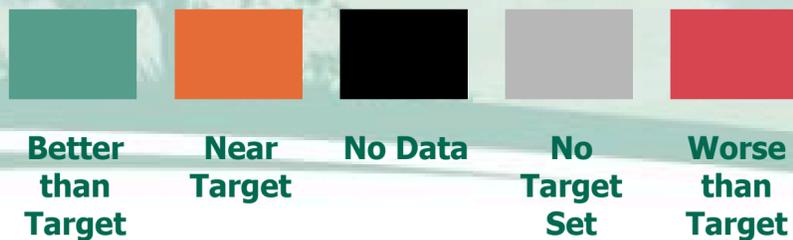
Key Performance Indicators

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





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Thriving Communities

Decarbonisation and Nature Recovery

Sustainable Economy

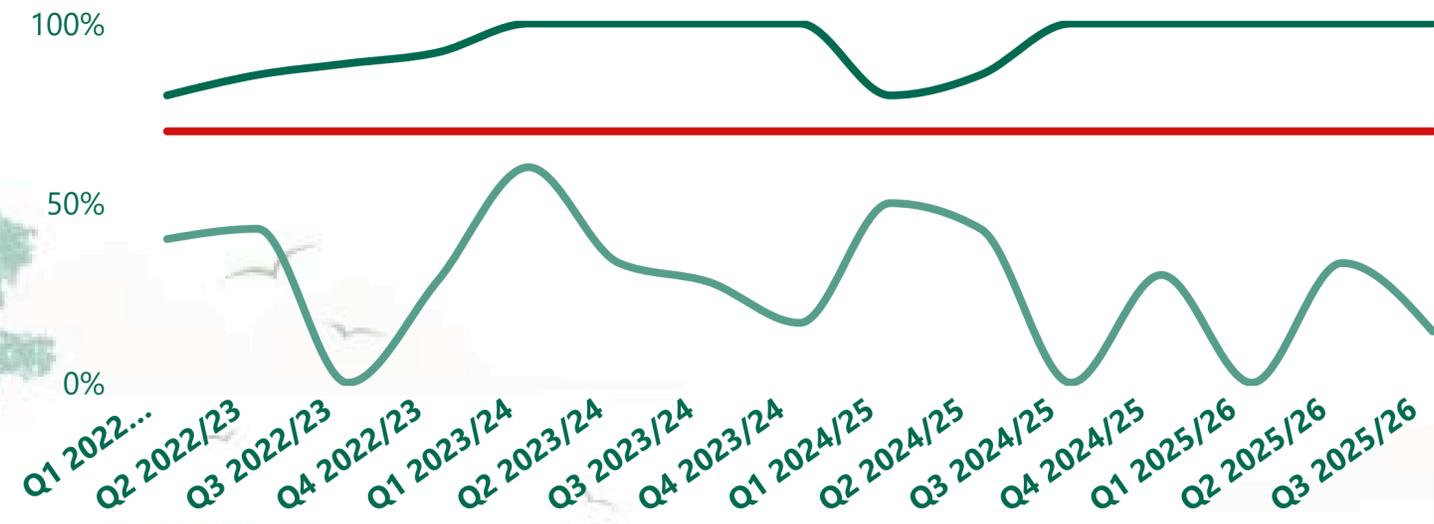
Enterprising and Effective Council

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

Major Applications Determined

● % applications determined including AEOTs ● % applications determined within 13 weeks ● Target



Applications In-Time including AEOT

100.00%

Target - 70%

Direction of Travel

Against last Quarter



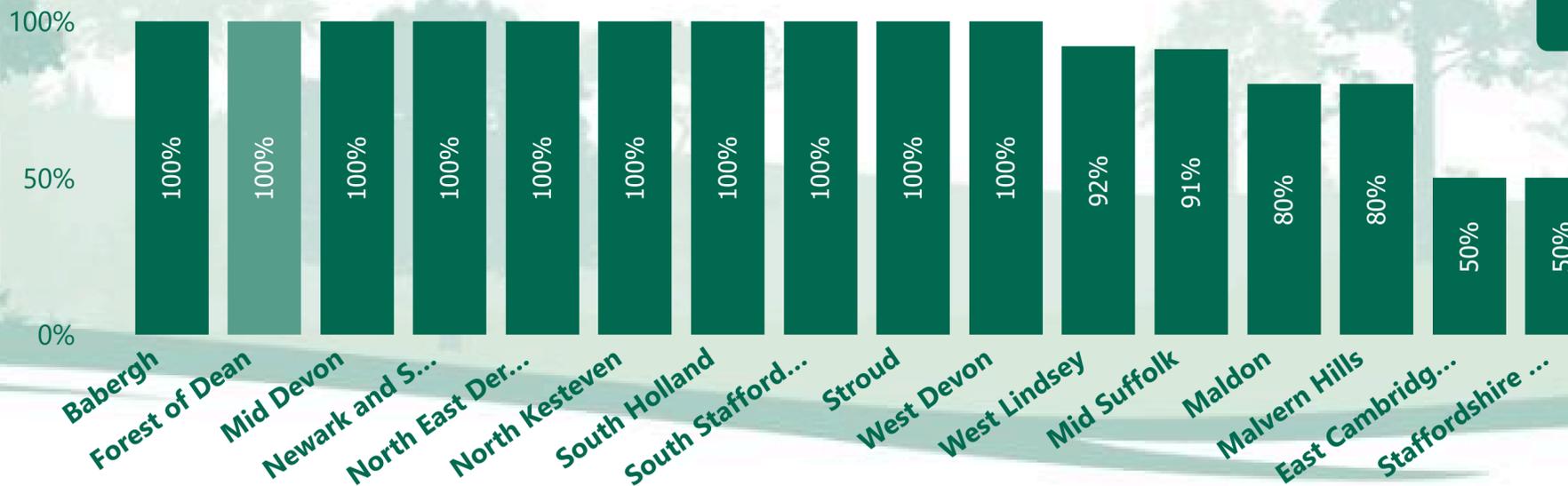
Against Last Year



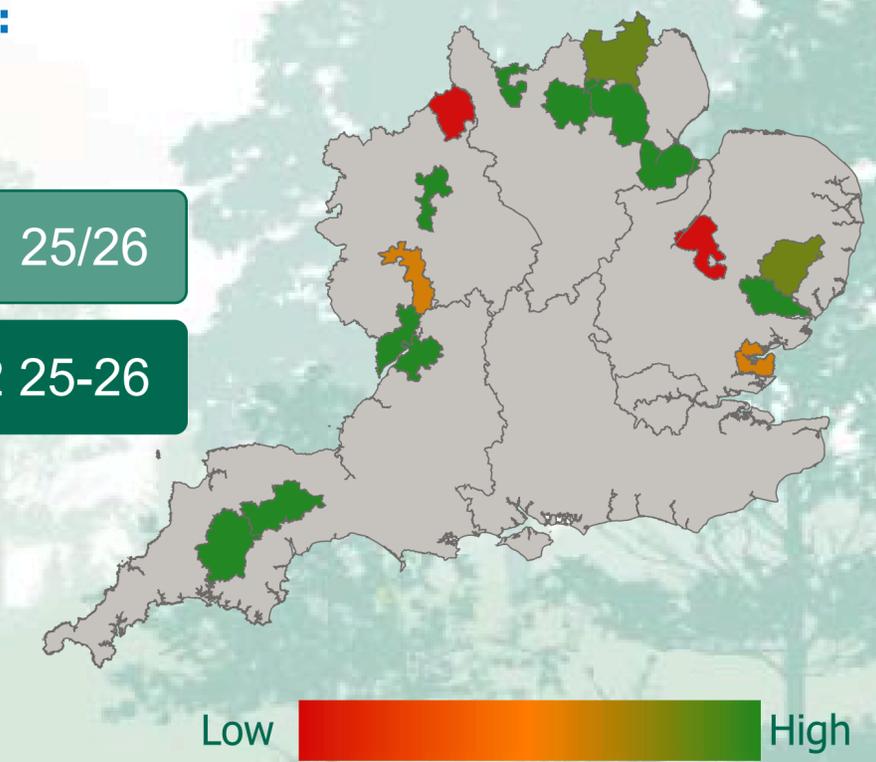
Applications Determined this Quarter:

7

Benchmarking Compared to CIPFA Nearest Neighbours



- Q1 25/26
- Q2 25-26





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Thriving Communities

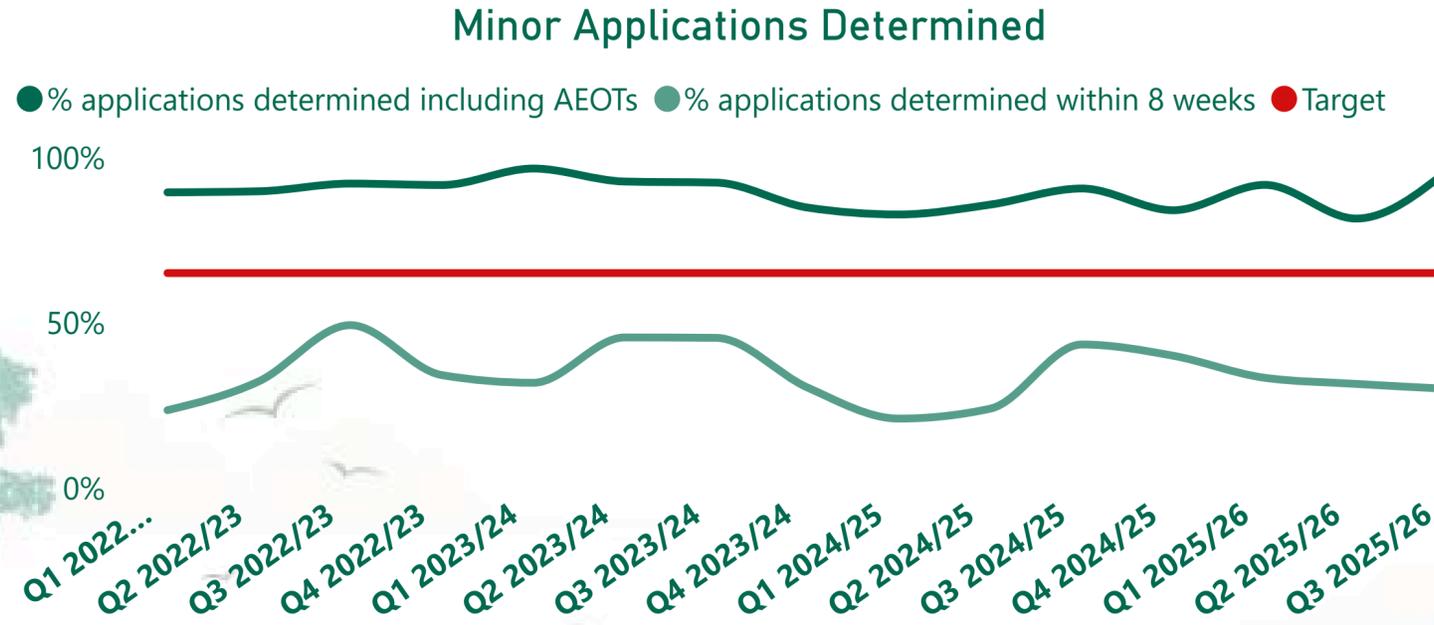
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Service Performance - Minor Planning Applications

- Major Planning Applications
- Minor Planning Applications
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- Leisure
- Long Term Empties
- Temporary Accommodation



Applications In-Time including AEOT

96.00%

Target - 65%

Direction of Travel

Against last Quarter

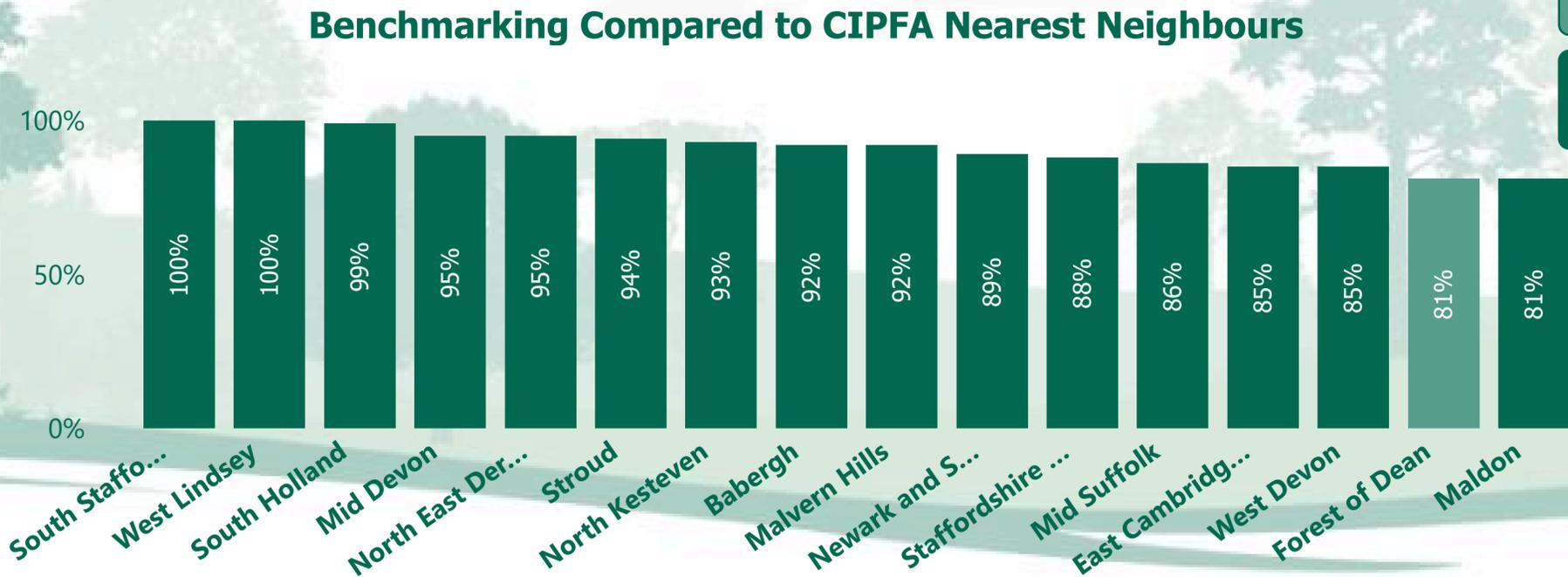


Against Last Year



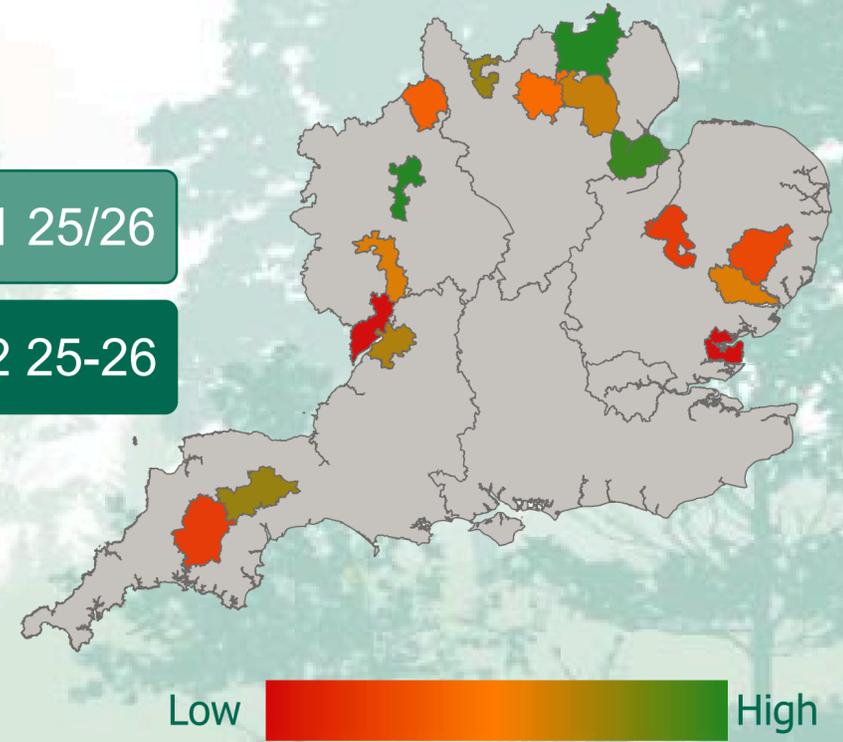
Applications Determined this Quarter:

50



Q1 25/26

Q2 25-26





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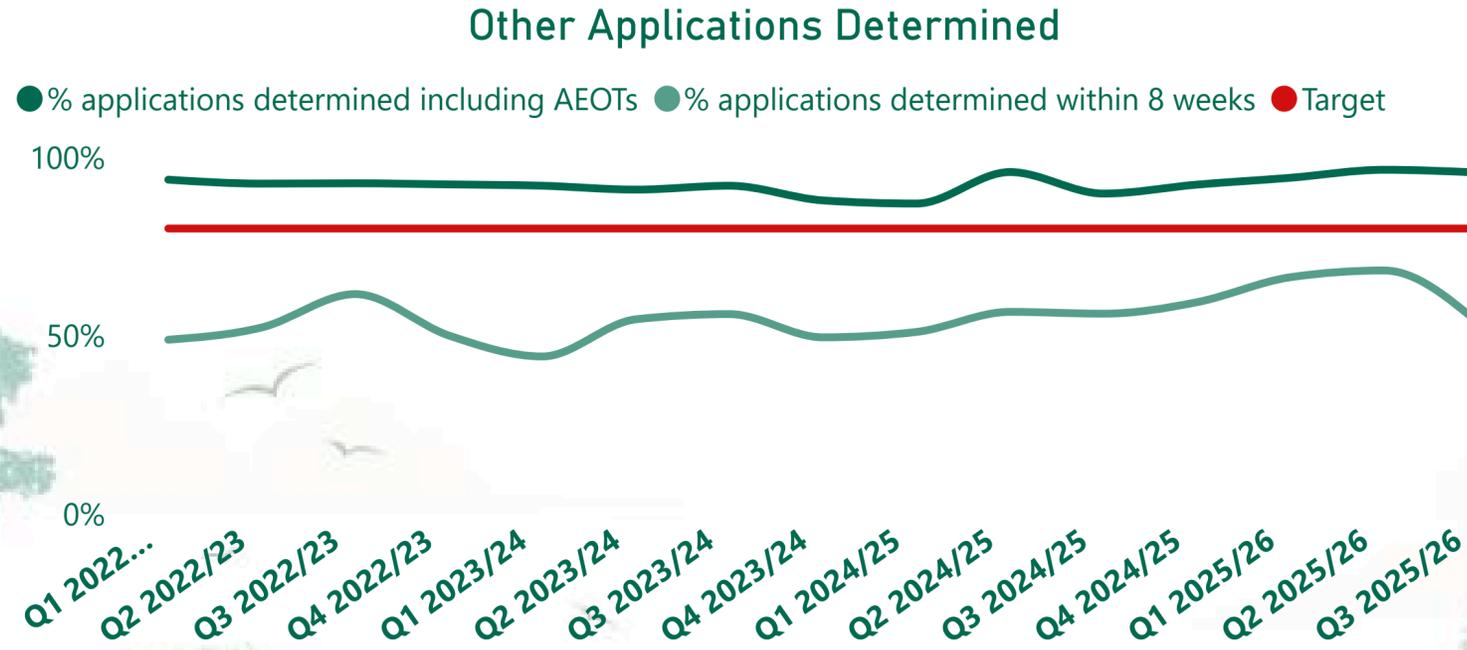
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Service Performance - Other Planning Applications

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



Applications In-Time including AEOT

95.70%

Target - 80%

Applications Determined this Quarter: **93**

Direction of Travel

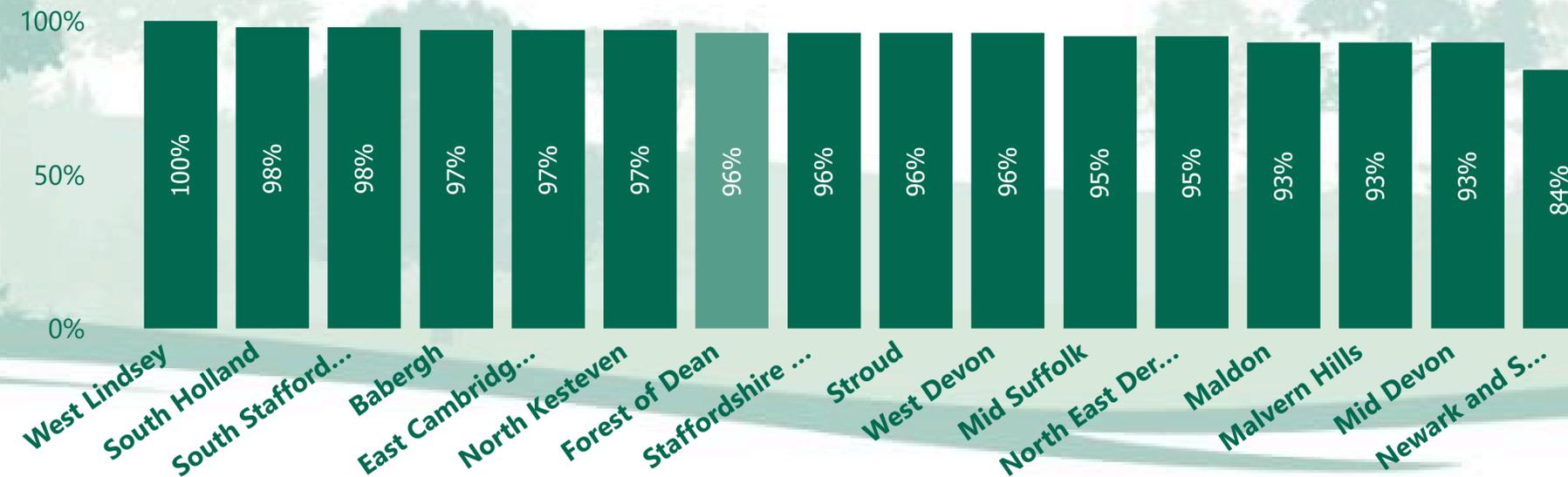
Against last Quarter



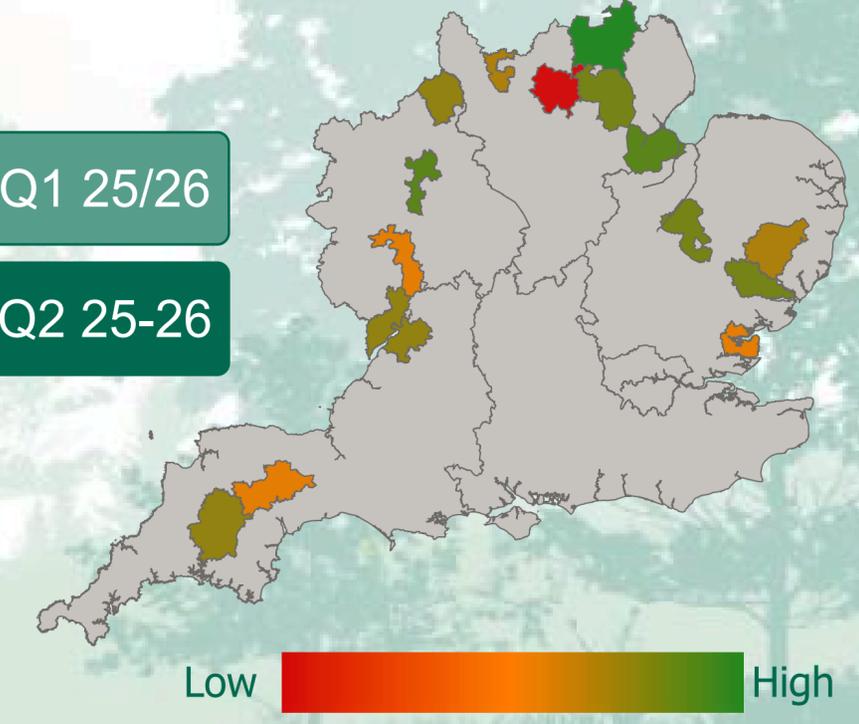
Against Last Year



Benchmarking Compared to CIPFA Nearest Neighbours



Q1 25/26
Q2 25-26





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Decarbonisation and Nature Recovery

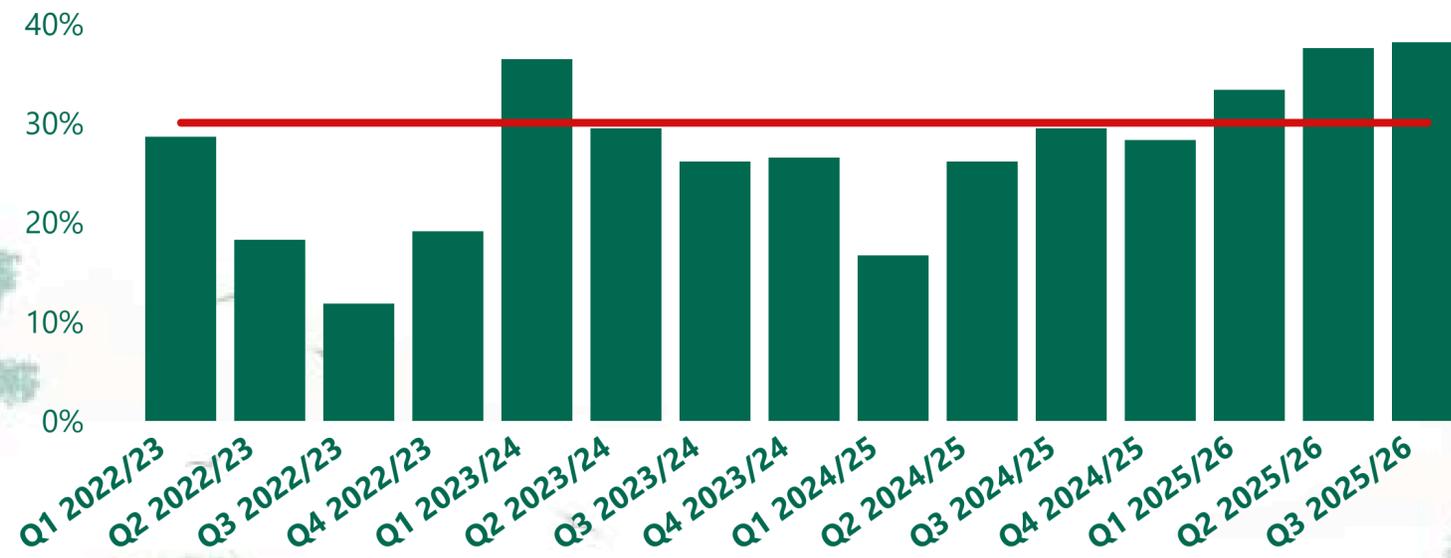
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Service Performance - Planning Appeals

Percentage of Appeals Allowed (Cumulative)

● % appeals allowed ● Target



% Appeals Allowed - Cumulative
38.10%
Target - 30%

Direction of Travel

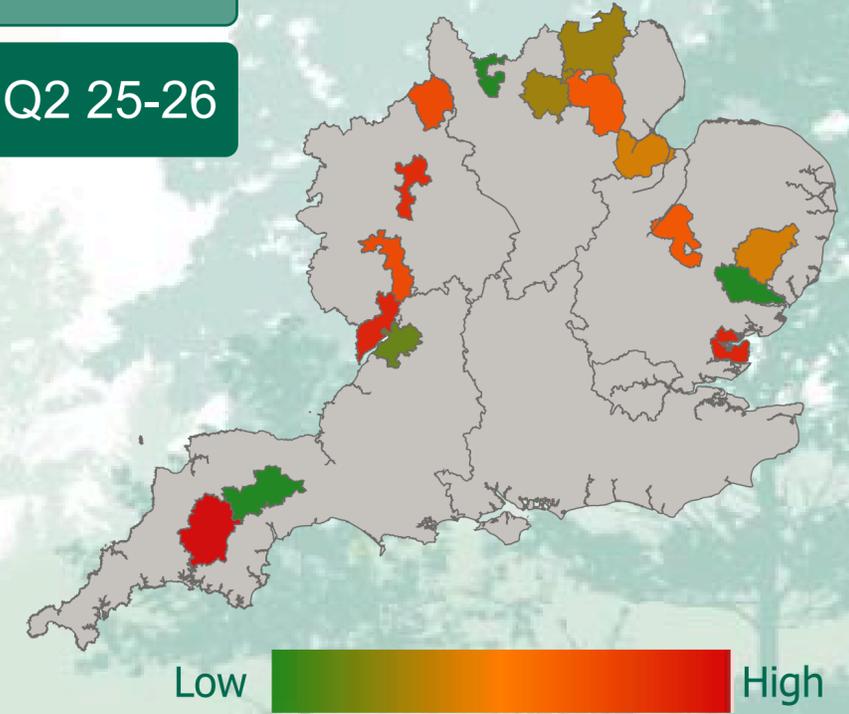
Against last Quarter →

Against Last Year ↑

Q1 25/26

Q2 25-26

Benchmarking Compared to CIPFA Nearest Neighbours



- Major Planning Applications
- Minor Planning Applications
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Sustainable Economy

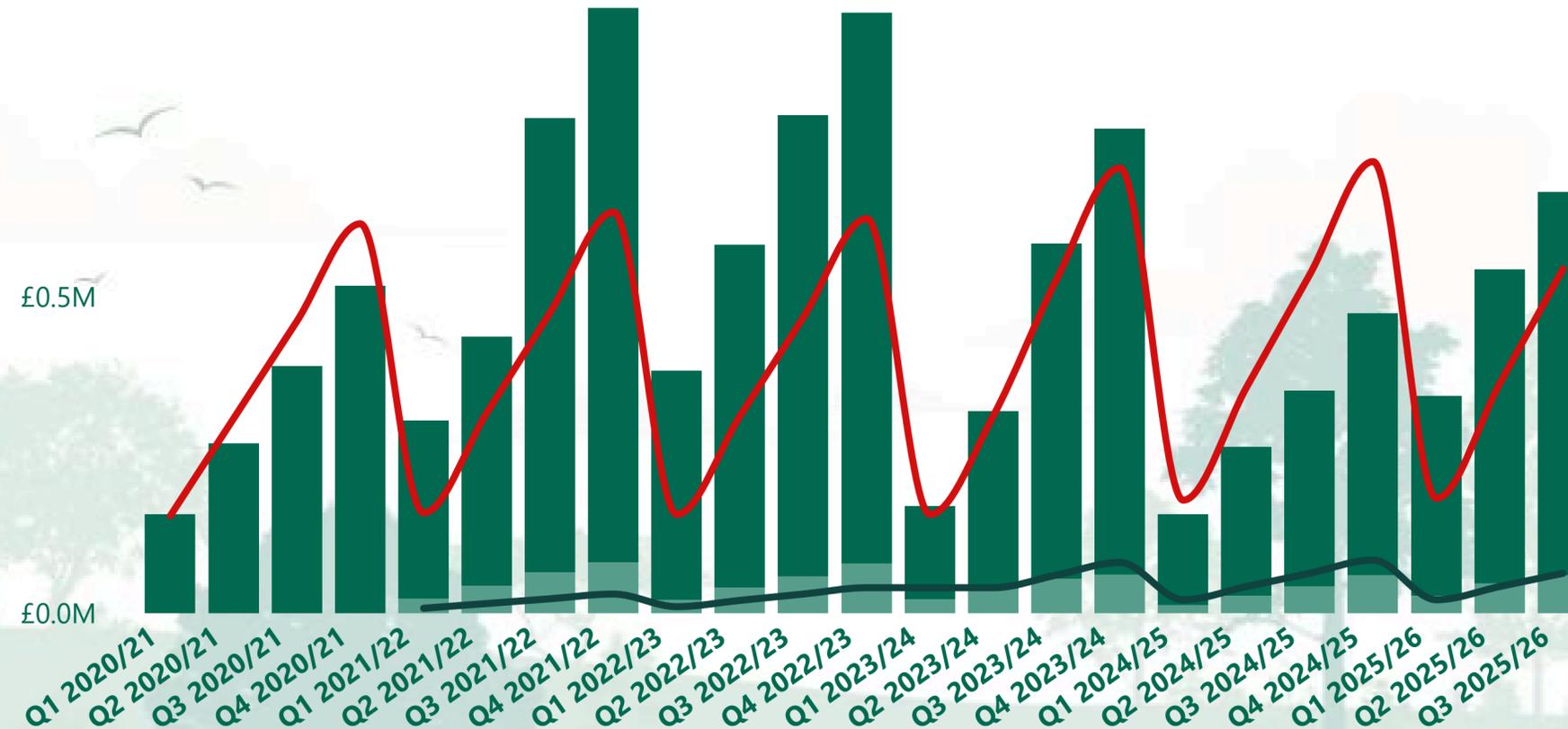
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Service Performance - Planning Income

Income Achieved by Planning

● Pre-Application Income ● Planning Income ● Pre-Application Target ● Total Planning Income Target

£1.0M



Total Planning Income by End of Quarter

665831

Target - 544140

Direction of Travel

Against last Quarter



Against Last Year



Pre-App Income by End of Quarter

60494

Target - 62820

Direction of Travel

Against last Quarter



Against Last Year



- Major Planning Applications
- Minor Planning Applications
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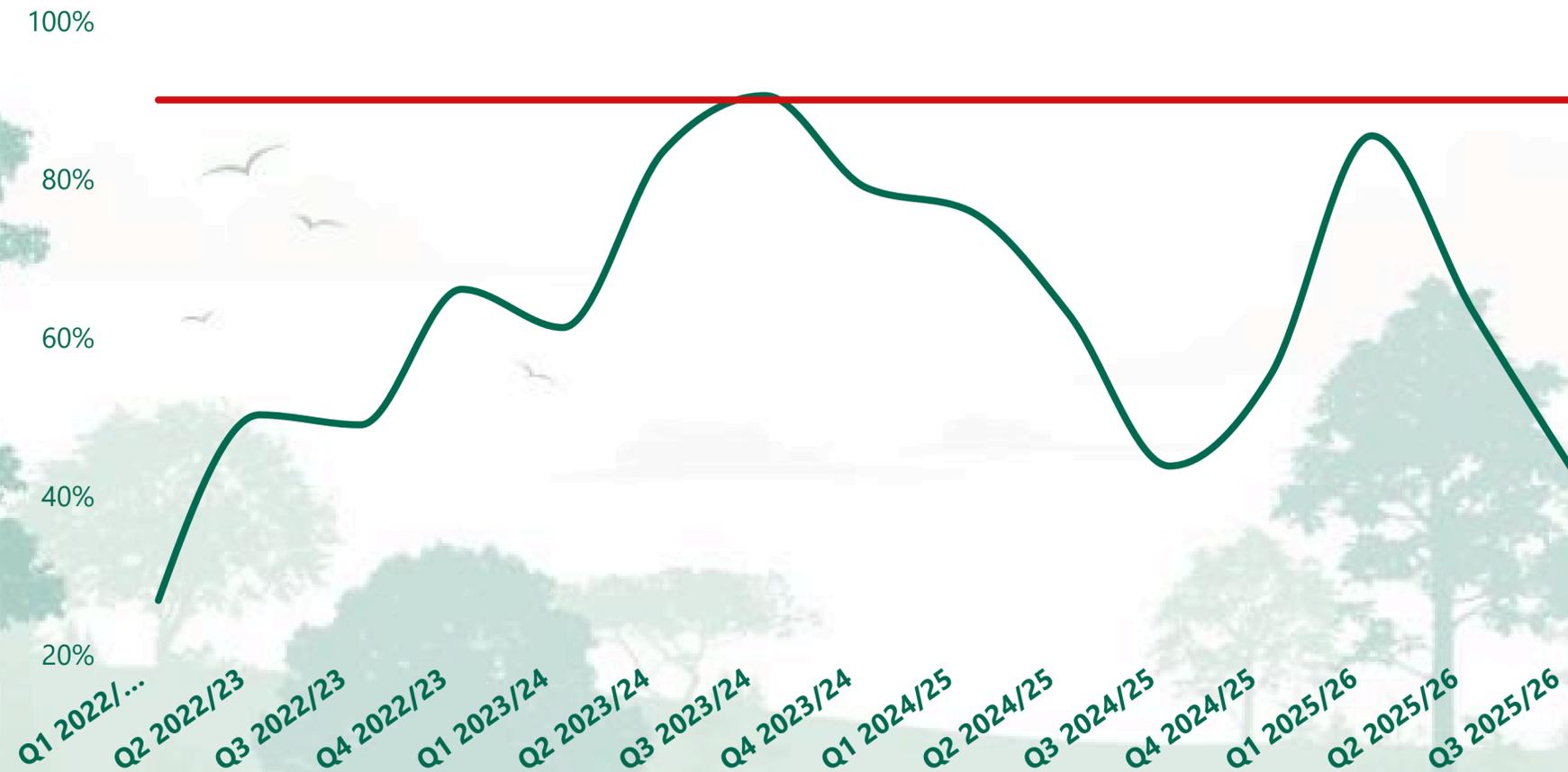
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Service Performance - Land Charges

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

Percentage of official land charge searches completed within 10 days

● % completed within 10 days ● Target



Searches Completed within 10 days

43.01%

Target - 90%

Direction of Travel

Against last Quarter



Against Last Year





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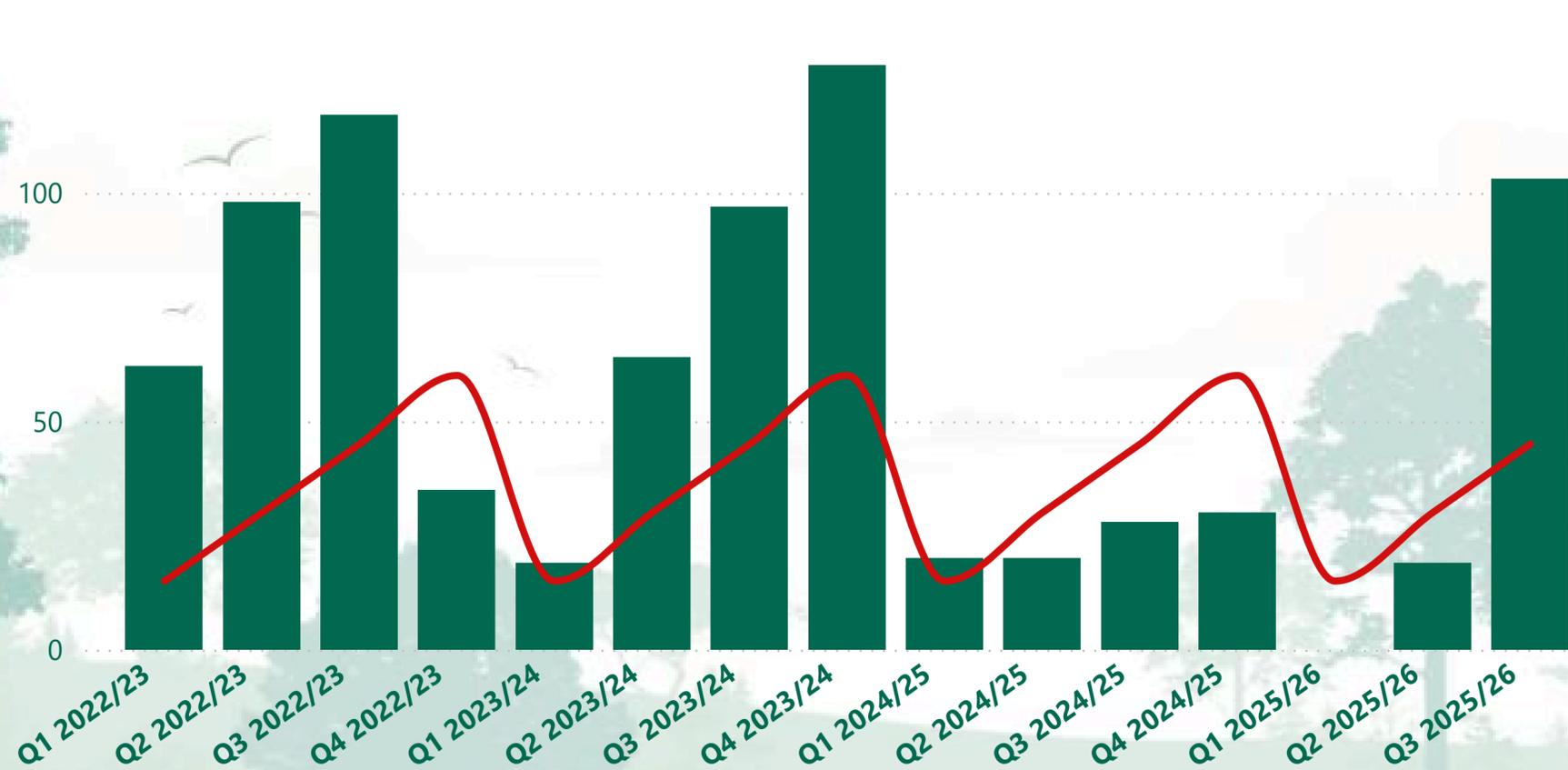
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Service Performance - Affordable Homes

- 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)

● Affordable Homes Delivered ● Target



Number of Affordable Homes Delivered - Cumulative for Financial Year

103

Target - 45

Direction of Travel

Against last Quarter

Against Last Year





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Thriving Communities

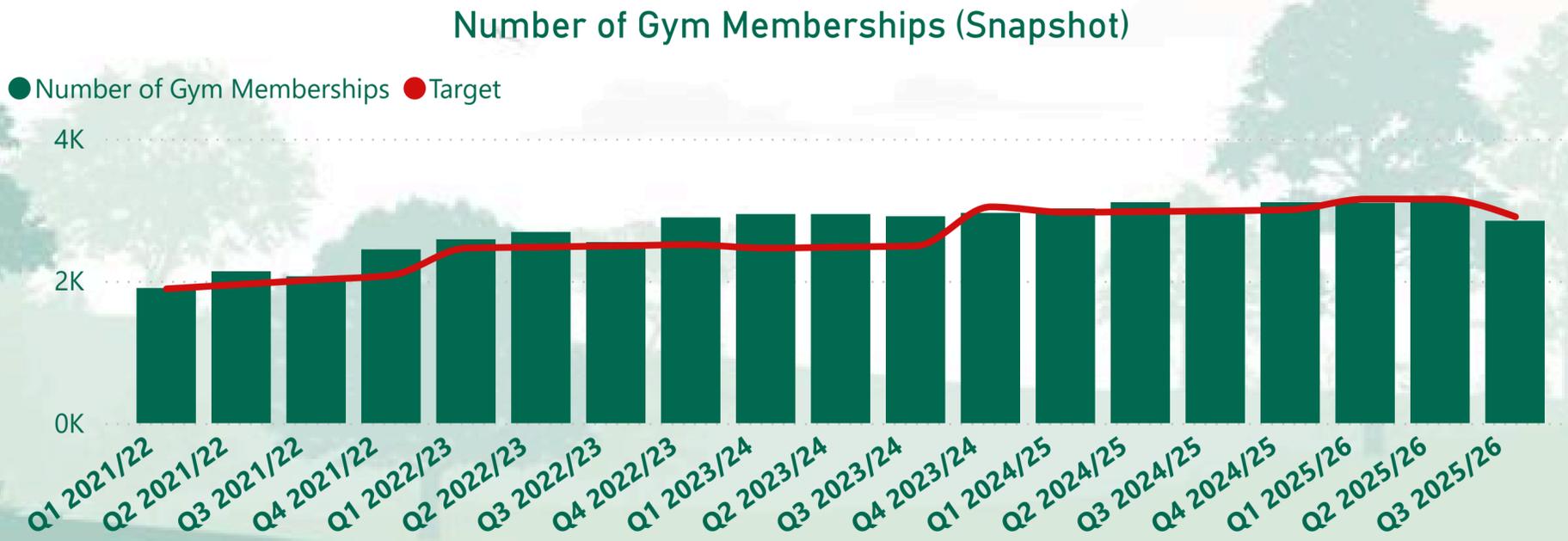
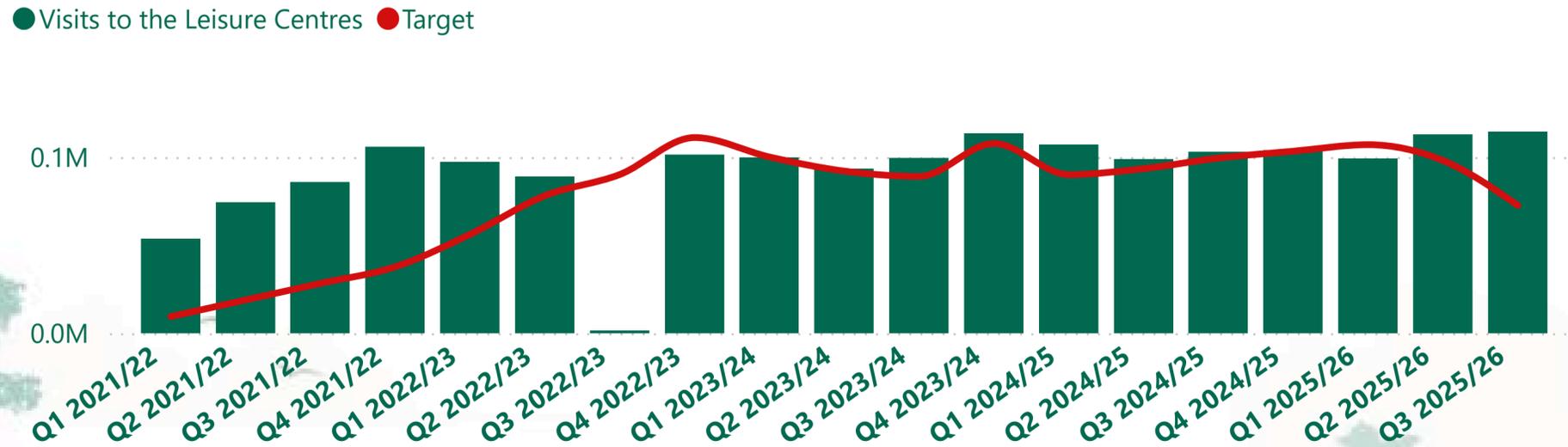
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Service Performance - Leisure

- 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

114522

Target - 72500

Direction of Travel

- Against last Quarter
- Against Last Year

Leisure Centre Memberships

2840

Target - 2900

Direction of Travel

- Against last Quarter
- Against Last Year



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Thriving Communities

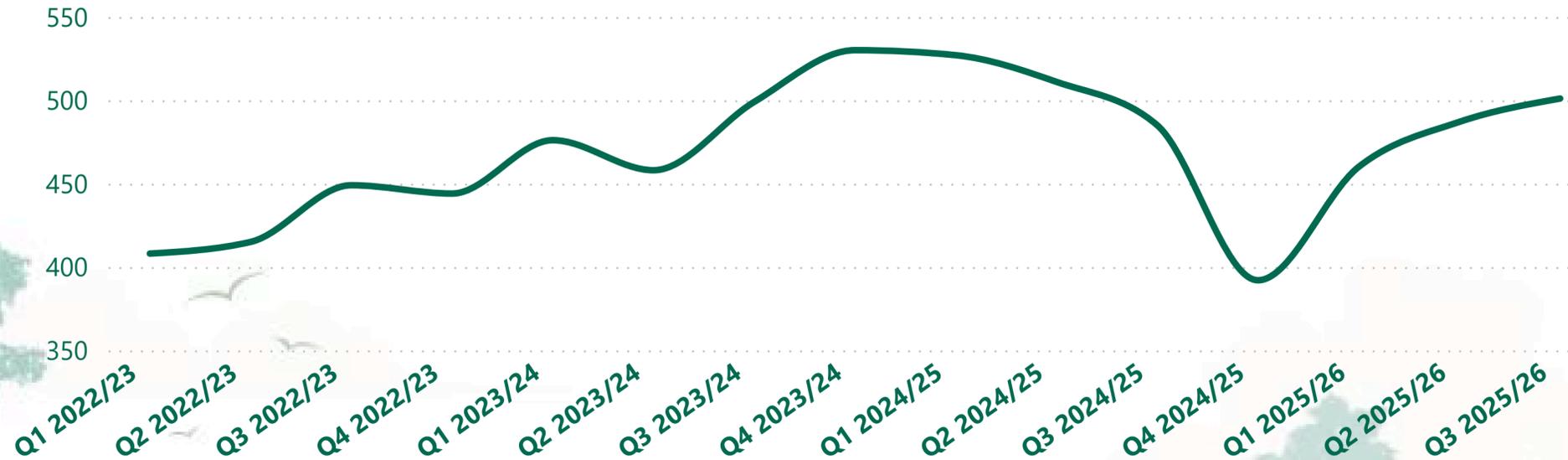
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Service Performance - Long Term Empties

(Snapshot) Long Term Empty Properties



Long Term Empties
501

Direction of Travel

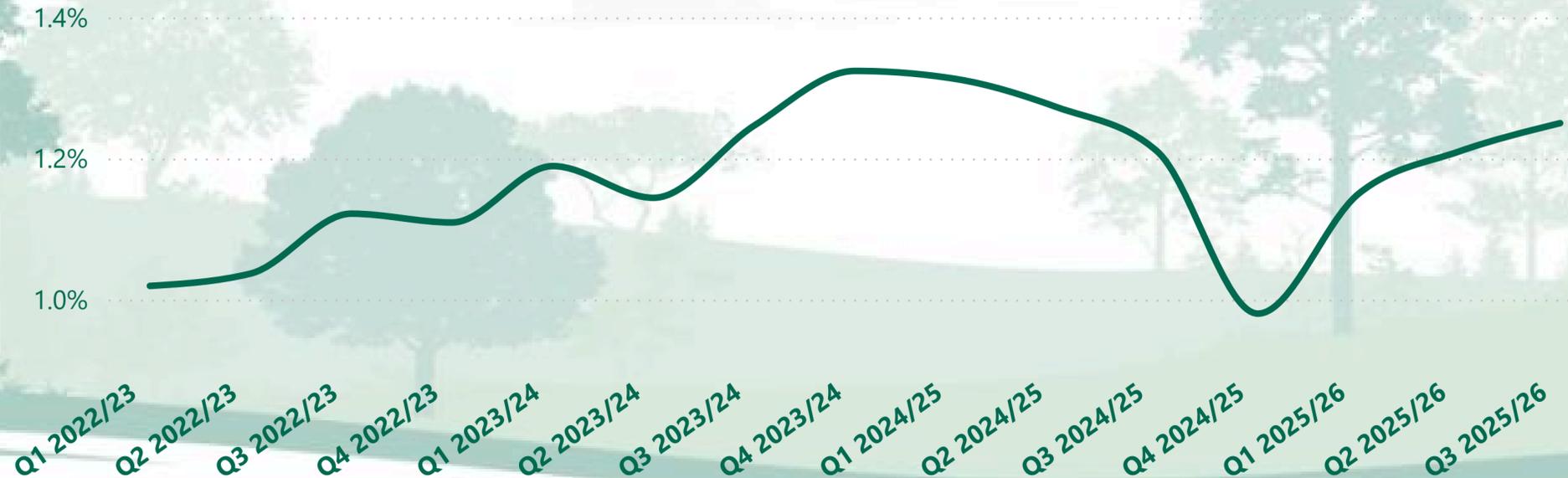
Against last Quarter



Against Last Year



% of Long Term Empty Properties from the Total Housing Stock



% of Long Term Empties from the Total Housing Stock
1.25%

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 - Temporary Accommodation

Number of Households in BB/hotel-type Accommodation

28

Direction of Travel

Against last Quarter 
Against Last Year 

Number of Households in Hostels LA owned or managed

3

Direction of Travel

Against last Quarter 
Against Last Year 

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

22

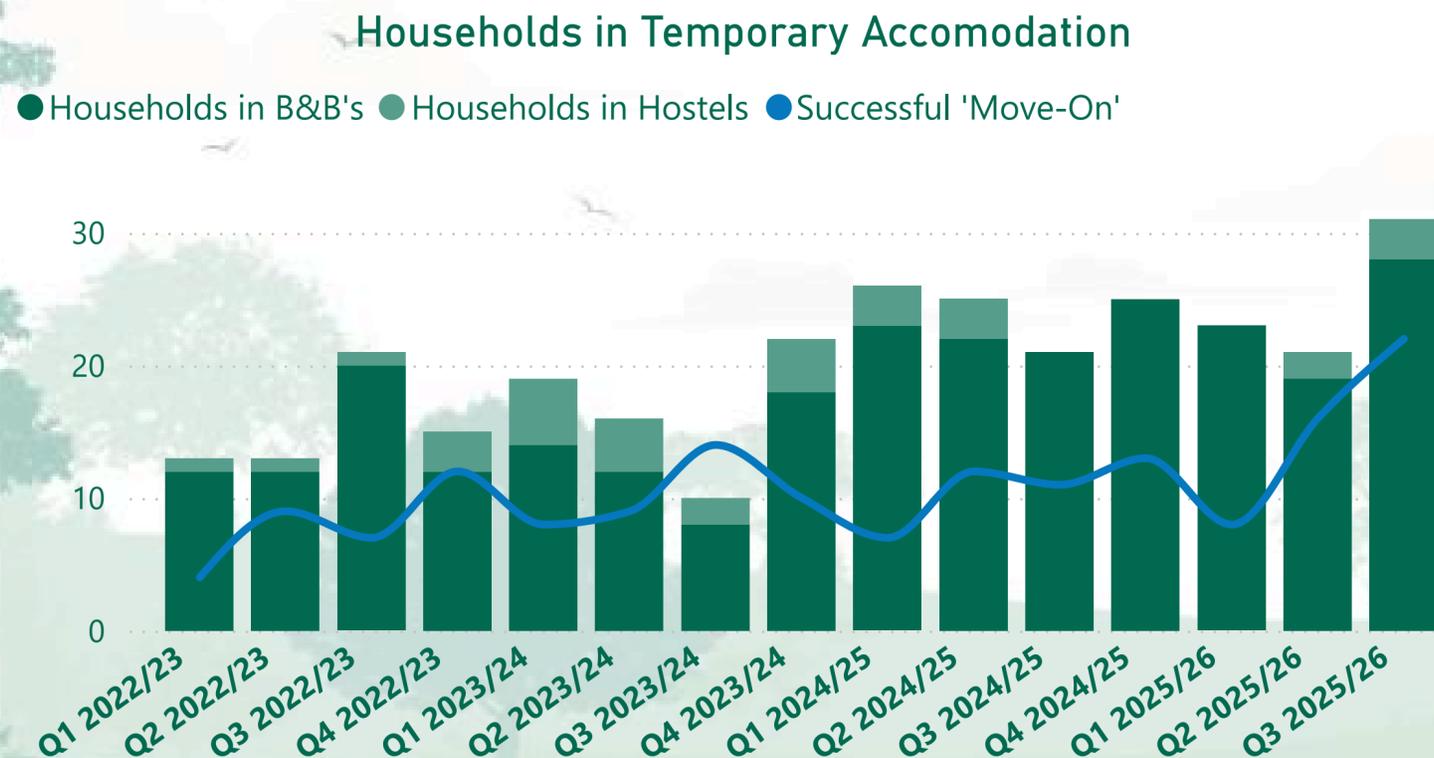
Direction of Travel

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	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26
Babergh	40200	71	87	92	90
East Cambridgeshire	37203	9	15	17	17
Forest of Dean	37217	31	23	35	38
Maldon	27900	33	44	39	47
Malvern Hills	34892	12	14	13	22
Mid Devon	35633	49	55	62	59
Mid Suffolk	44343	66	50	64	63
Newark and Sherwood	53331	19	19	26	22
North East Derbyshire	45987	17	13	13	8
North Kesteven	50989		28	47	
South Holland	40703	26	24	20	25
South Staffordshire	46121	13	11	14	15
Staffordshire Moorlands	42355	15	11	18	8
Stroud	52378	50	37	33	36
West Devon	24818	21	17	28	20
West Lindsey	42345	9	17	11	9



The Institute for Government has published the Homelessness Performance Tracker, which evaluates the effectiveness of local homelessness services in England by analysing data on demand, funding and outcomes over time. The full report is available [here](#).

Service Performance - Missed Bins per 100,000 Collections

Missed Bins per 100,000 Collections

● Missed Bins per 100,000 Collections ● Target



Missed Bins per 100,000 Collections

26.00

Target - 70

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

Direction of Travel

Against last Quarter 

Against Last Year 



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Thriving Communities

Decarbonisation and Nature Recovery

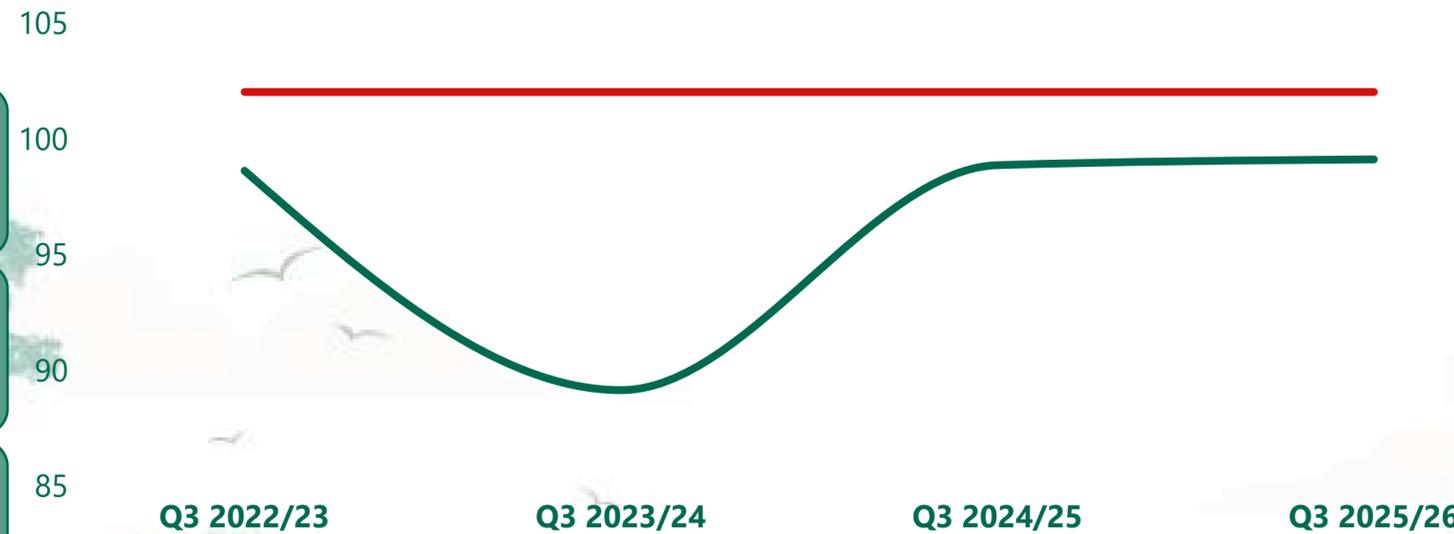
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Service Performance - Household Waste per Household

Residual Household Waste per Household (kg)

● Waste per Household (kg) ● Target



Residual Household Waste per Household kg

99.09

Target - 102

Direction of Travel

Against last Quarter



Against Last Year



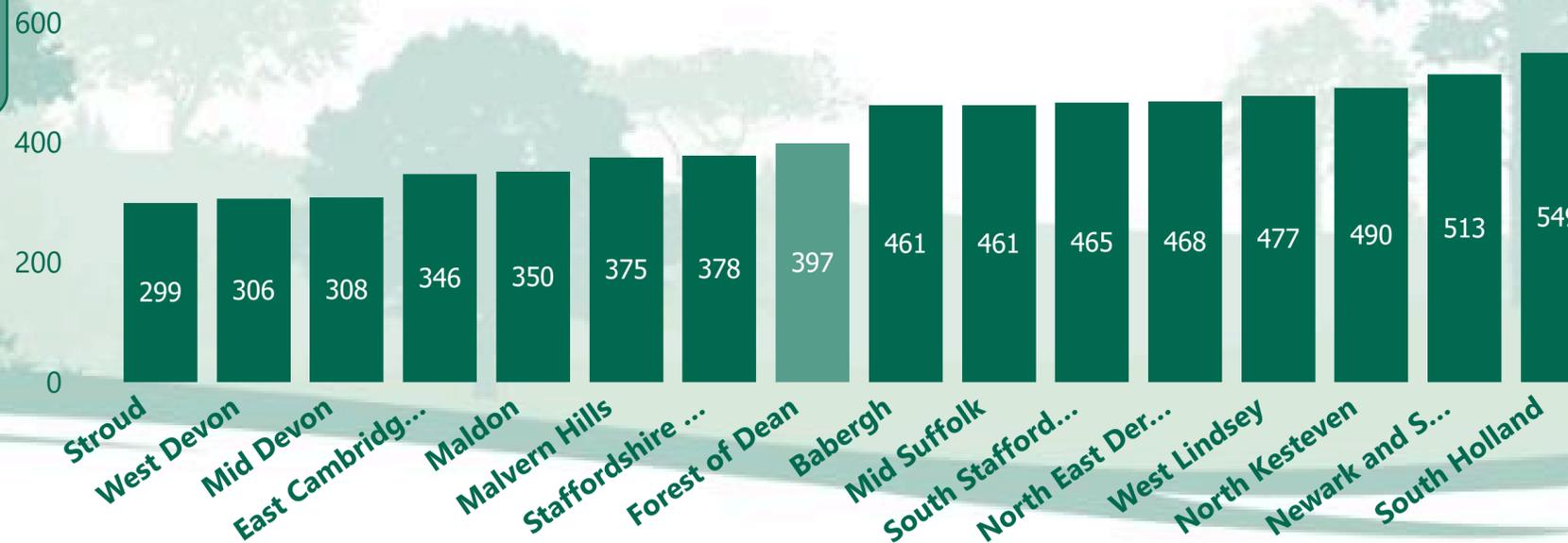
Missed Bins

Household Waste (kg)

Household Waste Recycled

Fly Tips

Benchmarking Compared to CIPFA Nearest Neighbours

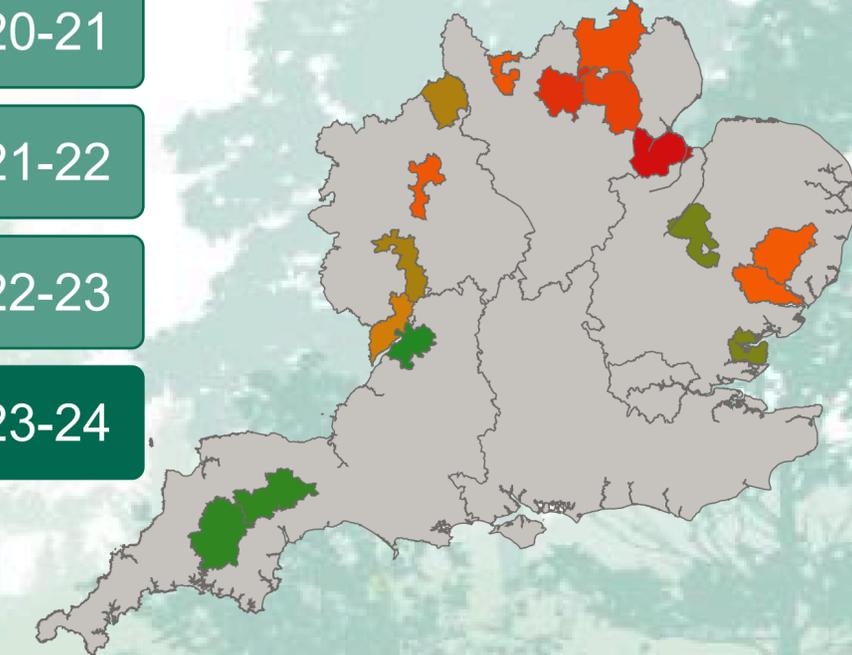


2020-21

2021-22

2022-23

2023-24

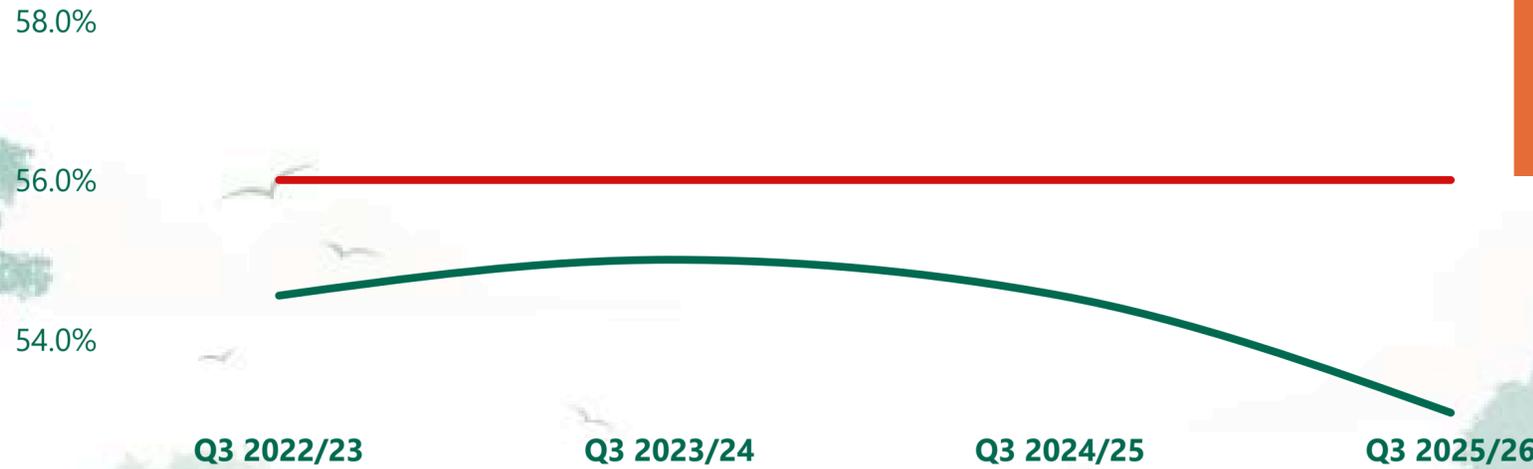


Low High

Service Performance - % of Household Waste Recycled - Cumulative

Residual Household Waste per Household (kg)

● % Household Waste Recycled ● Target



Household Waste Recycled

53.08%

Target - 56%

Direction of Travel

Against last Quarter



Against Last Year



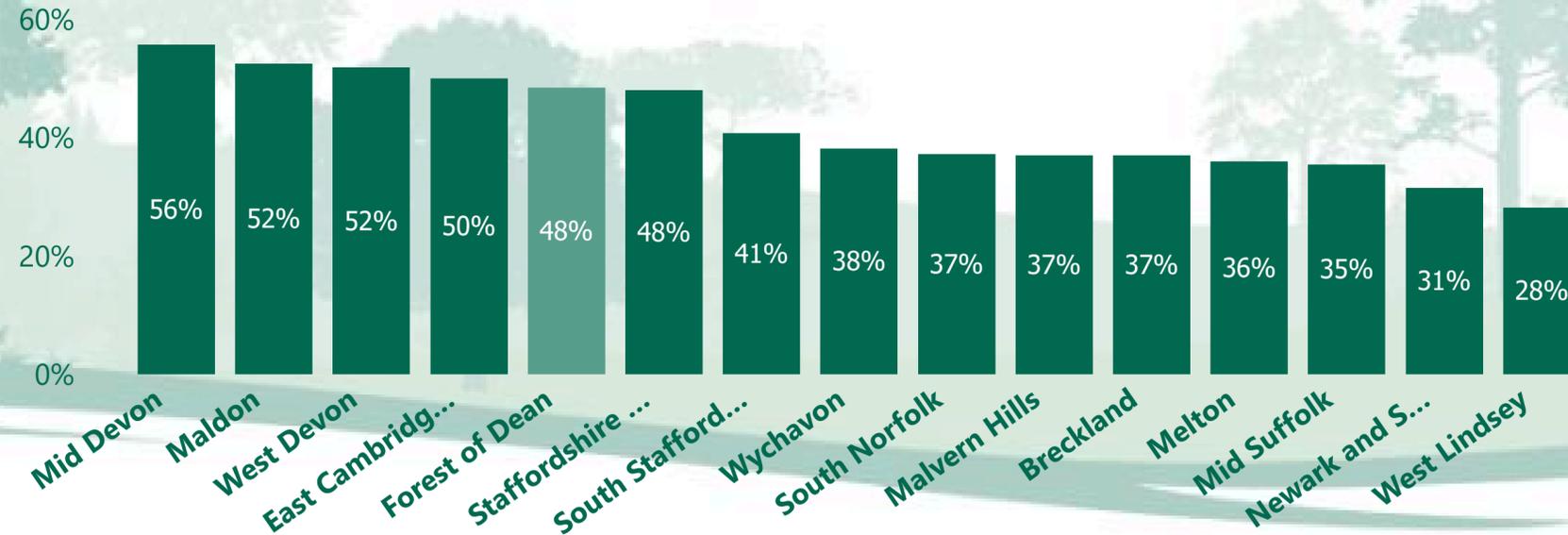
Missed Bins

Household Waste (kg)

Household Waste Recycled

Fly Tips

Benchmarking Compared to CIPFA Nearest Neighbours

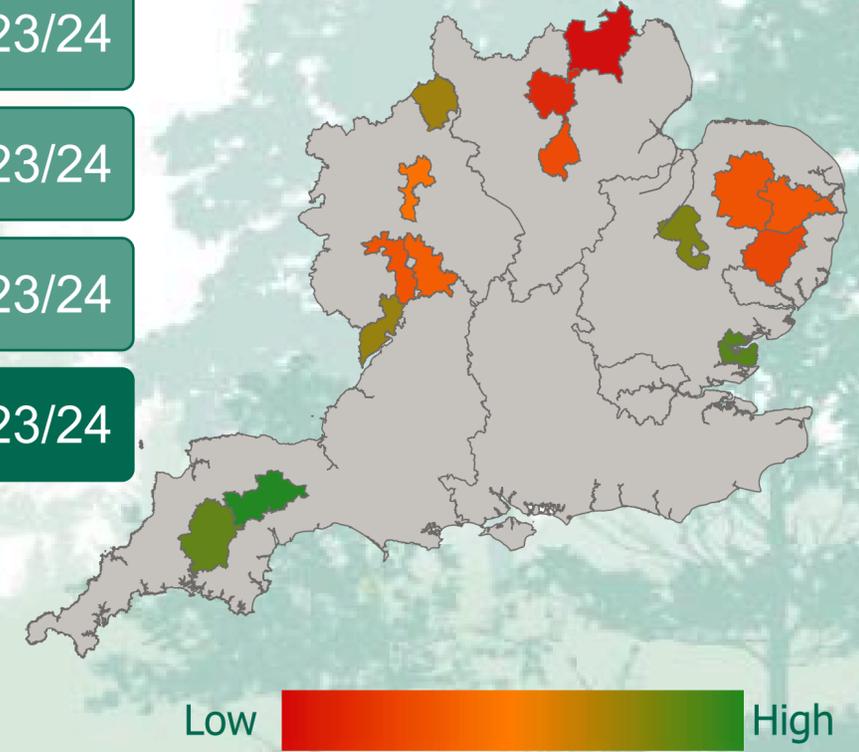


Q1 23/24

Q2 23/24

Q3 23/24

Q4 23/24





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Service Performance - Fly Tips

Fly Tips Collected



Fly Tips Collected
255

Direction of Travel

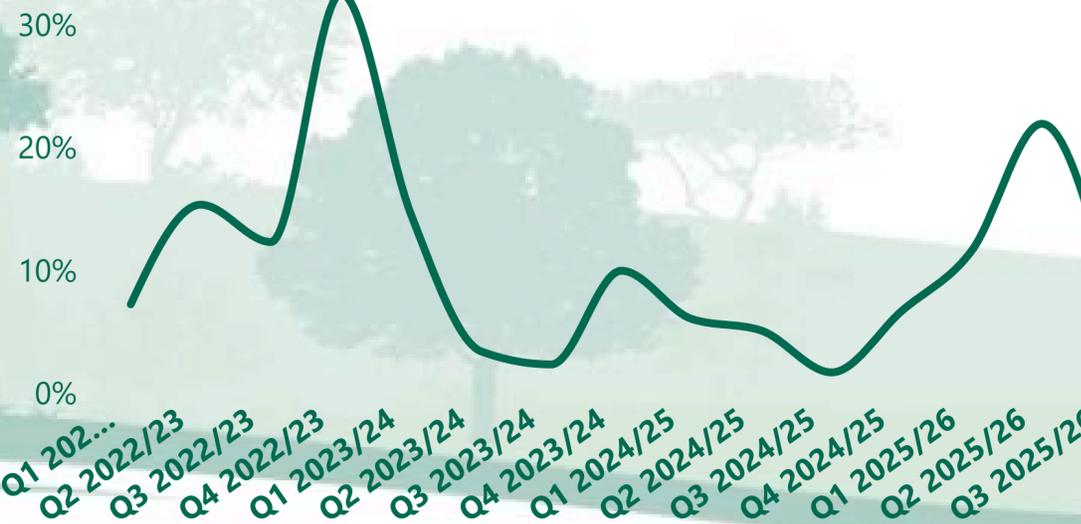
Against last Quarter



Against Last Year



% Fly Tips Collected Resulting in Enforcement Action



% Fly Tips Collected Resulting in Enforcement Action
7.84%

Direction of Travel

Against last Quarter



Against Last Year



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%

Missed Bins

Household Waste (kg)

Household Waste Recycled

Fly Tips



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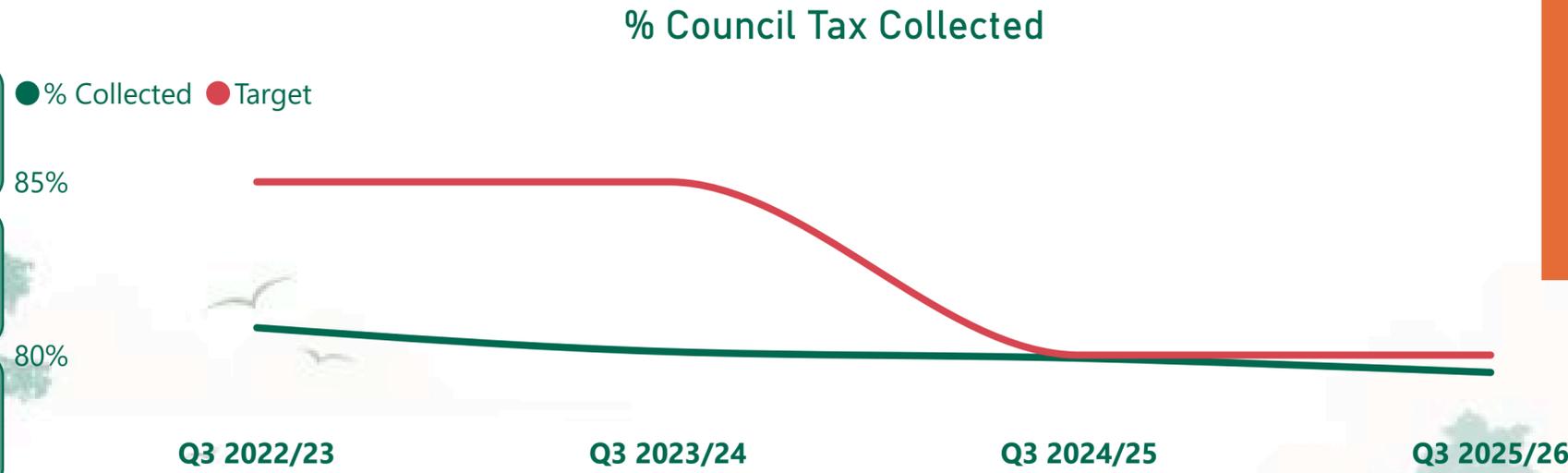
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Sustainable Economy

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Service Performance - Council Tax Collected

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



Council Tax Collected

79.50%

Target - 80%

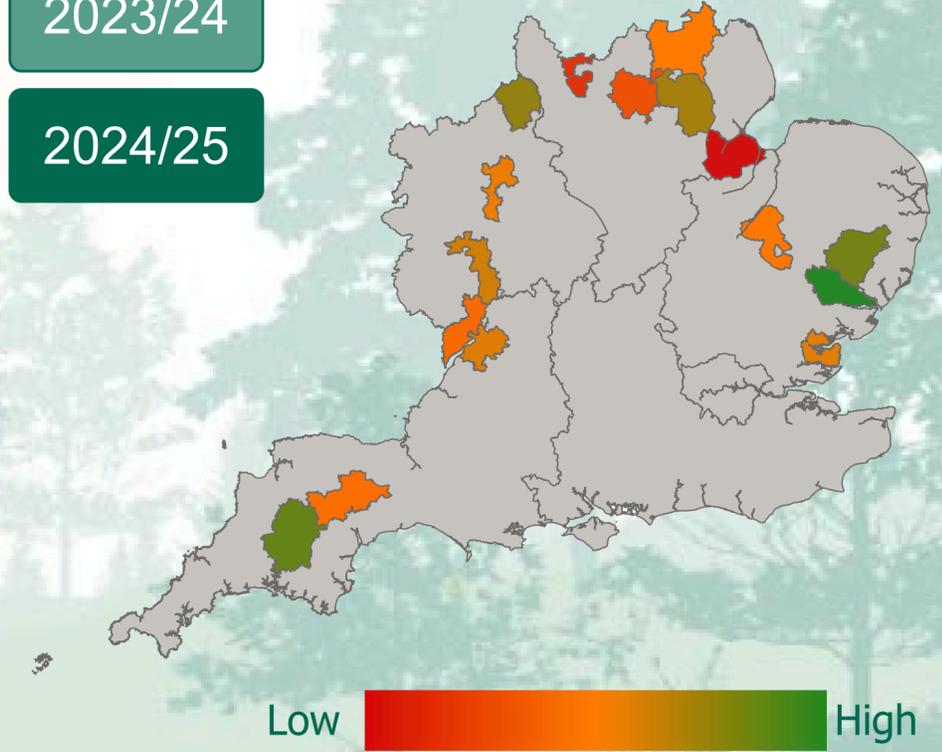
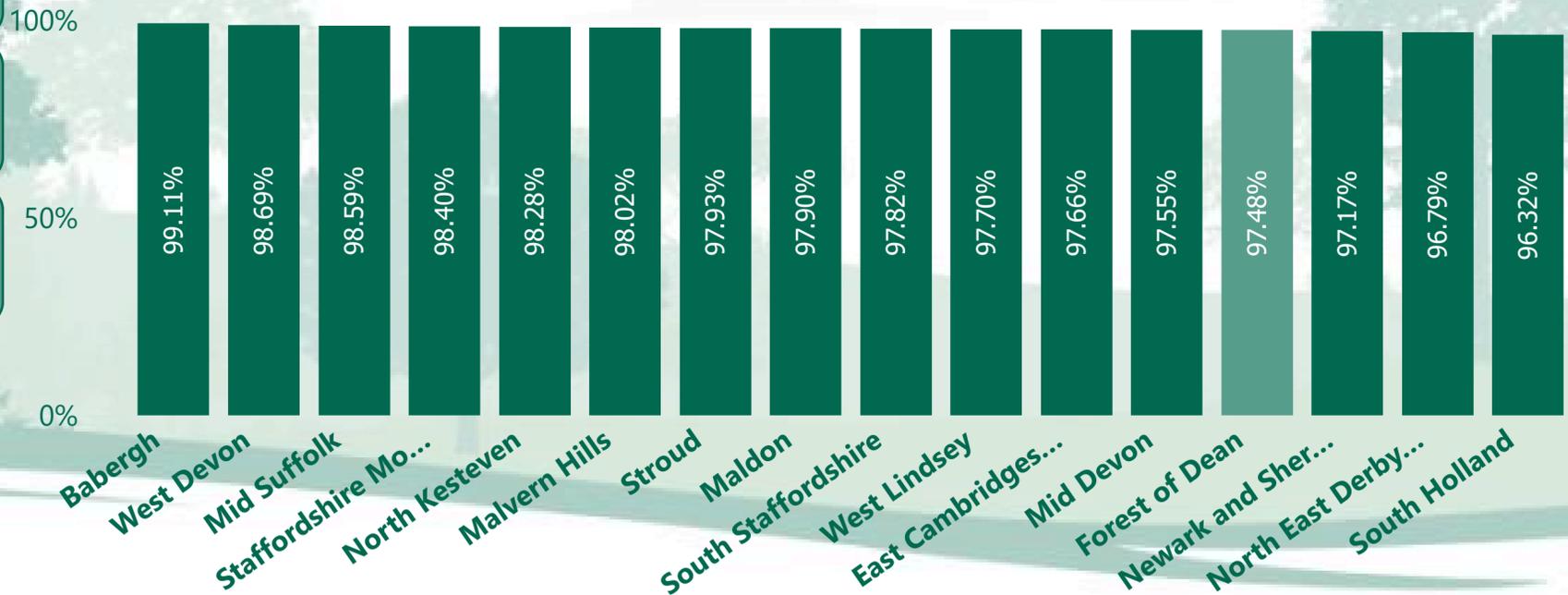
Direction of Travel

Against last Year



- 2023/24
- 2024/25

Benchmarking Compared to CIPFA Nearest Neighbours





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Thriving Communities

Decarbonisation and Nature Recovery

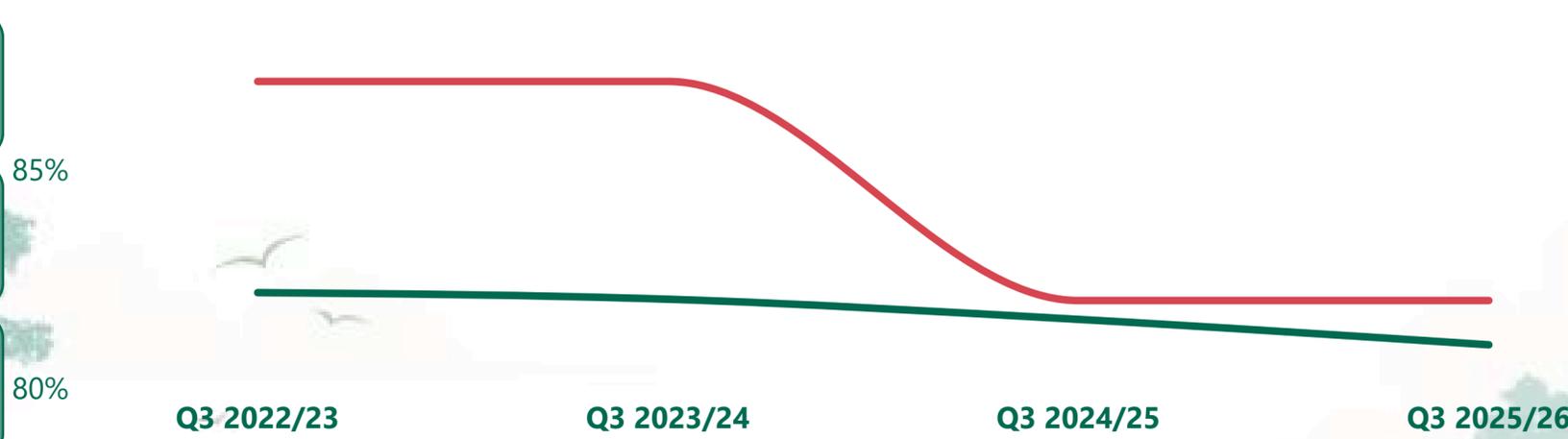
Sustainable Economy

Enterprising and Effective Council

Service Performance - Non-Domestic Rates Collected

% Non-Domestic Rates Collected

● % Collected ● Target



Council Tax Collected

80.99%

Target - 82%

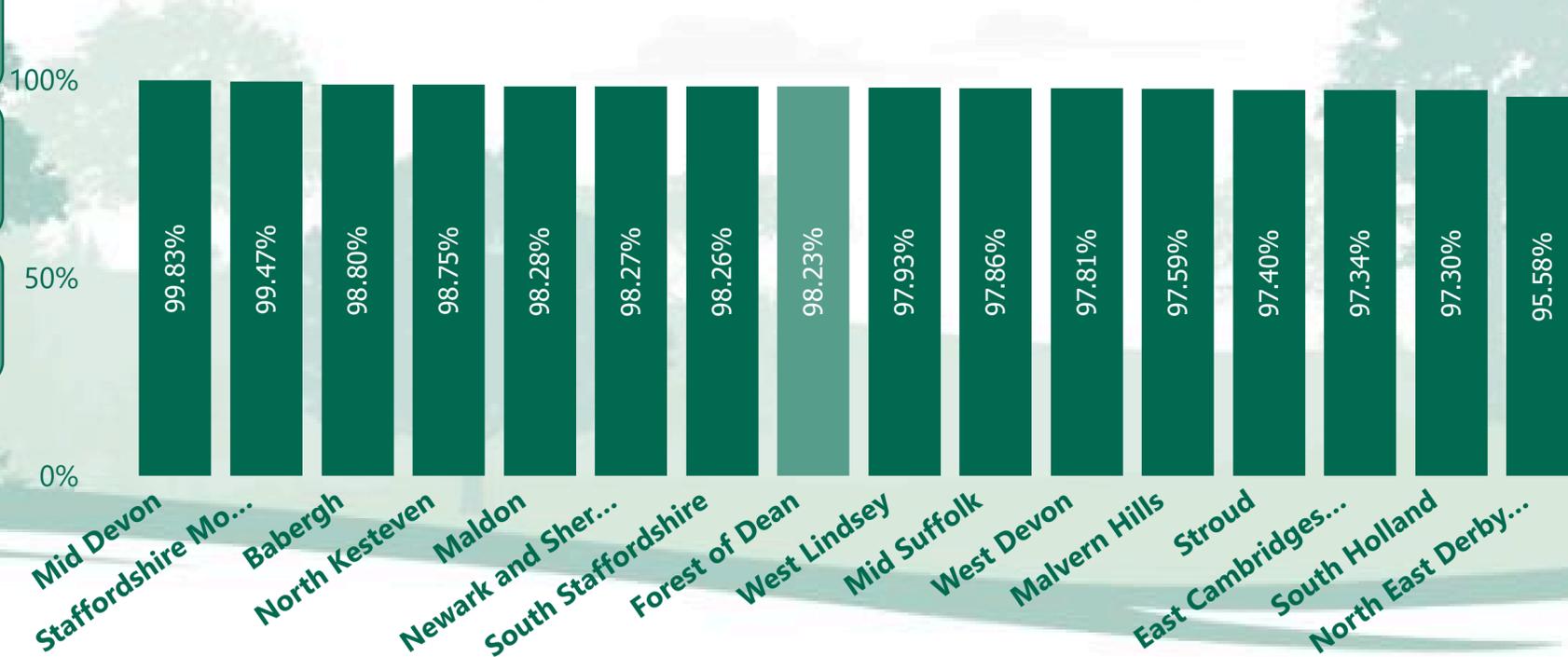
Direction of Travel

Against last Year



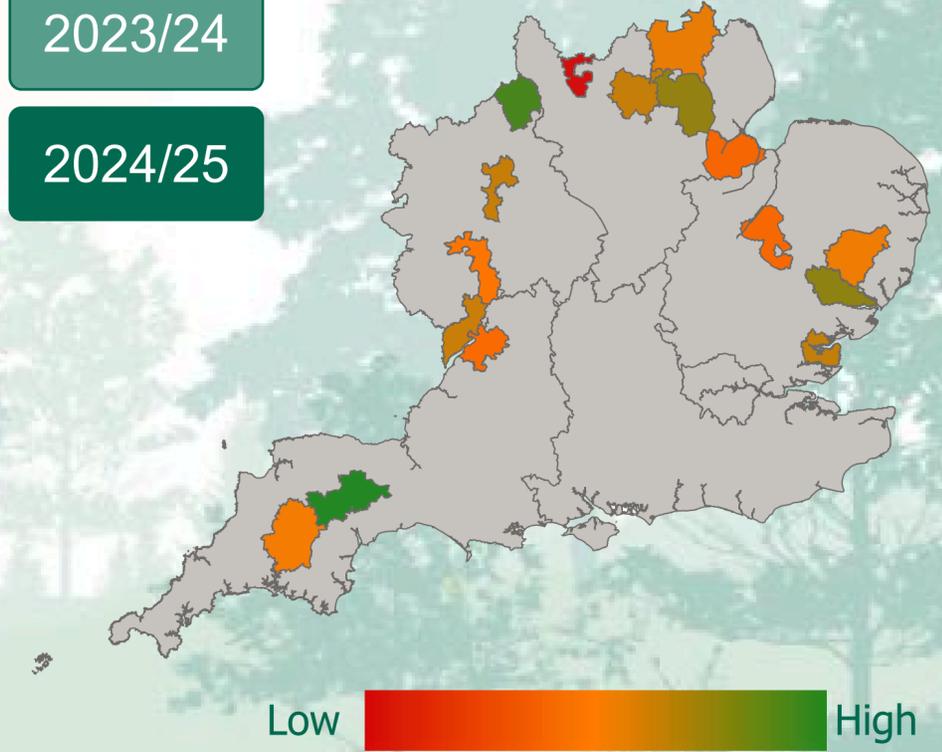
- Council Tax
- Non-Domestic Rates
- % Overpayment - LA Error
- CTS - New Claims
- CTS - Changes
- HB - Changes

Benchmarking Compared to CIPFA Nearest Neighbours



2023/24

2024/25





Forest of Dean
— DISTRICT COUNCIL —



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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

0.10%

Target - 0.35%

Direction of Travel

Against last Quarter

Against Last Year

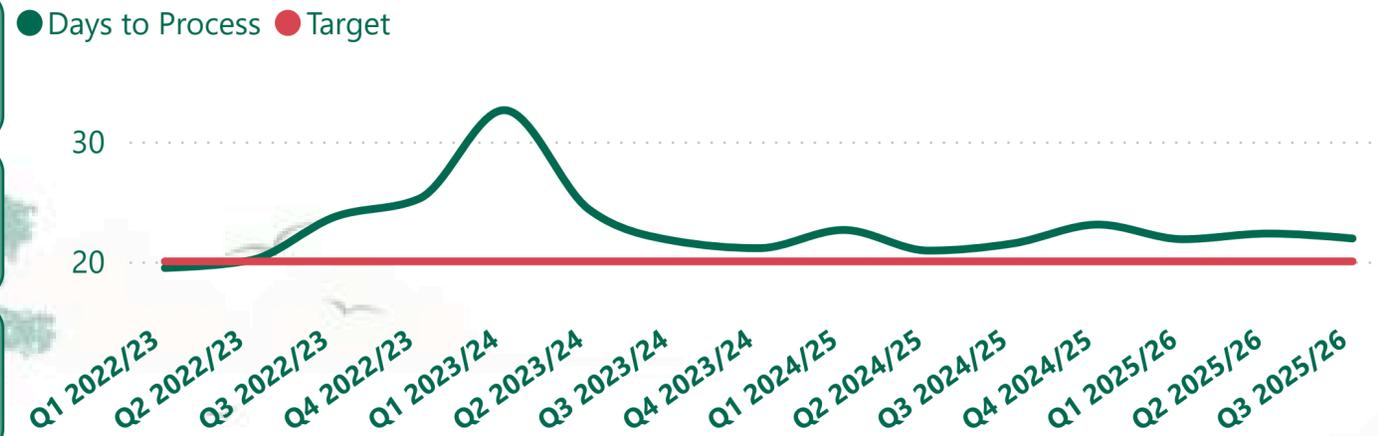


- Council Tax
- Non-Domestic Rates
- % Overpayment - LA Error
- CTS - New Claims
- CTS - Changes
- HB - Changes

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

Processing times for Council Tax Support new claims



Average Processing Time for Council Tax Support New Claims

21.91

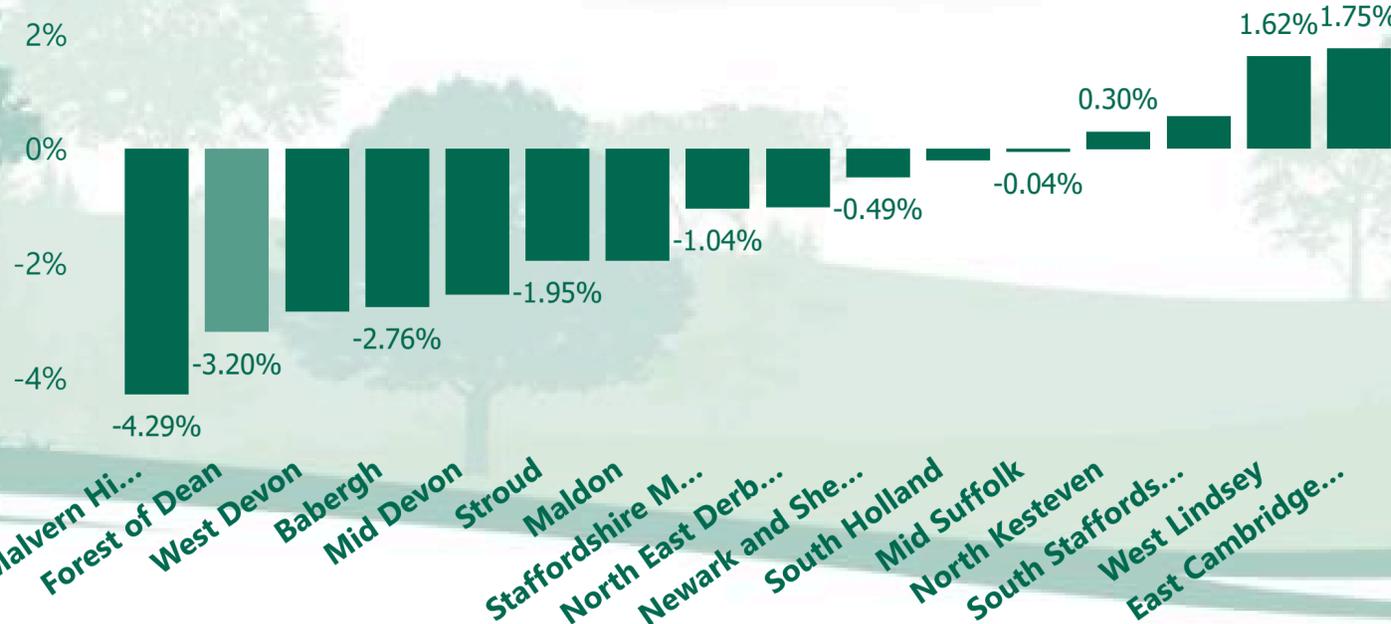
Target - 20

Direction of Travel

Number of Claimants For Nearest Neighbours

Council	Q4 24/25	Q1 25/26	Q2 25/26
Babergh	4644	4557	4546
East Cambridgeshire	3672	3653	3670
Forest of Dean	4882	4822	4811
Maldon	3081	2983	2965
Malvern Hills	3879	3846	3728
Mid Devon	3926	3936	3899
Mid Suffolk	4635	4592	4654
Newark and Sherwood	6722	6734	6685
North East Derbyshire	6704	6683	6641
North Kesteven	5350	5400	5394
South Holland	4935	4943	4932
South Staffordshire	5293	5312	5300
Staffordshire Moorlands	4841	4761	4773
Stroud	5460	5403	5373
West Devon	3182	3148	3114
West Lindsey	5851	6008	6033

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



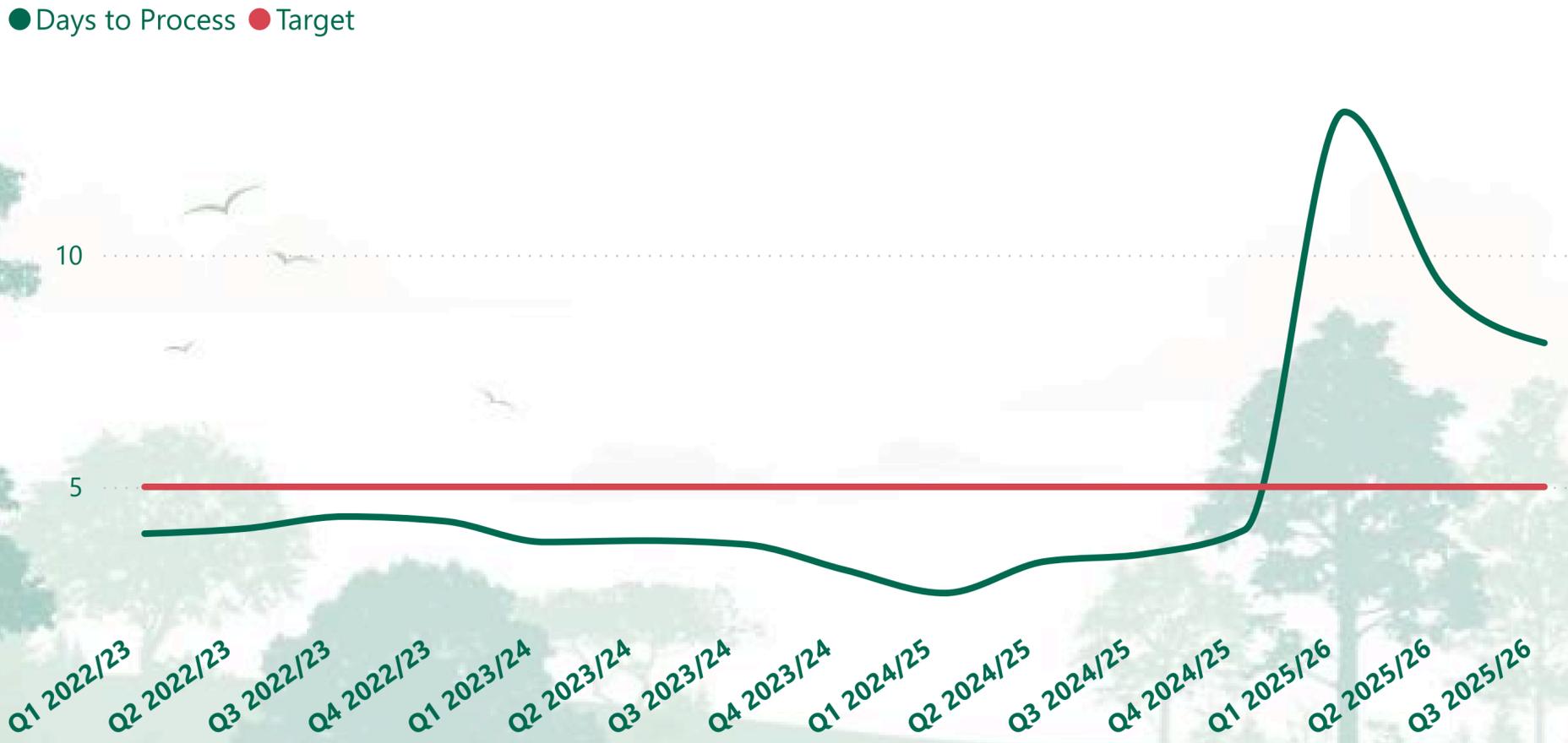
Q1 25/26

Q2 25/26

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

Processing times for Council Tax Support Change of Events

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



Average Processing Time for Council Tax Support Change of Events

8.10

Target - 5

Direction of Travel

Against last Quarter

Against Last Year





Forest of Dean
— DISTRICT COUNCIL —

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 Back to Service Performance

Thriving Communities

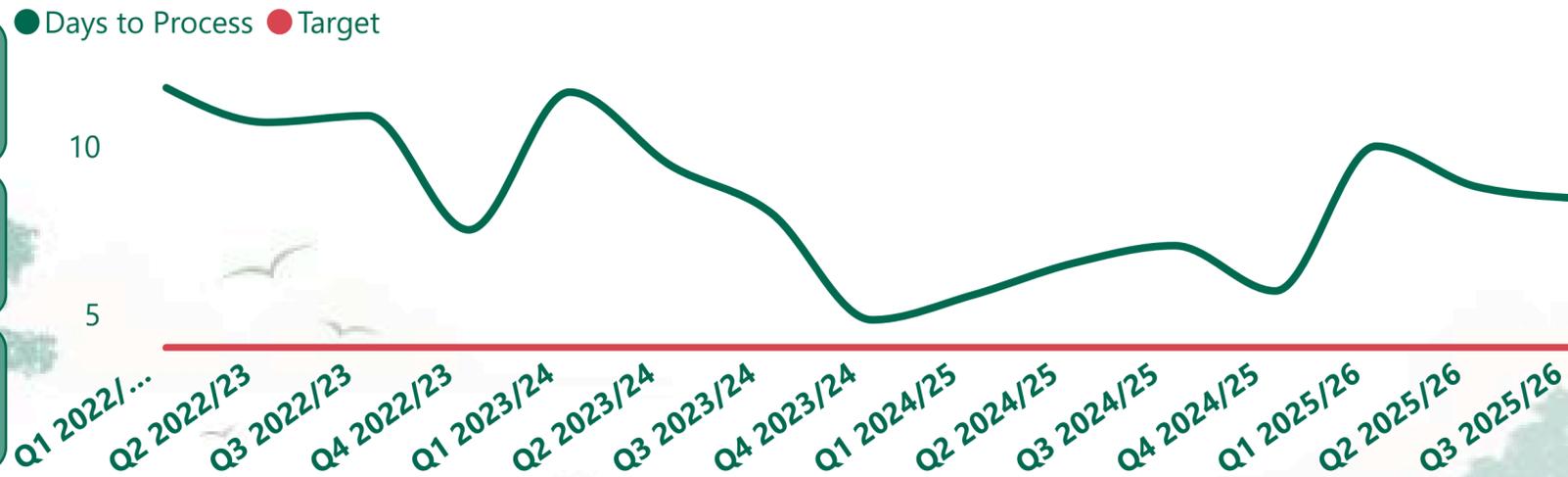
Decarbonisation and Nature Recovery

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Service Performance - Processing times for Housing Benefit Change of Circumstances

Processing times for Housing Benefit Change of Circumstances



Average Processing Time for Housing Benefit Change of Circumstances

8.45

Target - 4

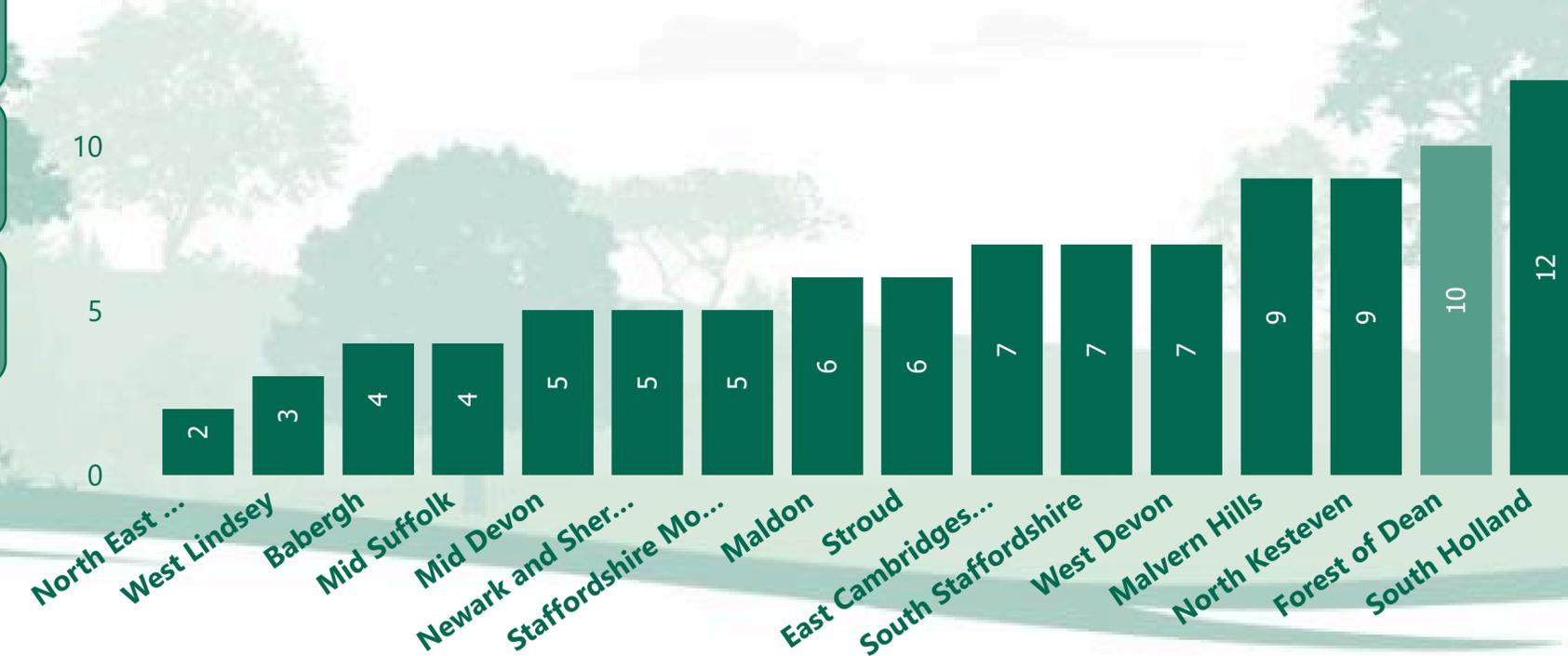
Direction of Travel

Against last Quarter

Against last Year

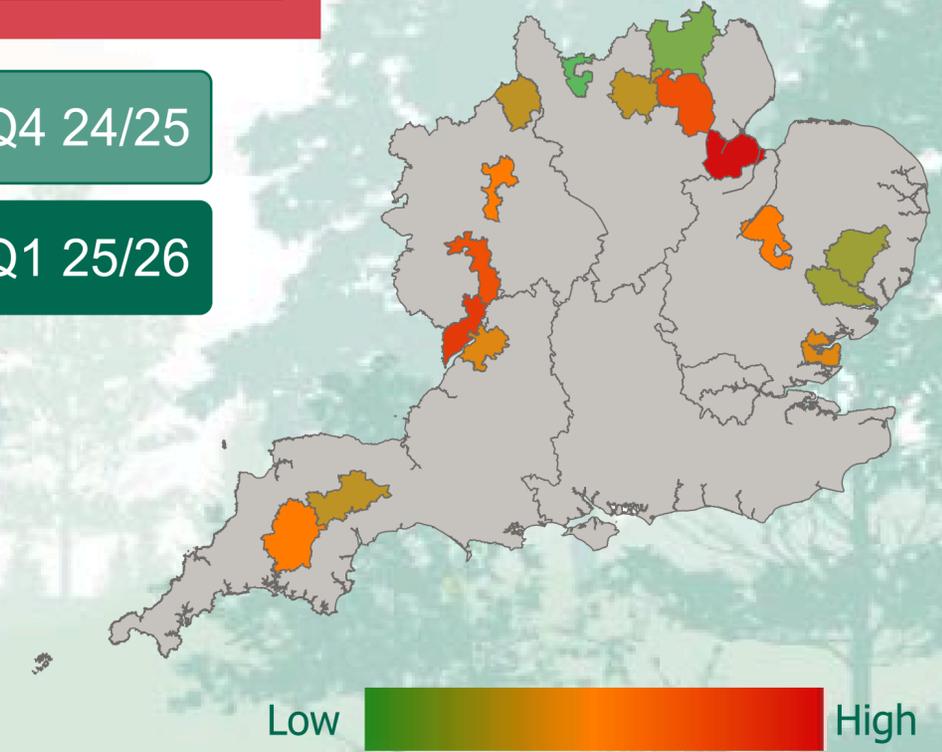
- Council Tax
- Non-Domestic Rates
- % Overpayment - LA Error
- CTS - New Claims
- CTS - Changes
- HB - Changes

Benchmarking Compared to CIPFA Nearest Neighbours



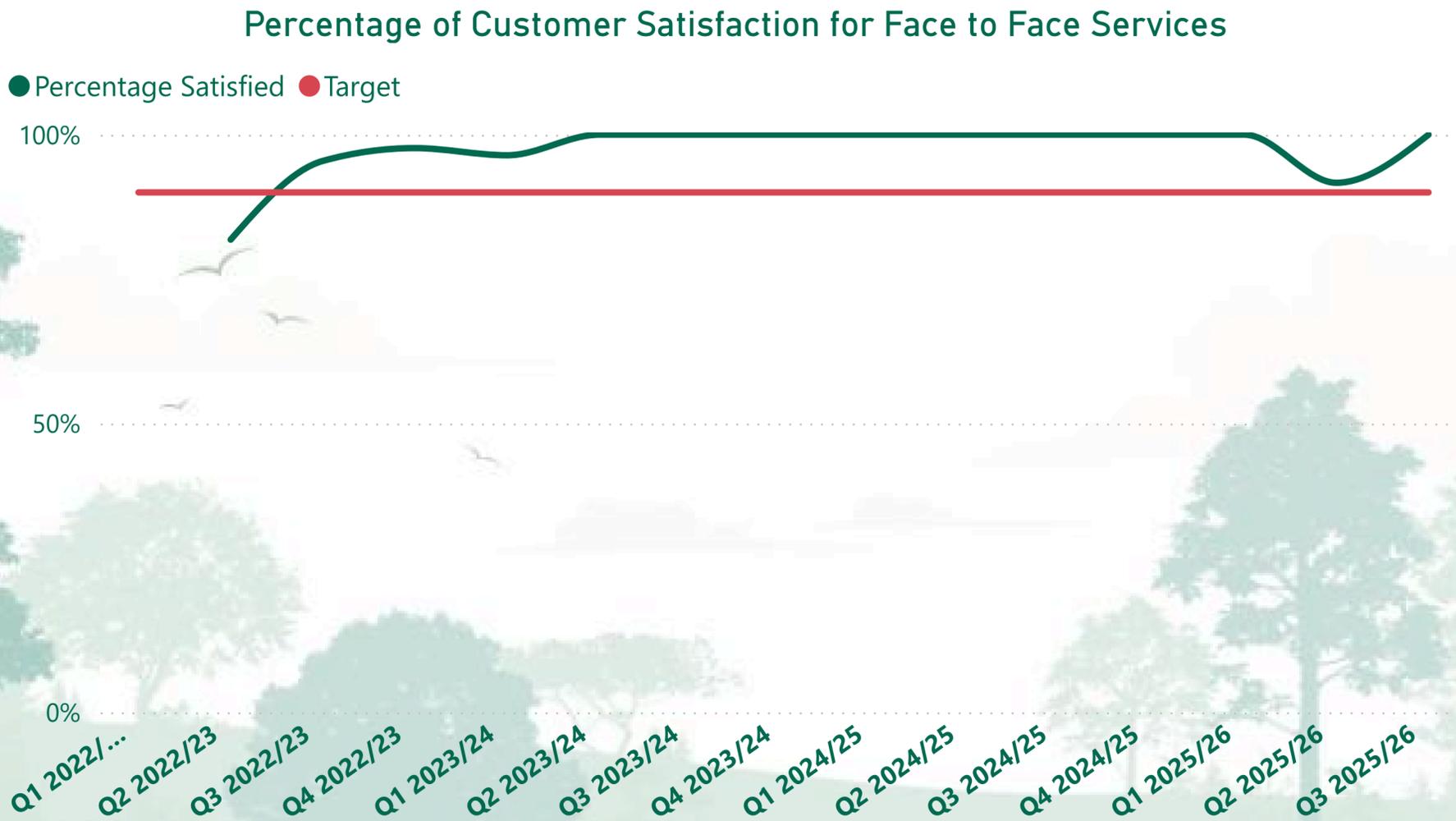
Q4 24/25

Q1 25/26



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

100.00%

Target - 90%

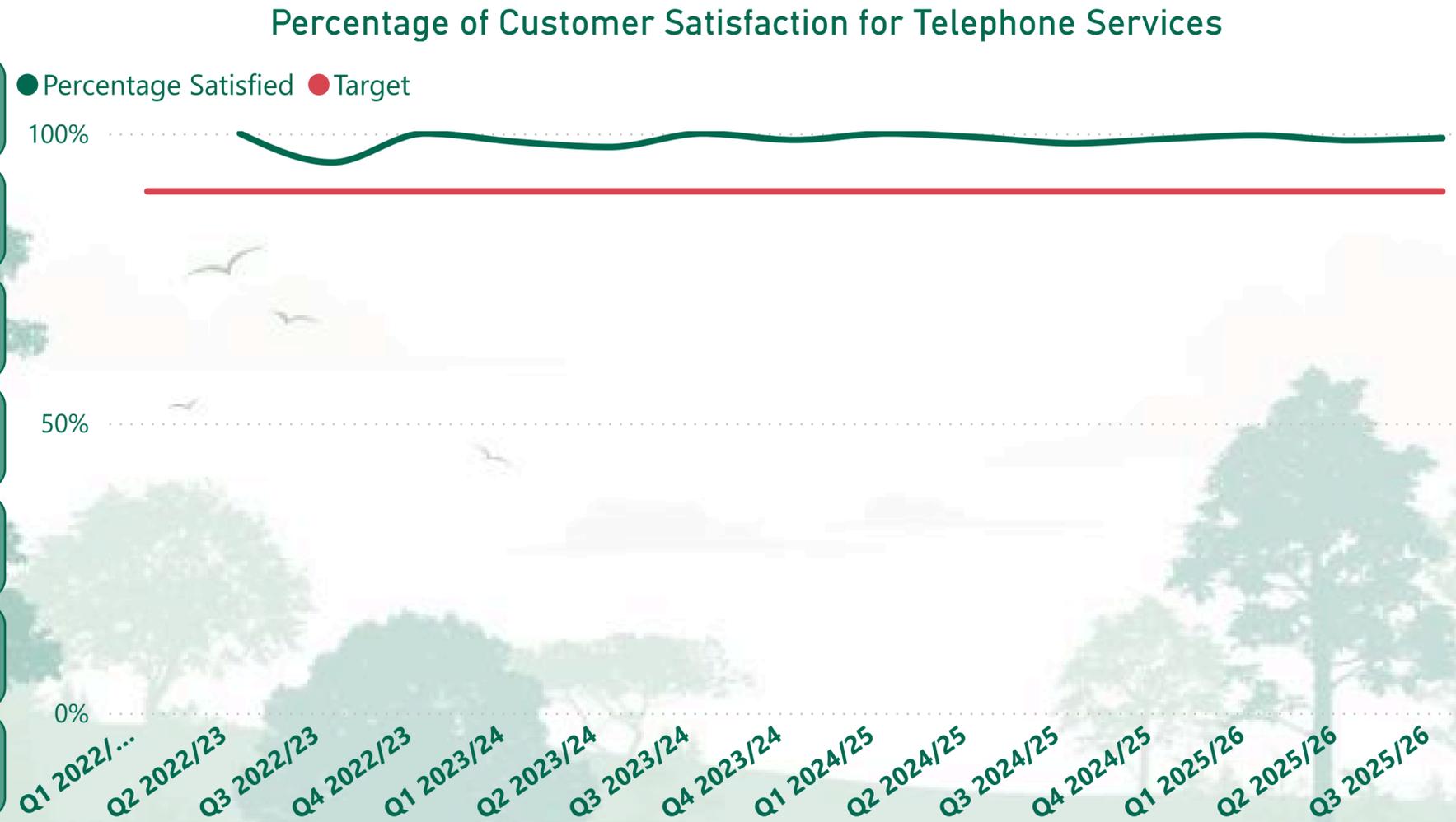
Direction of Travel

Against last Quarter 

Against Last Year 

Service Performance - Customer Satisfaction: Telephone

- 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 Telephone Interactions

99.20%

Target - 90%

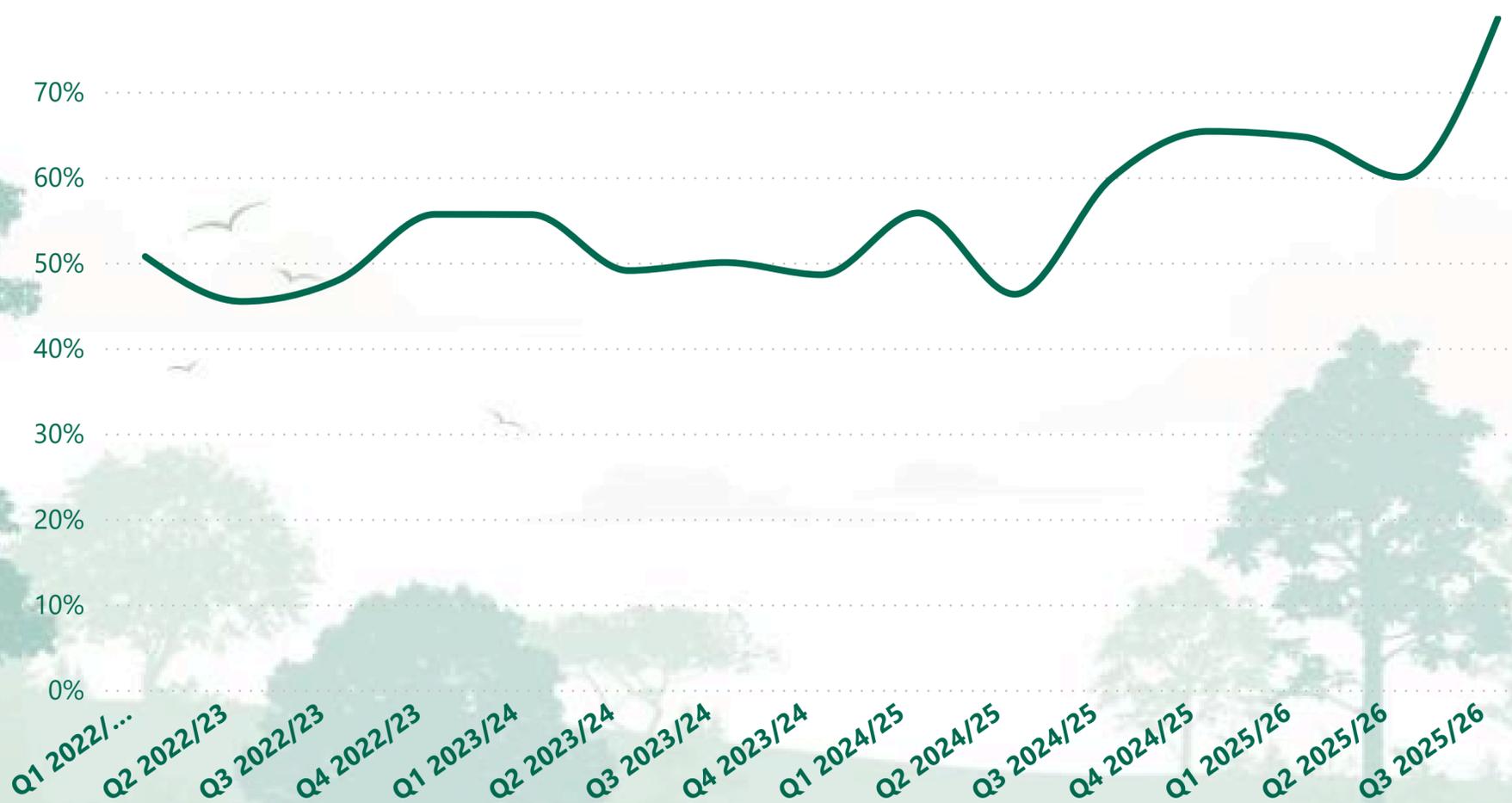
Direction of Travel

Against last Quarter 

Against Last Year 

Service Performance - Customer Satisfaction: Email

Percentage of Customer Satisfaction for Email Services



Percentage of Customers Satisfied with Email Interactions

78.57%

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



Forest of Dean
— DISTRICT COUNCIL —



Back to Priority Home



Back to Service Performance

Thriving Communities

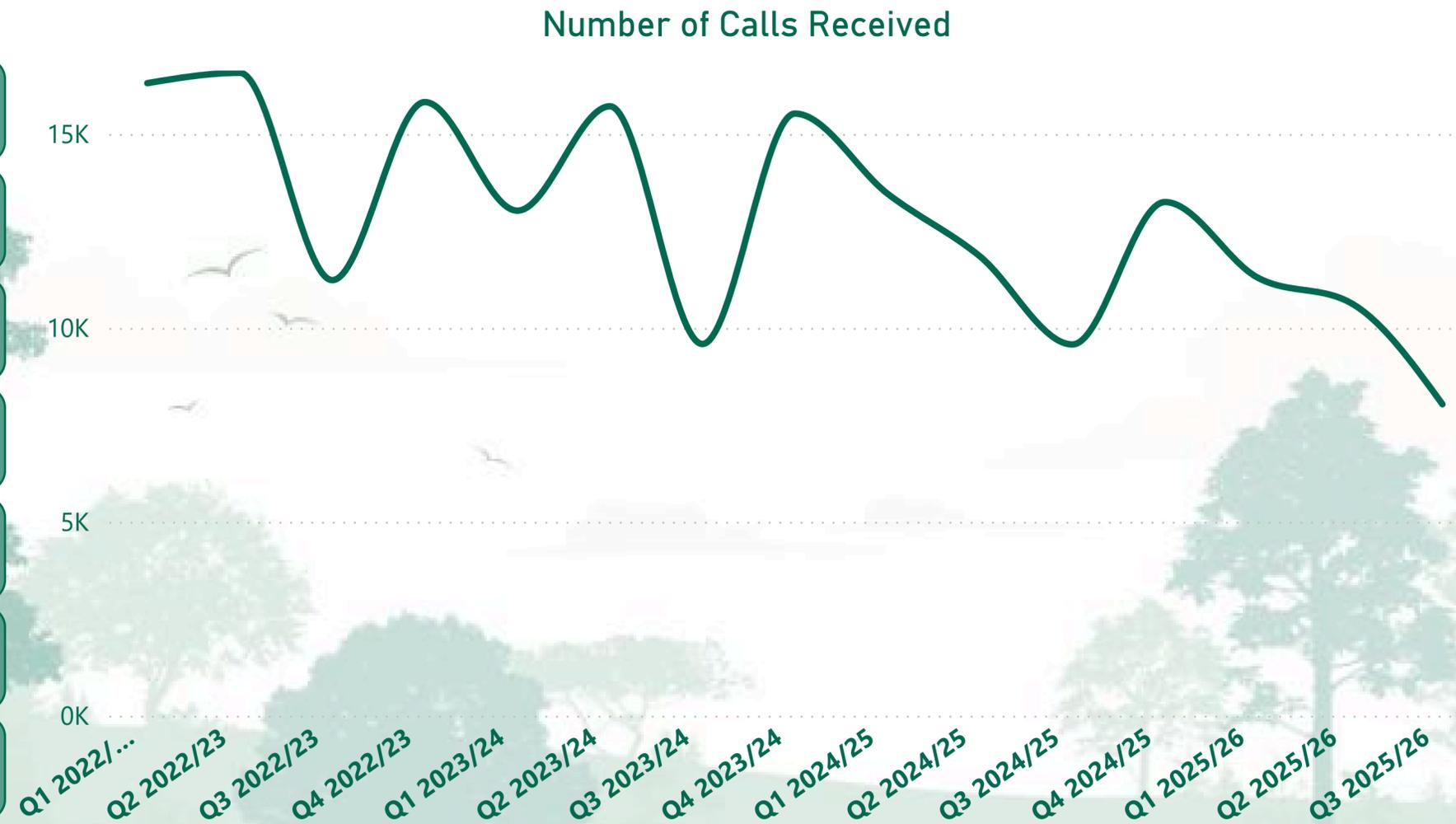
Decarbonisation and Nature Recovery

Sustainable Economy

Enterprising and Effective Council

Service Performance - 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

8028

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

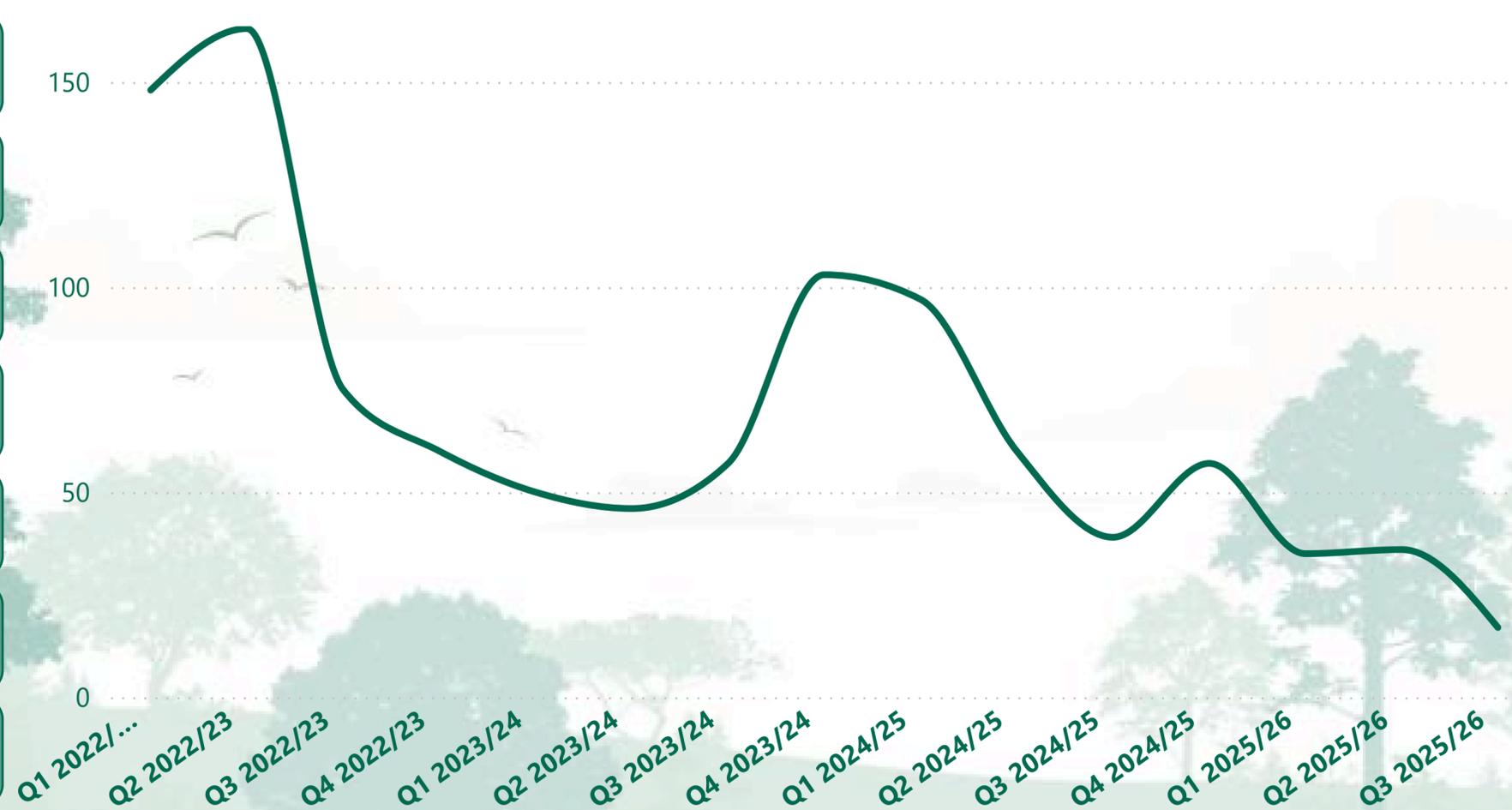
Sustainable Economy

Enterprising and Effective Council

Service Performance - Average Call Wait Time

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

Average Waiting Times (Seconds)



Average Call Wait Time in Seconds

17

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

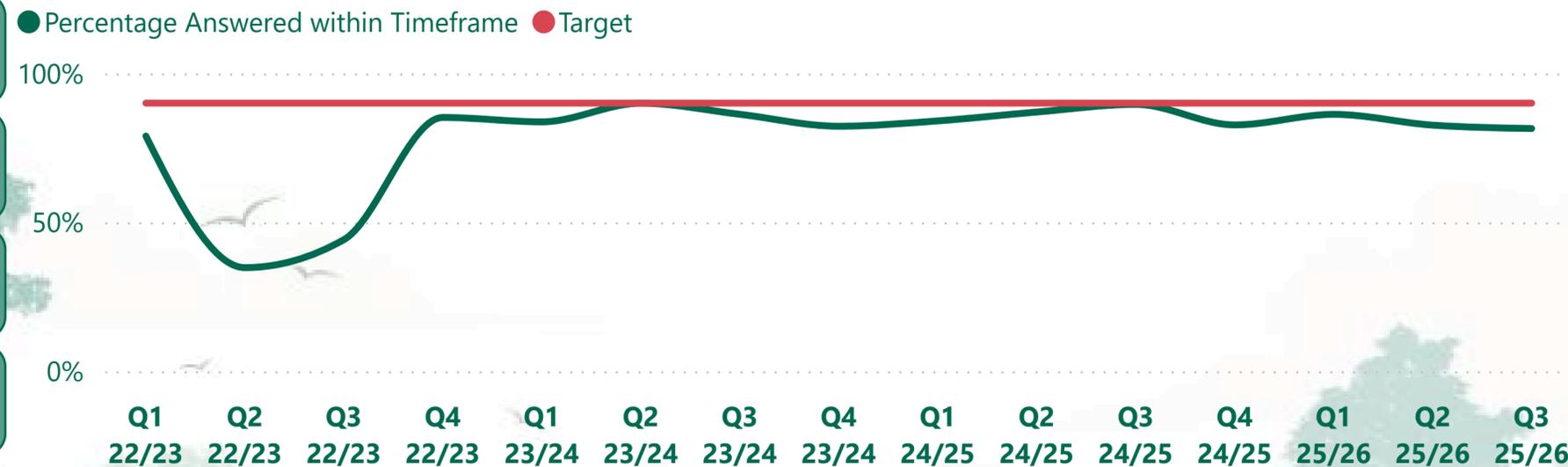
Sustainable Economy

Enterprising and Effective Council

Service Performance - 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 FOI Requests Answered within 20 Days



Percentage of FOIs Answered within 20 Days

81.48%

Target - 90%

Direction of Travel

Against last Quarter



Against Last Year



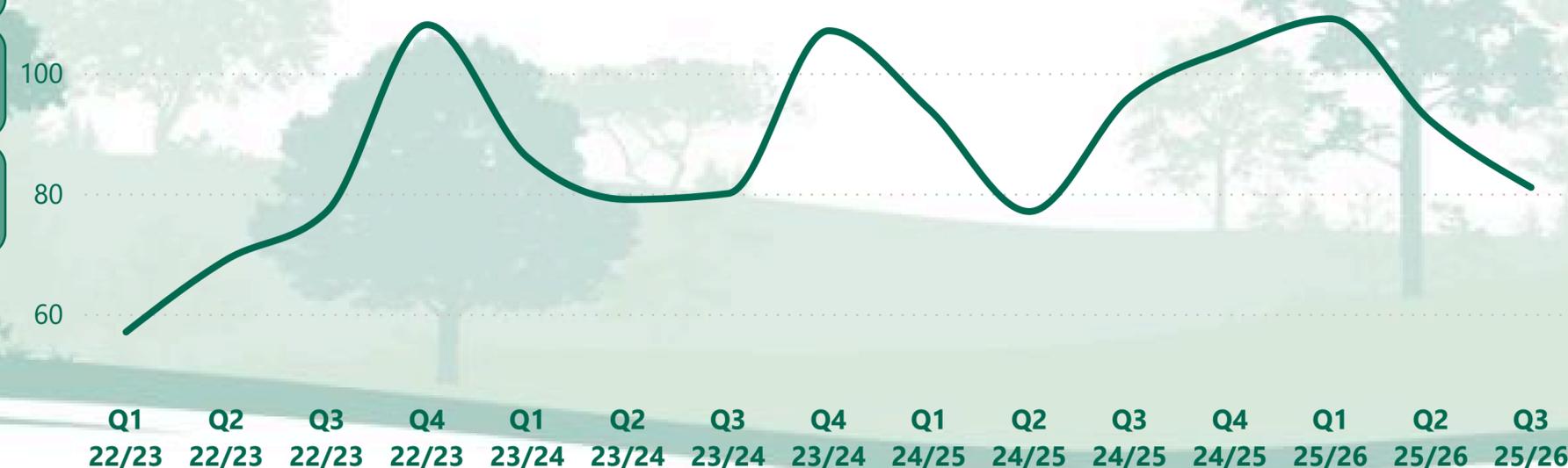
Number of FOIs Received During Quarter

81

Reason for delay in answering FOIs

Service Area not provided
Information in time - 100%

Number of FOI Requests Recieved





Strategic Risk Register

Climate

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Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Council commitment to achieve Net Zero</p> <p>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.</p> <p>Risk Owner: Chief Executive Officer Responsible Officer:</p>	5	3	15	<p>Action Plan in place and being delivered against.</p> <p>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.</p> <p>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.</p>	5	3	15	5	3	15	<p>Development and application of Climate Impact Assessment Tool will help decisions consider climate impacts.</p> <p>The high risk scoring reflects the potential for the Council not to deliver on all of it's Climate Actions.</p> <p>Next review: February 2026</p>	→ Same

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



Strategic Risk Register

Climate **Community** Economy Services & Finance

Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Community Leisure Provision</p> <p>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.</p> <p>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.</p> <p>If the most effective service delivery model is not used then the Council's exposure to operational, financial and reputational risk will be increased.</p> <p>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.</p> <p>Risk Owner: CEO</p>	4	5	20	<ul style="list-style-type: none"> Indoor Built Sports Facility Strategy approved by Cabinet in September 2020. Financial support provided to Freedom Leisure during the Covid-19 pandemic and recovery period Purchase of the Five Acres site and Levelling Up funding secured for a new Leisure and Community Hub. Additional capital funding approved by Full Council Playing Pitch Strategy approved by Cabinet in July 2022. Planning application for the new Leisure and Community Hub at Five Acres granted permission in February 2023 Funding of c£750k held in reserve for leisure provision Leisure contract extended to end of September 2030 with an improved management fee payment Joint Use Agreements in place at Newent until 2036, and Lydney and Sedbury until 2038 Full condition survey of the Cinderford leisure facilities completed Contract management of community leisure provision has now transferred to council control, with additional resource added to ensure a high quality customer experience Football Foundation funding secured and planning permission granted for the 3G pitch at Five Acres 	2	4	12	3	4	12	<p>TREAT</p> <ul style="list-style-type: none"> Work nearing completion for the feasibility and viability of the new Leisure and Community Hub at Five Acres. Continue engagement with Sport England and other potential funding partners. Initial negotiations started with Forest High School, Cinderford and the Department for Education to secure tenure to the leisure facilities Discussions taking place with the Trustees of Forest Fitness Centre to secure an extension of their lease with Forest High School and consider novating the lease to this Council Conclude negotiations with Wilmott Dixon and enter contract for the new leisure facilities at Five Acres <p>Next review: February 2026</p>	→ Same

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



Strategic Risk Register

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Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Refugees / Asylum Seekers</p> <p>If there is an increase in refugees / asylum seekers into the District, the Council may need to find alternative accommodation which may impact on the Council in terms an increased demand on housing support and services. There is a risk of disorder / disruption and increase in community tension around the placement of refugees / asylum seekers.</p>	4	3	12	<p>FoDDC is working with the Housing provider to provide additional properties using the LA Housing Fund from the Home Office. Numbers are decreasing as families move into private rented accommodation, social housing or return to their home country. No additional demand expected currently from ARAP/ACRS. New cohorts of refugees are BAU. Monitoring potential risk of increased homelessness if asylum seekers granted permission to remain.</p> <p>TVP and MOD along with companies that run them are reviving their security arrangements. TCGs were stood up to monitor and manage recent tensions seen across the country which have since been managed and stood down..</p>	3	2	6	3	2	6	<p>This is being monitored with the recent increase in demonstrations being seen across the UK. There are no Asylum hotels within the FODDC which is why the risk has been decreased.</p> <p>Next review: February 2026</p>	→ Same

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



Strategic Risk Register

Climate Community **Economy** Services & Finance

Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<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	<ul style="list-style-type: none"> Publica's new Business Manager role description makes specific reference to business continuity and emergency management Risk and Resilience officer established to oversee Emergency Planning across Publica with two local Deputies at each site. Emergency Planning Response Guides have been updated and tested. Response and recovery work prioritised and continuing during the current pandemic. All new staff have emergency planning incorporated in Job Roles. 	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

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



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Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Building Control As a Building Control body, if the Council's service is not adopting and complying with the published Operational Standard Rules, which set out the minimum performance standards expected, then this may lead to ineffective discharge of statutory building control functions and activities and enforcement action against the Council resulting in reputational damage, financial loss and potential risk to public protection.</p>	4	3	12	Gap analysis completed against the published Operational Standard Rules and an action plan in place to ensure compliance. This includes implementing revised governance arrangements, reviewing our policy around advice, ensuring our employees are trained and competent and work in accordance with the code of conduct, completion of dynamic risk assessments for all work, with a low tolerance for risk approach.	3	2	6	3	2	6	<p>Continue to implement action plan. Internal audits scheduled annually to assess compliance. External audit complete and any recommendations to be addressed. Implementation of KPIs for Operational Standard Rules, and analysis to ensure proactive response to any underperforming KPIs. Additional resource has been secured to ensure we can meet our statutory duties. Biggest risk remains resources and access to the relevant competence to meet work pressures. Additional resources are being sought to meet current demands as well as a secondment agreement with Cheltenham to deal with the supervision of dealing with Class 3 applications.</p> <p>Next Review: February 2026</p>	→ Same

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



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Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Changes in Legislation If the Government imposes legislative changes which are not expected, this could impact on finances and other resources of the Council.</p> <p>Risk Owner: Monitoring Officer Responsible Officer: Head of Legal Services</p>	3	4	12	<ul style="list-style-type: none"> • Horizon scanning and awareness via professional publications and other sources • Responding to government consultations • Partnership wide updates on changes in legislation included in senior managers daily updates. • 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. 	3	1	3	3	1	3	<p>RETAIN</p> <p>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.</p> <p>Manager Assurance review completed in April 25. Changes to Procurement Regulations have been implemented with training identified in the Annual Governance Action Plan. Manager assurance review will be undertaken again in April 2026 and any improvements fed through into the Annual Governance Action Plan.</p> <p>All staff declarations have been completed for 2025 and a review of responses has been completed. Staff declaration process will commence again in March 2026.</p> <p>Training has now been delivered on the new Procurement Act, and a toolkit for managers has been introduced and training undertaken.</p>	→ Same

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



Strategic Risk Register

Climate Community Economy **Services & Finance**

Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Cyber Security and Data Security</p> <p>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.</p> <p>Risk Owner: S.151 Officer Responsible Officer: Publica ICT Business Manager</p>	5	4	20	<ul style="list-style-type: none"> • Blocking of USB and other devices • PSN compliance • Revised policies • Staff awareness training • BCP in place, reviewed and tested • Enhanced encryption software and other specialist cyber tools • Investment in cyber training for the ICT Team • All partner Councils achieved PSN accreditation in Oct 2021 • Ongoing network Internal & External Penetration checks • Regular review of User Privileges • Security patches are applied to key system as soon as they are available • All emails received from at risk location are quarantined and inspected by ICT staff before being released 	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>Data protection refresher training to be rolled out shortly</p> <p>Next Review: February 2026</p>	<p>↑</p> <p>→ Same</p>

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



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Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>English Devolution White Paper - Local Government Reorganisation</p> <p>The White Paper announces that the Government will facilitate a programme of local government reorganisation for two-tier areas. The Government will invite proposals for reorganisation from all of these areas. This will see the amalgamation of councils into one Unitary Authority. As with any change, this can create uncertainty and may have an impact on recruitment, retention, staff morale and a risk to the delivery of longer-term projects.</p>	5	4	20	<p>The English Devolution White Paper was published on 16/12/24 and invites proposals for reorganisation from all two-tier areas. As this has only just been published, work will need to be undertaken to fully understand what proposal is required, timescales etc.</p>	4	3	12	4	3	12	<p>All Councils within Gloucestershire have been working together to produce a single submission for each Council to consider. This is now complete and includes 3 proposals; a single unitary, a East and West Unitary and a Greater Glos model. FODDC considered the options at the Cabinet Meeting on 19/11/25. The Glos Proposal has now been submitted to Central Government on 28/11/25 for their consideration and decision which is expected Summer 2026.</p> <p>Work programmes have been developed for LGR and FODDC has representation on all work programmes. These work programmes will develop the plans for meeting the targetted vesting day on 1 April 2028. The Portfolio Director has now been appointed, programme sponsors are in place, for which the FODDC CEO is sponsoring the procurement, contracts and commercial work programme and programme leads are currently being appointed.</p> <p>Shared Glos Comms are now being delivered on a fortnightly basis to our employees to ensure consistent messaging. Risk has been lowered to reflect that whilst FODDC will no longer exist, our services will continue to be delivered and our employees will transfer to continue to deliver these services. FODDC are also involved in the decision making. Risk is around impact on resources to deliver.</p> <p>Next review: February 2026</p>	→ Same

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



Strategic Risk Register

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Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Future Funding</p> <p>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.</p> <p>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.</p> <p>Risk Owner: Section 151 Officer Responsible Officer: Section 151 Officer</p>	4	4	16	<p>Budget continually reviewed to ensure it remains on target.</p> <p>Assumptions built in for inflation and annual Local Government Pay increases.</p> <p>Treasury Management and investments reviewed and reports provided to Members.</p> <p>MTFS in place</p> <p>Longer term settlements now agreed.</p>	4	3	12	4	4	16	<p>TREAT</p> <p>Continue to update business rate assumptions and monitor the accuracy of the MTFS. Implemented 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.</p> <p>MTFS and budget signed off and aligned to the Council Plan. Risk score to reflects medium term uncertainty around Council budget.</p> <p>The global economic position is being monitored for any national impact e.g., inflation, energy prices, interest rates. FODDC have received at worst 95% of a cash flat settlement for 26/27 through to 28/29, in addition, following the Publica rebasing exercise, FODDC costs have increased by circa £600k. Work is underway to identify potential efficiency savings to bridge this gap. There is also an expectation for FODDC to contribute towards the LGR Glos budget, which will need to be funded from reserves.</p> <p>Next Review: February 2026</p>	↑ Up

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



Strategic Risk Register

Climate Community Economy **Services & Finance**

Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>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.</p>	4	3	12	<p>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.</p> <p>Services delivered by Council and Publica are low risk, highest risk is front line services such as waste.</p>	4	3	12	4	3	12	<p>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.</p> <p>Next review: February 2026</p>	→ Same

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



Strategic Risk Register

Climate

Community

Economy

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<p>Publica Partnerships; Transition of services, Governance Arrangements and Performance</p> <p>The Council is reliant on Partnership Working to deliver its Statutory, Mandatory and Discretionary services. The largest of these providers is Publica which continues to provide a significant number of services despite recent transfer of services. 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.</p> <p>Risk Owner: Chief Executive Officer (CEO) Responsible Officer: Interim Publica Managing Director</p>	4	4	16	<p>Contracts in place for the delivery of services through Publica.</p> <p>Shareholder Forum established as part of company Governance Arrangements.</p> <p>Performance information presented to Scrutiny.</p> <p>Operational Forum in place to monitor and manage Publica Performance.</p>	4	4	16	4	4	16	<p>REDUCE</p> <p>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.</p> <p>Work is underway on preparing for LGR.</p> <p>The operational forum is now in place and is meeting every two months. The Director of Place is the representative for FODDC.</p> <p>Changes to the Publica Board as recommended by Local Partnerships have been completed which included two nominated Directors from the Shareholder joining the Board and two Independent NEDs leaving the Board. The shareholders have also approved the permanent appointment of the Interim Publica Senior Structure to ensure continuity for the business as we get closer to LGR.</p> <p>Financial rebasing for Publica services has been completed, and work is now underway on setting the budget for 26/27. This will result in a significant increase in cost for FODDC, and work is underway to identify potential efficiency savings to reduce this cost impact.</p> <p>Ubico have secured the Wiltshire Waste collections contract. Publica provide services to Ubico and will be securing additional resource to deliver this contract without impacting on FODDC services.</p>	<p>▲</p> <p>→ Same</p>

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Strategic Risk Register

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Risk/Opportunity	IRA Impact	IRA Likelihood	IRA Score	Existing Control, Mitigation or Contingency	PRRS Impact	PRRS Likelihood	PRRS Score	RRA Impact	RRA Likelihood	RRA Score	Risk Response & Further Action	Direction of Travel
<p>Recruitment and Retention</p> <p>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.</p> <p>Risk Owner: Chief Executive Officer Responsible Officer: Publica Assistant Director for Organisational Effectiveness</p>	3	4	12	<ul style="list-style-type: none"> Financial incentives (market supplement scheme) Work with partners to address skill shortages Review of pay and benefit package Introduction of career grade structures in Development Management and Project Management 	3	4	12	3	3	9	<p>TREAT</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> <p>Next Review: February 2026</p>	→ Same

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