

# Brighter Futures:

Exception Performance Report	
<b>Indicator Description (taken from performance scorecard):</b> Proportion of repeat referrals in social worker in 12 months	
2020/21 Q2 outturn: 26%	Quarterly Target: 20%
<b>Reason for level of performance:</b> During April to June, we experienced higher numbers of repeat referrals. The referrals were dip-sampled and identified that in 70% of cases the repeat referrals were made for different issues and concerns to those identified in the original referrals. In the latter part of the period, numbers reduced again to be more in line with comparator averages.	
<b>Summary of financial implications:</b> None identified.	
<b>Summary of legal implications:</b> A safe and effective front door service is essential for Children's Services to fulfil our statutory duty to safeguard and promote the welfare of children in the area who are in need, as set out in the Children Act 1989.	
<b>Summary of human resources implications:</b> None identified.	
<b>Summary of sustainability impact:</b> None identified.	
<b>Summary of public health implications:</b> Safe, effective and timely decision making in front door services is essential to ensure the health and welfare of children and young people. This includes keeping them safe from harm, abuse and maltreatment.	
<b>Summary of equality implications:</b> The impact of this performance was indiscriminate, in that it affected all children and young people in the same way, including those from protected groups. However, some groups of children are more likely than others to be referred to social care services. For example, disabled children have been found to be at greater risk of abuse and neglect, and recognition and assessment can be delayed for this group, as signs of neglect and abuse may be confused with the underlying disability or condition. Disabled parents, and parents with a learning disability, may require additional support to engage with children's services. The ways in which abuse and neglect manifest differs between age groups, but some forms of neglect may be less well recognised in older young people, or indeed those who are pre-verbal. There is a growing recognition of the role of fathers as protective factors, although there remains a focus on mothers. There is a strong correlation between abuse and neglect and deprivation. Unaccompanied asylum seeking children are without parental protection and may face language barriers. <sup>1</sup>	

<sup>1</sup> NICE Social Care Guideline Equality Impact Assessment

### Exception Performance Report

**Indicator Description (taken from performance scorecard):**

Proportion of repeat referrals in social worker in 12 months

**Actions taken or planned to improve performance:**

Whilst performance has now reduced, to 21% in September, further improvements are required in the front door service. This includes workforce development to improve the application of thresholds, timely decision making with management oversight, and an improved understanding of the new Early Help offer.

**Completed by:** Lorraine Marshall, Service Director

**Service Unit Head approval with date:**

Lorraine Marshall, 1 December 2020

### Exception Performance Report

**Indicator Description (taken from performance scorecard):**

Social Care: % of timely decisions for children who need a social worker

**2020/21 Q2 outturn:** 66%

**Quarterly Target:** 80%

**Reason for level of performance:**

Front door services are those which are the first point of contact for people seeking help for children and young people in BCP. Contacts for help are triaged and directed to the most appropriate service, which may be a referral to Children's Social Care or Early Help.

During the first half of the year, the timely progression of decisions within front door services has been too slow. This has been impacted by resourcing challenges within the team and steps taken to resolve this are expected to rapidly improve performance within the second half of the year. Some improvement has been noted in August and September, despite an increase in demand during this time.

**Summary of financial implications:**

Additional capacity has already been identified and is in place within the team in Quarter 3. There are no additional funding requirements.

**Summary of legal implications:**

A safe and effective front door service is essential for Children's Services to fulfil our statutory duty to safeguard and promote the welfare of children in the area who are in need, as set out in the Children Act 1989.

**Summary of human resources implications:**

None identified.

## Exception Performance Report

**Indicator Description (taken from performance scorecard):**

Social Care: % of timely decisions for children who need a social worker

**Summary of sustainability impact:**

None identified.

**Summary of public health implications:**

Safe, effective and timely decision making in front door services is essential to ensure the health and welfare of children and young people. This includes keeping them safe from harm, abuse and maltreatment.

**Summary of equality implications:**

The impact of this performance was indiscriminate, in that it affected all children and young people in the same way, including those from protected groups. However, some groups of children are more likely than others to be referred to social care services. For example, disabled children have been found to be at greater risk of abuse and neglect, and recognition and assessment can be delayed for this group, as signs of neglect and abuse may be confused with the underlying disability or condition. Disabled parents, and parents with a learning disability, may require additional support to engage with children's services. The ways in which abuse and neglect manifest differs between age groups, but some forms of neglect may be less well recognised in older young people, or indeed those who are pre-verbal. There is a growing recognition of the role of fathers as protective factors, although there remains a focus on mothers. There is a strong correlation between abuse and neglect and deprivation. Unaccompanied asylum seeking children are without parental protection and may face language barriers.<sup>2</sup>

**Actions taken or planned to improve performance:**

There has been an increase in both the volume and complexity of contacts and referrals post-lockdown, in particular following the schools reopening in September. This has and continues to result in pressure within front door teams, but planned mitigations are supporting the sustainment of some performance improvements.

Challenges remain to ensure that timely decisions are made for children and that as a result they receive the right support at the right time. Workforce development will be a key priority in the next six months within the teams to improve not only timescales but also management oversight and threshold decisions.

**Completed by:** Lorraine Marshall, Service Director

**Service Unit Head approval with date:**

Lorraine Marshall, 1 December 2020

<sup>2</sup> NICE Social Care Guideline Equality Impact Assessment

# Connected Communities

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Safety: Levels of anti-social behaviour

**2020/21 Q2 outturn:** 9722

**Quarterly Target:** 6182

### Reason for level of performance:

The increase in reports since April 2020 is highly likely to be largely attributable to Covid 19 breach reports. This has been experienced locally and nationally [www.bbc.co.uk/news/uk-52298016](http://www.bbc.co.uk/news/uk-52298016)

Much of the increased anti-social behaviour recorded during the first six months of 2020/21 has been due to breaches of Covid regulations, people gathering either inside homes or outside during the summer. This was particularly an issue during the summer where we saw large numbers of people travelling to the conurbation.

With the reopening of shops and licensed premises in the summer, we have also seen a return of begging and street anti-social behaviour in our town centres, although this is much reduced from this same period last year.

### Summary of financial implications:

N/a

### Summary of legal implications:

The intention is to consult on a new Public Spaces Protection Order for the BCP area in the new year, to ensure that where we see alcohol related ASB, this can effectively be dealt with.

### Summary of human resources implications:

The ASB team have had a vacancy, which has been temporarily filled, and there are plans in place to fill the vacancy for the Senior ASB Officer, which has been vacant for the past year. This will give the ASB team more resilience and ensure they are better able to manage their caseload.

### Summary of sustainability impact:

N/A

### Summary of public health implications:

Addiction is one of the most significant causes of anti-social behaviour, whether this is dependant drinkers who congregate in public spaces or drug consumption and dealing.

## Exception Performance Report

**Indicator Description (taken from performance scorecard):**

Safety: Levels of anti-social behaviour

**Summary of equality implications:**

A significant number of the perpetrators of anti-social behaviour will be vulnerable in some way, whether this is through addiction, mental health issues or because they are young people at risk of exploitation.

**Actions taken or planned to improve performance:**

A Tactical Response Plan has been developed in order to deliver an effective response to the issues presented by Covid 19 including ASB. In addition, 12 new covid marshals have been deployed across the BCP area since 31/10/20 to support with compliance of rules and social distancing. Joint work with Police, BIDs, addiction and homelessness services aims to address the street based ASB we see in our town centres.

The Community Safety Partnership is also developing a longer-term ASB Strategy to co-ordinate our partnership work.

**Completed by:** Hannah Kier/Andrew Williams

**Service Unit Head approval with date:**

# Dynamic Places

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Planning: Minor planning applications determined on time

2020/21 Q2 outturn: 67%

Quarterly Target: 86%

### Reason for level of performance:

The Covid-19 global pandemic had a direct impact on ability to determine applications on time during Q2. This is due to measures that had to be put in place in Q1 (during when the lockdown was in place) to protect the safety of the staff as well as the wider public through cessation of staff initially being able to come to the office, restrictions with being able to work from home (the workforce did not have access to all the equipment initially), a pause on application publicity and limitations on being able to leave their homes to carry out site visits. The decision to pause the planning application notification during much of Q1 pending easing of lockdown restrictions added time to the application process to ensure that the public had their statutory right to comment on proposals.

The swift corporate response to providing the teams with laptops was, however, very much welcomed and enabled the staff to move to working remotely. Notwithstanding this the systems accessed through the laptops were initially slower in Q1 than in if connected to desktops in the office. This was resolved through working with ICT during Q1 but meant that normal tasks took longer before that. There was also a delay in taking required support kit home such as a second screen due to the lockdown restrictions.

A significant proportion of the workforce were also impacted by having to home school during lockdown as well as carry out the day job of processing planning applications. It is understood that this was a national issue but was a factor in terms of the performance output in Q2.

Whilst mitigation measures were put in place as lockdown restrictions eased and operations continued, the impact of the volatility during Q1 has resulted in planning applications received in Q1 subject to delayed determination periods during Q2, with some exceeding the government set timeframes for determining applications.

A further aspect was that demand started to increase rapidly as the market reacted to the relaxation of lockdown towards the end of Q1 creating a bulge of workload in the system that needed to be processed in Q2. The capacity of the team available in Q2 to deal with the additional spike in workload also affected the ability to process the volume of work on hand as efficiently as it would in normal circumstances.

### Summary of financial implications:

There is a need to boost capacity to deal with workload with some additional short term staff but this is covered through existing vacancies

### Summary of legal implications:

None identified

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Planning: Minor planning applications determined on time

### Summary of human resources implications:

The increased workload potentially impacts on the health and well being of the existing staff and that is being managed carefully. Bringing in additional short term support will ease pressure for existing staff as well as ensure performance is improved by the end of the monitoring period.

### Summary of sustainability impact:

None identified

### Summary of public health implications:

Staff are enabled to work from home and carry out site visits safely within Covid restrictions. Outbreaks of Covid within staff will need to be managed accordingly but to date staff have remained safe and well in respect of Covid.

### Summary of equality implications:

The planning service is available for all people to use as required for their needs and in this regard there are no equality implications identified as the service remains open and operational. A delay in processing a planning application should equally therefore not adversely affect any parties with protected characteristics. However, as a safeguard the service will identify and prioritise any applications that are shown to be vital to be determined in time in order to safeguard any applicants with protected characteristics that would be unduly affected by a prospective delay. There have been no instances of delays causing any parties with protected characteristics issues to date.

### Actions taken or planned to improve performance:

An action plan is in place to drive efforts on reducing demand and significantly improve performance to service the ongoing workloads efficiently by end of monitoring year and beyond. Key measures include:

- Streamlining processes and using additional staffing resources within available budgets to reduce on hand demand;
- Better communication with customers to resolve issues through the roll out of MS Teams telephony;
- Weekly performance reviews to improve workflow management, focus on determining applications approaching time limits, identify the pressures and act to resolve as early in the process as possible;
- The S106 process for minor developments is being reviewed to make it leaner and more customer friendly, which will directly enable quicker decisions to be made;
- The front-end registration part of the process is being reviewed and Q2 delay already being significantly unblocked to release applications quicker into the planning officers;
- Comprehensive review of planning application process underway including working with transformation team to embed culture of continuous improvement and to ensure service expectations are achieved through the Council's new operating model;
- Ongoing work to move the legacy planning systems to a single system to standardise process and enable better resilience and management of the single local planning authority function;
- Resource planning as part of corporate transformation to address staffing needs representative of the volume and type of planning application work that is serviced each year, including bringing in short term support.

**Completed by:** Nick Perrins

**Service Unit Head approval with date:** Nick Perrins 2/12/20

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Planning: Other planning applications determined on time

**2020/21 Q2 outturn:** 60%

**Quarterly Target:** 90%

### Reason for level of performance:

The Covid-19 global pandemic had a direct impact on ability to determine applications on time during Q2. This is due to measures that had to be put in place in Q1 (during when the lockdown was in place) to protect the safety of the staff as well as the wider public through cessation of staff initially being able to come to the office, restrictions with being able to work from home (the workforce did not have access to all the equipment initially), a pause on application publicity and limitations on being able to leave their homes to carry out site visits. The decision to pause the planning application notification during much of Q1 pending easing of lockdown restrictions added time to the application process to ensure that the public had their statutory right to comment on proposals.

The swift corporate response to providing the teams with laptops was, however, very much welcomed and enabled the staff to move to working remotely. Notwithstanding this the systems accessed through the laptops were initially slower in Q1 than in if connected to desktops in the office. This was resolved through working with ICT during Q1 but meant that normal tasks took longer before that. There was also a delay in taking required support kit home such as a second screen due to the lockdown restrictions.

A significant proportion of the workforce were also impacted by having to home school during lockdown as well as carry out the day job of processing planning applications. It is understood that this was a national issue but was a factor in terms of the performance output in Q2.

Whilst mitigation measures were put in place as lockdown restrictions eased and operations continued, the impact of the volatility during Q1 has resulted in planning applications received in Q1 subject to delayed determination periods during Q2, with some exceeding the government set timeframes for determining applications.

A further aspect was that demand started to increase rapidly as the market reacted to the relaxation of lockdown towards the end of Q1 creating a bulge of workload in the system that needed to be processed in Q2. The capacity of the team available in Q2 to deal with the additional spike in workload also affected the ability to process the volume of work on hand as efficiently as it would in normal circumstances.

### Summary of financial implications:

There is a need to boost capacity to deal with workload with some additional short term staff but this is covered through existing vacancies.

### Summary of legal implications:

None identified

### Summary of human resources implications:

The increased workload potentially impacts on the health and well being of the existing staff and that is being managed carefully. Bringing in additional short term support will ease pressure for existing staff as well as ensure performance is improved by the end of the monitoring period.

### Summary of sustainability impact:

None identified



## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Planning: Other planning applications determined on time

### Summary of public health implications:

Staff are enabled to work from home and carry out site visits safely within Covid restrictions. Outbreaks of Covid within staff will need to be managed accordingly but to date staff have remained safe and well in respect of Covid.

### Summary of equality implications:

The planning service is available for all people to use as required for their needs and in this regard there are no equality implications identified as the service remains open and operational. A delay in processing a planning application should equally therefore not adversely affect any parties with protected characteristics. However, as a safeguard the service will identify and prioritise any applications that are shown to be vital to be determined in time in order to safeguard any applicants with protected characteristics that would be unduly affected by a prospective delay. There have been no instances of delays causing any parties with protected characteristics issues to date.

### Actions taken or planned to improve performance:

An action plan is in place to drive efforts on reducing demand and significantly improve performance to service the ongoing workloads efficiently by end of monitoring year and beyond. Key measures include:

- Streamlining processes and using additional staffing resources within available budgets to reduce on hand demand;
- Better communication with customers to resolve issues through the roll out of MS Teams telephony;
- Weekly performance reviews to improve workflow management, focus on determining applications approaching time limits, identify the pressures and act to resolve as early in the process as possible;
- Reducing the requirements for officers reports for 'other' applications where there no objections received to free up officer time to focus on decision making within time;
- The front-end registration part of the process is being reviewed and Q2 delay already being significantly unblocked to release applications quicker into the planning officers;
- Comprehensive review of planning application process underway including working with transformation team to embed culture of continuous improvement and to ensure service expectations are achieved through the Council's new operating model;
- Ongoing work to move the legacy planning systems to a single system to standardise process and enable better resilience and management of the single local planning authority function;
- Resource planning as part of corporate transformation to address staffing needs representative of the volume and type of planning application work that is serviced each year, including bringing in short term support.

**Completed by:** Nick Perrins

**Service Unit Head approval with date:** Nick Perrins 2/12/2020

# Fulfilled Lives

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Adult Carers: % of carers who receive info/advice or another service after an assessment

### 2020/21 Q2 outturn:

48.8

### Quarterly Target:

55

### Reason for level of performance:

Performance has been impacted by the necessary reduction in day opportunities as a result of Covid 19 restrictions. The pandemic has also resulted in a reduction in the number of recreational Vouchers (of all types) being issued or issued but then not used. Many carers are, understandably, reluctant to engage in social activity because of the risk of cross-infection.

Similarly, there has been a reduction in residential respite due to homes not wishing to risk introducing infection to their establishments from short-stay clients, as well as carers not wishing the person they care for to be admitted to a care home; particularly at that time when care homes were seen as high risk environments.

### Summary of financial implications:

Demand for, and therefore spending on, respite services has been suppressed since the start of the Covid-19 pandemic and continues to be less than usual for the reasons expressed above. Similarly, the uptake of vouchers has been lower than usual, resulting in reduced spending in this area.

Demand for additional support to cared-for individuals has, in some cases, risen as an alternative to residential respite care. In many cases, however, carers and those they care for have chosen to reduce the risk of infection by isolating themselves as much as possible and simply managing day-to-day as best as they can.

### Summary of legal implications:

Government recognised that the full requirements of the Care Act (2014) might be difficult for Local Authorities to discharge during the Covid-19 pandemic and introduced Easements to the Act. The provision of easement powers for Local Authorities took legal effect on 31st March 2020 through the Coronavirus Act (2020).

An easement was applied relating to adult social care day centres, this easement has now been lifted with restricted provision being put in place in a Covid safe way in order to accommodate those adults at high risk including where the carer relationship is at significant risk of breaking down.

### Summary of human resources implications:

Operational teams have been equipped with the technology and PPE necessary to work in a more flexible way with reduced use of office space and a greater reliance on working from home and videoconferencing in order to continue to work with carers.

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Adult Carers: % of carers who receive info/advice or another service after an assessment

### Summary of sustainability impact:

The move to widespread home and remote working and the use of videoconferencing when working with carers has led to very significant reductions in travelling to venues and consequently lower carbon emissions. There is significant learning about the use of technology in offering support and services to carers in a sustainable way and also mobile and flexible working, which will be taken forward from this period.

### Summary of public health implications:

Carer stress has been a key issue during the lockdown period and this has resulted in a higher level of safeguarding contacts being made.

### Summary of equality implications:

The focus has been on ensuring that carers and those they care for continue to be able to access information, advice, assessments and services whilst working through a reporting period where the Covid 19 virus and subsequent lock down restrictions have been in place. The closure of day services for some of the period, limited use of the voucher scheme and limited use of respite has impacted on carers and those that they care for including older people and those with a physical disability, learning disability or mental illness. These impacts have been mitigated through the use of interim community-based support services and the use of technology including the use of videoconferencing to support clients and carers with the greatest needs.

### Actions taken or planned to improve performance:

Support to carers is ongoing. We are working with Tricuro who are providing outreach support following the closure of day-centres. Where required Tricuro are referring to ASC for urgent need. The Carers Centre continues to support carers virtually, with a wide range of carers social events moving to online delivery. During the summer months, the Carers Centre has been able to facilitate visits using the outdoor space for socially distanced one-to-one support. Over the Winter months, indoor visits will be facilitated in accordance with prevailing restrictions and safety measures. Carers have identified that mutual support with other carers benefits them the most, so small groups, as defined by prevailing public health advice, will be permitted to visit the Carers Centre by pre-booked arrangement.

A comprehensive review of the support available to unpaid carers, including young carers, is being planned with an expected launch early in 2021. Learning from the experiences of carers before and during the Covid-19 pandemic will be an integral feature of this review.

**Completed by:** Mali Gudgion, Adult Social Care Commissioning

**Service Unit Head approval with date:**

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Housing: % of positive outcomes for care leavers under 25 achieved on time

### 2020/21 Q2 outturn:

46

### Quarterly Target:

76

### Reason for level of performance:

13 out of 28 Households prevented/relieved within 56 days. However robust housing and support pathways are in place for all care leavers who do not yet have settled accommodation. This group have spent longer in temporary housing awaiting a more settled housing solution due to increased single homelessness demands across the conurbation.

The reduced availability of settled and affordable accommodation in the private and social sector has led delays in moving Care leavers into a settled home.

### Summary of financial implications:

N/A

### Summary of legal implications:

N/A

### Summary of human resources implications:

N/A

### Summary of sustainability impact:

N/A

### Summary of public health implications:

N/A

### Summary of equality implications:

Young people are disproportionately affected by homelessness and may be at greater risk of unemployment as a result of the pandemic. Young LGBTQ people are disproportionately affected by homelessness.

## Exception Performance Report

**Indicator Description (taken from performance scorecard):**

Housing: % of positive outcomes for care leavers under 25 achieved on time

**Actions taken or planned to improve performance:**

Proposals in development for an updated Housing & Children's Services Young Persons Housing Protocol including Care Leavers. Focus on 16/17 year old's including emergency accommodation; Care Leavers accommodation planning and transition, Young people leaving custody, 18-25 year old young people with support needs and our Supported accommodation and settled housing move-on offer.

Early referral and housing resource panel in place to mitigate against risks for Care Leavers becoming homeless. New aligned Housing Allocations Policy proposed to further prioritise social rented accommodation for care leavers. Council Housing Strategy identifying care experienced young people as an area of need for suitable housing is in draft and due for consultation in early 2021. Young People Interview Guidance for Housing Officers about to be launched November 2020.

**Completed by:** Ben Tomlin, Head of Housing Options & Partnerships

**Service Unit Head approval with date:**

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Housing: Number of homeless households in bed and breakfast

### 2020/21 Q2 outturn:

206

### Quarterly Target:

40

### Reason for level of performance:

Households accommodated in B&Bs are significantly higher than forecast due to the 'Everyone In' government initiative which locally has meant supporting over 300 households (mainly singles) with safe accommodation during the pandemic.

Homelessness demands to house rough sleepers continue because of the need to allocate emergency placements to mitigate transmission of Covid 19 across the single homeless community. The numbers of people who subsequently became at risk of rough sleeping at the start of the pandemic due to precarious housing circumstances breaking down was high (e.g. sofa surfing, staying with friends).

### Summary of financial implications:

Additional costs have been required to resource hotel accommodation, housing officers management, support and security staff both within the hotels and centrally and provide subsistence, laundry and other essential personal costs to support the number of households above the target.

When the lockdown was first announced £54,000 was awarded to BCP Council towards the costs of 'Everyone In'. The Council has also been awarded a grant of £396,000 by Defra for Emergency Assistance, the purpose of which is to fund immediate needs of those who are struggling to afford food and essentials due to Covid-19. It is anticipated that this funding is intended to be spent between August and October. The Council received £1.4m Rough Sleeper Initiative (RSI) grant for 20/21 pre-Covid, MHCLG have confirmed that £220,000 of this can be repurposed to support the Covid related additional costs. Further analysis of the RSI grant is taking place to see if other elements of the grant can also be repurposed to support these costs.

The Council has been successful with securing Next Steps Accommodation Programme grants for this year and the following 3 years of over £1million revenue support & £4million capital.

Additional 'Next Steps' revenue and contingency grant funding of over £2m will support the financial pressure in 2020/21.

The cost of managing the additional case work is largely being absorbed by existing staff in the Housing Options team & St Mungo's outreach team.

The housing options team are preparing bids for addition funding for Cold Weather Fund, Protect Programme and the Shared Outcomes fund, all of which are expected to aid Council financial pressures from the additional hotel placements.

### Summary of legal implications:

N/A

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Housing: Number of homeless households in bed and breakfast

### Summary of human resources implications:

Additional grants received to support the management and support of additional people in temporary housing in this year is placing an additional dependency on good quality agency staff which are often in short supply.

### Summary of sustainability impact:

N/A

### Summary of public health implications:

Robust outbreak management plans are in place for all emergency accommodation settings with Covid-19 Secure temporary accommodation is in place for people who are required to self isolate or who have had a positive test results.

A dedicated interim Housing Manager is in place to support the business continuity arrangements across all Housing settings within BCP, providing a close working partnership with Public Health and other key partners.

### Summary of equality implications:

Many people who rough sleep and need emergency accommodation and welfare assistance have complex health needs and complex behaviours. Improving their own opportunities to secure longer term independence and improvements in health and wellbeing, whilst ensuring the wider community impact is lessened remains a priority. Person centred interventions are provided in partnership with a range of statutory & non-statutory partners.

The approach seeks to enhance the local offer to people who would otherwise not receive housing, care and support due to presiding housing legislation and guidance.

The following equality impacts are key in the delivery of this offer & will have positive benefits across each specific group.

It is recognised that people from Black, Asian and other minority ethnic backgrounds may be at greater risk of COVID19 for a variety of socioeconomic factors. People from migrant backgrounds who do not have full access to public funds are at great risk of homelessness. People with existing health conditions may be more vulnerable to the virus. People who are homeless have high instances of additional health conditions.

It is recognised that single men make up a majority of homelessness applicants, and particularly of rough sleepers.

Women and men have different experiences of homelessness. Women are disproportionately likely to be victims of domestic abuse and become homeless as a result of domestic abuse. They are also more likely than men to become homeless with their children.

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

Housing: Number of homeless households in bed and breakfast

Young people are disproportionately affected by homelessness and may be at greater risk of unemployment as a result of the pandemic. Young LGBTQ people are disproportionately affected by homelessness.

### Actions taken or planned to improve performance:

Move-on planning for people accommodated during lockdown is reducing households in B&B. A successful Next Steps Accommodation Programme (NSAP) grant will further aid these efforts with the BCP Homelessness Partnership. The existing NSAP Capital and Revenue Grant award of c£7M is already helping mitigate the costs of providing temporary accommodation and support, as well as providing new targeted homes and support to this group to enable move on into settled homes. The integrated support provision across services, particularly health services, has been key in helping those placed in bed and breakfast accommodation stay inside and avoid returning to the streets. This work continues.

Effective governance arrangements are in place through the Homelessness Reduction Board and Partnership. The Homelessness & Rough Sleeper Strategy, due for public consultation in November, will agree the strategic approach to tackle homelessness in all forms.

**Completed by:** Ben Tomlin, Head of Housing Options & Partnerships

**Service Unit Head approval with date:**



# Modern, Accessible and Accountable Council

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

HR: % of employees completing mandatory training

### 2020/21 Q2 outturn:

2.10%

### Quarterly Target:

100%

### Reason for level of performance:

As this data is taken from the iLearn system many employees who did their mandatory training when they first joined the organisation have not renewed their training in the system. Our policy states that mandatory training must be completed every 3 years.

The recorded rate of employees completing their mandatory training has also been impacted by the decision to stop informing managers of the completion rate of mandatory training in their areas due to the reduction in the Learning and Development (L&D) team. There is a clear need to improve communications about the importance of mandatory training amongst staff and to secure greater engagement from managers and directors in driving its take-up across the organisation. This will be tackled as a priority over the next quarter in order to make the required improvement in performance.

### Summary of financial implications:

Should BCP council be unable to defend a data breach. For example, a GDPR breach, where there is no evidence of mandatory training taking place or the intent to train, the Council could be liable for financial penalties.

Example; In 2018 the UK Information Commissioner's Office fined Equifax and Facebook for data failures under the pre-GDPR Data Protection Act, in which the highest possible fine is £500,000.

### Summary of legal implications:

Most mandatory training is in place as there is statutory legislation requiring this training to be completed.

For example; The Health and Safety at Work etc Act 1974 requires every employer to provide whatever training, equipment, PPE, and information necessary to ensure the safety and health of their staff, this includes some form of health and safety training.

Any organisation failing to meet the expectations of health regulators, or the appropriate Health and Safety Executive (HSE), faces a risk to their reputation. Health regulatory bodies are required to publish inspection reports, while information about HSE inspections can be gained via Freedom of Information requests.

Example; A local authority was fined after two of its social workers were assaulted on a home visit by the mother of a vulnerable child. HSE found that the local authority failed to follow its corporate lone working policy or violence and aggression guidance. No risk assessment was completed, and staff were not trained accordingly. The authority was fined £100,000, with costs of £10,918.88.

## Exception Performance Report

### Indicator Description (taken from performance scorecard):

HR: % of employees completing mandatory training

### Summary of human resources implications:

Employees may be at risk in the workplace if they have not completed the necessary mandatory training. Managers may be held accountable for performance and delivery. There could also be increased risk to service delivery, which could result in absence, grievance and disciplinary processes.

### Summary of sustainability impact:

No impact identified.

### Summary of public health implications:

Failure to comply with Health & Safety standards, due to the services that BCP Council deliver, may have an increased risk to Public Health, for example; catering or waste disposal.

### Summary of equality implications:

Equality and Diversity Training forms part of our mandatory training. Failure to complete this means that staff may be unaware of the Council's Public Sector Equality Duties and how this applies to their role and workforce behaviour and any subsequent impacts on the Council's commitment to equality and diversity.

### Actions taken or planned to improve performance:

- Internal audit completed to highlight the risk and propose actions
- Data cleanse to compare current ilearn records with current E1st establishment to understand true baseline and set target for improvement reporting monthly.
- Communications campaign to raise awareness of completion rates and requirement to complete.
- Buy in and role modelling from senior leaders within the organisation.
- L&D resource is required to maintain records and improve completion rates – resource requirements may be addressed in corporate restructure project.

**Completed by:** Lucy Eldred, Head of HR

**Service Unit Head approval with date:** Matti Raudsepp, Service Director – Organisational Development