

Exception Performance Report

Indicator Description:

Social care: % of repeat referrals in 12 months

2021/22 Q2 outturn: 39%

Quarterly Target: 25%

Good performance is: Low

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.¹

Actions taken or planned to improve performance:

All re-referrals within 3 months of closing to the Assessment and Children and Families First services (the majority of re-referral sources) were reviewed. These found areas for improvement in management oversight of assessments and inconsistent use of chronologies to aid analytical decision-making. This learning is being used by the newly appointed permanent Service Manager for MASH & Assessment to improve the quality of assessments. Funding for a fifth assessment team is sought, to provide enough capacity to limit caseloads and complete all assessments before returning to duty. This capacity is essential to provide the capacity to focus on improving the quality of assessments.

Completed by: Vikki Whild, Head of Children's Services Performance

Service Unit Head approval with date: Lorraine Marshall, Service Director, 17/11/21

¹ NICE Social Care Guideline Equality Impact Assessment

Exception Performance Report

Indicator Description:

Adult Carers: Percentage receiving info/advice or another service after an assessment

2021/22 Q2 outturn: 52.3%

Quarterly Target: 55%

Good performance is: High

Reason for level of performance:

The number of carers counted for this measure is dependent on an assessment or review taking place within the year. We are aware that there is a backlog of reviews from 2020/21 and expect the percentage outturn to improve as we progress through the year.

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 the 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.

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:

We continue to see an expansion in membership of the carer's information service, which currently stands at 5731 carers, and an increasing number of contacts to the carers centre. Local measures identified that over 2400 carers had accessed services and information and advice up to September 2021, which is an increase of over 100 carers since August 2021. This evidences the continued need for support following the impact of the Covid 19 pandemic with services such as Day Centres still not being fully available.

Completed by:

Service Unit Head approval with date:

Exception Performance Report

Indicator Description:

Housing: Number of people rough sleeping at latest street count

2021-22 Q2 outturn: 54

Quarterly Target: 36

Good performance is: Low

Reason for level of performance:

Following a period of 18 months when rough sleeping numbers first significantly reduced and then remained low for many months, there was a steep rise between July 2021 and Sept 2021. There are various factors including seasonality (Sept is normally the highest period of the year), an increase in returners to the street due in part to a rise in unplanned departures from temporary accommodation, an increase in number (although the same proportion) of people with no local connection as well as a number of cases where accommodation offers are so far being refused. This includes a small number of long-term cases, although positively, these are down significantly overall.

On a wider perspective, *Everyone In* is no longer in place, and many areas nationally have also seen rough sleeping increases unfortunately. A multi-agency plan to address this promptly has been agreed by the Homelessness Reduction Board and agreed with local BCP Homelessness Partnership groups, which includes greater emphasis on homelessness prevention and support, as well as better coordinated multi-disciplinary crisis support planning with health & social care.

UPDATE: We conducted our November street count in the early hours of 18th November. This count was 29, a reduction of 25 on the previous count of 54; down 46%. The multi-agency plan referred to above, and the actions listed later in this report have evidently had prompt impact, as well as an expected reduction as the Autumn has progressed. In particular, and following proactive monitoring and interventions, there had been a marked decrease in unplanned departures from emergency accommodation and supported housing in October/early November thereby reducing returns to the street. In addition, new initiatives such as the Respite Rooms for survivors or those at risk of domestic abuse have been in place since early October.

Summary of financial implications:

None

Summary of legal implications:

None

Summary of human resources implications:

There have been issues with recruitment for the Council and local Providers who work with people who are rough sleeping or provide solutions such as supported housing. This has caused staffing pressures and some potential delays with assessment and timely support for people when in accommodation. In addition, staffing pressures in some commissioned services add to the risk of placements breaking down.

The impact of the COVID-19 pandemic including staff absence due to illness and the need to isolate is compounding the recruitment pressures.

Summary of sustainability impact:

None

Summary of public health implications:

People who are rough sleeping have disproportionate levels of health needs, often chronic. These are exacerbated the longer that people remain out and include physical health needs such as abscesses and sores as well as mental health issues, including severe anxiety and severe depression. In addition, there are often related substance dependencies with the further health implications these bring.

A focus of the work we have been collectively undertaking as a Homelessness Partnership relates to more holistic support, with health care being a crucial part of this, especially with its links to early engagement and acceptance of help, exemplified by the work of the Health Bus. This is often the first step to wider engagement including coming indoors. The Multi-Disciplinary Team and related Health Hub will further pull together and enhance this work.

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.

In addition to this there are societal groups who are at disproportionate risk of homelessness, including rough sleeping. These include the LGBT+ community, ethnic minorities and young people, and this can include intersectionality whereby more than one of these apply. Additional multi-agency work is underway to address this, with a particular focus on upstream prevention.

Actions taken or planned to improve performance:

Following deep-dive reports and discussion with partners the following actions have been put into place.

- New Reconnections Worker (St Mungo's) to increase focus on this area following recruitment. To include benchmarking and establishing best practise from other areas as well as considering relocations.
- Ensure all cases where there is resistance to proposed plan or refusals or offers, as well as long term cases, are included with MARSSAG (Multi Agency Rough Sleeping Strategic Action Group). To include consideration of bespoke offers.
- MARSSAG scope to be considered as part of new MDT, including wider membership and greater frequency
- Review of protocols and eviction practice for Supported Housing with Housing Related Support Providers (Task & Finish Group in place)
- Ensure minimal voids and void periods in supported housing (SP Hub monitoring reports)
- Review evictions and abandonments from Emergency Accommodation (EA) and examine and address any trends within an MDT context
- Consider options for additional Cold Weather Provision and including those with NLC
- Monitor consequences of Universal Credit reductions and wider structural national changes. E.g. Fuel poverty
- Consider options for Cold Weather Funding, including availability of discretionary short-term options for non-locals that enable reconnection
- Consider all options for RSI5 (Rough Sleeping Initiative 5 – DLUHC funding) including revisiting Housing Led service (high support building with own front door flats/bedsits, staffed 24/7 for high need and complex cases)

- Continue to challenge groups that are not involved in the BCP Homelessness Partnership and who are enabling and encouraging rough sleeping and non-locals with provision of food, tents etc. (Task & Finish group in place to address)
- Consider options for women & couples as lack of suitable accommodation if support needs are high.
- Consider possible changes to supported housing pathway to better reflect current need as well as strategic relevance.
- Establish & Agree Pathways for all entrenched, refusers EA evictees providing a clearer monthly monitoring report

Completed by: Fraser Nicholson

Service Unit Head approval with date:

Exception Performance Report

Indicator Description:

Skills and Learning: Learner Achievement Rates

2021/22 Q2 outturn: 83.3%

Quarterly Target: 87%

Good performance is: High

Reason for level of performance:

Impact of successive Covid lockdowns and heightened public anxiety have negatively impacted on participation, retention and achievement rates.

Summary of financial implications:

None identified.

Summary of legal implications:

None identified.

Summary of human resources implications:

None identified.

Summary of sustainability impact:

None identified.

Summary of public health implications:

None identified

Summary of equality implications:

OFSTED are placing less emphasis on achievement rates as part of their assessment throughout the Covid period.

Actions taken or planned to improve performance:

The service continues to support learners with enhanced well-being, digital access skills and high levels of tutor support to increase retention rates.

Completed by: Terri Clark

Service Unit Head approval with date: Lesley Spain - 1 December 2021