Exception Performance Report	

Indicator Description (taken from performance scorecard):

Number of children who are missing out on education

2020/21 Q4 outturn:	**Quarterly Target:**
672	637

Reason for level of performance:

The number of children missing out on education at year end has been affected by Covid and the periods of offsite, remote learning for some children during parts of the academic year. Whilst the general level of school attendance post lockdown has been positive, there has been a significant increase in school refusal as a result of parent and/or child anxiety related to Covid. This has also led to an increase in applications for alternative provision for children unable to attend school for reasons related to their mental health.

Summary of financial implications:

None identified.

Summary of legal implications:

The local authority has a statutory duty under section 436A of the Education Act 1996 (inserted by the Education and Inspections Act 2006), to identify children who are not in receipt of suitable education and get these children back into education.

Summary of human resources implications:

None identified.

Summary of sustainability impact:

None identified.

Summary of public health implications:

Research shows that education and health are closely linked. Effective social and emotional competencies are associated with greater health and wellbeing, and better achievement. The culture, ethos and environment of a school influences the health and wellbeing of pupils and their readiness to learn.[1]

Summary of equality implications:

Low expectations of what children and young people could achieve can often mean that schools, education, health or youth offending services provide too little education. When continuing over a considerable period of time, this can jeopardise children and young people's chances of achieving well.[2]

National analysis of the characteristics of those missing out on education found that a large number had social and behavioural needs, complex needs and no suitable place available, and medical or mental health needs. The impact of children missing out on

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[1] "The link between pupil health and wellbeing and attainment", Public Health England, 2014

[2] "Pupils missing out on education", Ofsted, 2013

education can also create further inequality. For individual children, the negative implications can include slower progress in learning, worse prospects for future employment, poorer mental health and emotional wellbeing, restricted social and emotional development and increased vulnerability to safeguarding issues and criminal exploitation. Having children out of education also places enormous strain on families, both emotionally and financially. Furthermore, the lifetime costs to the state of a young person not in education, employment or training have been shown to be very significant. Children missing out on formal full-time education can also be detrimental to communities, reinforcing stereotypes and increasing isolation.[3]

Actions taken or planned to improve performance:

An Appreciative Inquiry into education and inclusion practice in the BCP area is being carried out in April and May by the lead member for education and DfE Improvement Advisor, with support from the Regional Schools Commissioner. Additional actions include a review of policy and guidance for supporting children unable to attend school for medical reasons, support to schools that have lower attendance since lockdown ended, and re-establishing processes for monitoring children not in receipt of full-time education.

Completed by:

Vikki Whild, Head of Children's Services Performance

Service Unit Head approval with date:

Amanda Gridley, Service Manager, 17 May 2021

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[3] "Children missing education", LGA & ISOS, 2020

Exception Performance Report

Indicator Description (taken from performance scorecard):

Social care: % of repeat referrals in 12 months

2020/21 Q4 outturn:	**Quarterly Target:**
32.1%	20.0%

Reason for level of performance:

Children and families were not receiving the right service at the right time, and the assessment quality was poor. There was a strong correlation between poor assessments and high re-referrals, linked to a lack of risk analysis, focus on outcomes and management oversight, and an under-performing and unstable workforce.

Summary of financial implications:

None identified.

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.

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.[4]

Actions taken or planned to improve performance:

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[4] NICE Social Care Guideline Equality Impact Assessment

The quality of assessments has improved, evidenced by audit activity and some early impact on re-referrals. Systemic practice has been introduced, to complement Signs of Safety. Audit activity has significantly increased, as has use of management information. An academic residency has been developed in partnership with Bournemouth University, with a focus on neglect, and workforce performance issues have been addressed. A service plan is in place with clear actions to continue to improve performance.

Completed by:

Vikki Whild, Head of Children's Services Performance

Service Unit Head approval with date:

Lorraine Marshall, Service Director, 18 May 2021

Exception Performance Report

Indicator Description (taken from performance scorecard):

New Homes: Completed homes on Council Owned land year to date

2020-21 Q4 outturn:	**Quarterly Target:**
49	52

Reason for level of performance:

Covid has prolonged work on-site due to furloughing & when on site, social distancing and individuals rather than teams being active. This has caused delays to the delivery plan by 1 to 2 months- as the 3 homes in question have now completed.

Summary of financial implications:

Nominal because the contractor did not claim costs for covid-related extensions of time. Loss of rent on 3 homes over 1 to 2 months

Summary of legal implications:

None

Summary of human resources implications:

Increased supervision on health and safety matters and related risk assessment.

Summary of sustainability impact:

Positive impact as a safe working environment was sustained throughout the period in question.

Summary of public health implications:

Reduced risk of covid transmission due to safe working practices being implemented.

Summary of equality implications:

There was a slight negative impact to residents, however, this was minimised because the delay to new residents getting their homes as we continued working safely throughout a significant proportion of the pandemic. BCP operatives were furloughed for minimum amount of time.

Actions taken or planned to improve performance:

Actions as noted above were taken to reduce the impact of any delay as far as was safely possible. Additional parallel activity on and off site occurred to try and maintain momentum and this includes progressing construction tenders & planning applications for essential affordable housing projects.

In Q4 of 2020/2021 3nr projects have been offered to the marketplace through construction tenders and Moorside rd.-14nr 4 bed houses, is now on site and Cabbage Patch/St Stephens – 11 homes, will be on site before the summer 2021. Templeman Ave tenders (27homes) are currently being evaluated. These will form the next co-hort of 2021 deliverables.

Schemes such as Princess Rd, Craven Court, Duck Lane and Mountbatten Gardens have all received planning approvals in the first quarter of 2021/22 and will follow on to start on site before the end of the year.

Looking forward Brexit and supplies of essential materials will have more of a challenge to the timetable than Covid –19 and therefore robustness of supply chain and securing /choosing wisely the supply of materials is being carefully monitored and considered.

Completed by:

Nigel Ingram

Service Unit Head approval with date:

Nigel Ingram 30 April 2021

Exception Performance Report

Indicator Description (taken from performance scorecard):

Housing: Number of homeless households in bed and breakfast

2020/21 Q4 outturn: 224	**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 400 households (mainly singles) with safe accommodation during the pandemic. Homelessness demands continue through the allocation of emergency placements to mitigate transmission across the single homeless community, particularly those rough sleeping. 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). A spike in hotel placements towards the end of March was due to additional people coming inside due to the activation of the Severe Weather Emergency Protocol due to cold weather.

As the demand remains high, although we continue to move people on, we are having to place additional people so the overall number is not decreasing.

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.

The Council has been successful with securing a range of additional grants from Government which have largely mitigated the additional expenditure described. A robust financial strategy is being considered to enable the further mitigation of additional costs into 2021/22 alongside an ambitious plan to reduce the dependency and cost of hotel provision. A move-on housing delivery programme and additional capital and revenue grant funding applications will be developed.

Summary of legal implications:

N/A

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 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 homelessness 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.

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 lockdowns will aim to reduce households in B&B,

A revised emergency placement policy has been implemented which considers temporary accommodation for people with BCP connections that are homeless. Additional demands from homelessness demands as lockdown measures are eased

An independent strategic review of temporary accommodation will be commissioned to identify the best approach to reduce unsuitable temporary accommodation placements.

A Rough Sleepers Accommodation Programme (RSAP) grant will further aid these efforts with the BCP Homelessness Partnership.

The development of a Multi-Disciplinary Team will further support the comprehensive and collaborate efforted to reduce inappropriate hotel / B&B use.

Effective governance arrangements are in place through the Homelessness Reduction Board and Partnership. The Homelessness & Rough Sleeper Strategy was approved by

Cabinet in April 2021 and priorities temporary accommodation use as an area requiring action.

Completed by:

Ben Tomlin, Head of Housing Options & Partnerships

Service Unit Head approval with date:

Exception Performance Report

Indicator Description (taken from performance scorecard):

Museums: Number of visits

2020/21 Q4 outturn:	**Quarterly Target:**
0	6,905

Reason for level of performance:

Museums were closed in Q1 and Q4 of 2020/21 because of Government Covid-19 restrictions.

Summary of financial implications:

Loss of income from admissions at Russell-Cotes and secondary spend from visitors in Poole, Scaplen's Court and Red House museums.

Summary of legal implications:

N/A

Summary of human resources implications:

N/A except staff redeployed or on site to manage buildings and collections during lockdown.

Summary of sustainability impact:

N/A except potentially some reduced use of energy.

Summary of public health implications:

Public not entering premises so less risk of transmission of Covid-19.

Summary of equality implications:

No-one could benefit from access to museums.

Actions taken or planned to improve performance:

Museums were re-opened as soon as was possible under the provisions of the road map (17th May).

Completed by: Michael Spender 15/06/2021

Service Unit Head approval with date: Michael Spender 15/06/2021

Exception Performance Report

Indicator Description (taken from performance scorecard):

HR: % of employees completing mandatory training

2020/21 Q4 outturn:	**Quarterly Target:**
19.29%	100%

Reason for level of performance:

Although still well below the target, this measurement has improved significantly from the last report. This is due to raised awareness and take up of training following a communication campaign and clear direction from BCP Council's leadership.

The calculation is a total completion rate of all 9 modules required to be completed over a rolling 3-year period. The main reason for the performance level will be the time and capacity that colleagues have to complete the modules. There is also a challenge to accurately record the training that occurs outside of the iLearn system that would contribute to the overall completion rates. BCP Council are committed to raising the levels to the target of 100% throughout the next performance year 21/22.

Summary of financial implications:

There have been no financial implications to date. However, where mandatory training has not been completed this may led directly to financial loss in the future as mandatory training informs staff about issues that could carry significant fines if we do not meet our duties, which untrained staff may be ignorant of. A lack of training significantly increases the risk of a breach of those duties which carry significant financial penalties.

For example if a GDPR breach occurred where there was no evidence of training had occurred and no organisational evidence that this issue and training was expected or mandatory 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.

Failure to clear follow process and evidence actions could also increase the risk of a judicial review which would be costly to defend even if successful.

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 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.
Summary of human resources implications:
Employees may be at risk in the workplace. Managers may be held accountable for performance and delivery. There could 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:
One of the modules of mandatory training relates to the Public Sector Equality Duty. Failure to complete the training may result in staff being ignorant of this duty and lead to negative outcomes for the protected characteristics. Some employees with disabilities may struggle to complete the training. Employees who cannot read or do not have English as a first language may be disproportionately affected in completing the training as it is predominantly delivered via elearning on an online platform.
Actions taken or planned to improve performance:
- Internal audit completed to highlight the risk and propose actions   - Design methodology that would enable BCP Council to record training completed outside of iLearn system.   - 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: