

Mid Year Performance Report

2022/2023

Introduction

- This is the Mid Year performance report providing an overview of progress with the priorities set out in the Corporate Strategy
- It gives an update on the actions and indicators in the delivery plans agreed by Cabinet Feb 2022
- The following measure will be added to track performance next quarter. Details can be found on page 21
 - [Adult Social Care - Waiting Lists for Care Act Assessments](#)

Overall Performance

Corporate Strategy Actions

Sustainable Environment



Dynamic Places



Connected Communities



Brighter Futures



Fulfilled Lives



MAAC Council



Corporate Strategy Performance Measures

Sustainable Environment



Dynamic Places



Connected Communities



Brighter Futures



Fulfilled Lives



MAAC Council



On Target Monitoring Required Action Required Completed Stopped Not started

Summary of Performance

Overall good progress is being made with the commitments in the Corporate Strategy

Progress on delivery plan actions – 76 of the 121 actions are on track or completed

- 24 requiring monitoring
- 11 need action
- 6 have been stopped and 4 not started

Performance measures - 38 of the 58 measures reported this quarter are on target

- 11 require monitoring
- 9 have not met their target and require action to put them back on track

Sustainable Environment – Corporate Strategy Actions



Completed Actions: 5

On Target: 10

Not started: 3

Stopped: 1

Monitoring required: 1

Action required: 1

Completed Actions:

- The Green Infrastructure Strategy was adopted by Cabinet in September 2022.
- The BCP Walking and Cycling Strategy 2022-2035 was approved by Cabinet ahead of schedule.
- The Seafront Strategy was adopted by Cabinet in April 2022.
- Building work on the Durley Chine Innovation Hub has been completed.
- A review of the 2021 summer response was completed and fed into the 2022 Seasonal Response.

On Target:

- The process to embed sustainability into BCP Council's new ways of working has been initiated in BCP Homes, in line with the Transformation agenda. A draft Sustainability Strategy has been developed and this is now a standing item on the Corporate Property Group.
- Profile data is now in place on the sustainability of housing stock which will help inform and shape the future Council Housing Sustainability Strategy.
- An all members briefing on the Climate and Emergency Action Plan is planned to support the Climate Members training sessions. The Climate Members training sessions are still ongoing due to sessions being postponed.
- Good progress has been made delivering the Cleaner actions from the Cleaner, Greener Safer Programme including the completion of Road lining, replacement of litter bins and painting of street furniture.
- Completed Greener actions from the Cleaner, Greener Safer programme include the delivery of seasonal bedding plants and hanging baskets and the establishment of a tree strategy working group.
- The review of street cleansing services is on target with litter bin mapping underway, road zoning work completed and cleansing resourcing data under development. The outsourced cleansing element is due to be internalised when the contract comes to an end in March 2023.
- A renewable energy generation investment report will be taken to Corporate Management Board to further consider the future progression of work to install energy saving and renewable energy measures in retained council buildings.
- Progress continues with the Shoreline Management Plan (SMP) for Poole Bay. The Hurst Spit to Durlston Head SMP is on target for completion by Autumn 2023
- Implementation of the Poole Bay Beach Management Strategy and delivery scheme has progressed. Long groyne contractors have been appointed for the design and build phase which has started with completion aimed for the end of summer 2023.
- Progress is good with delivering the Transforming Cities Fund sustainable travel initiatives. School projects have now been progressed across the area and the current focus is on business grant provision.

Sustainable Environment – Corporate Strategy Actions

Not started:

- There has been a delay in investigating the use of developer contributions to fund climate change measures during 2022 due to recruitment restrictions on filling non statutory posts.
- A focus on reviewing and refining the Climate Action Plan has impacted on work defining the ecological emergency and developing an action plan to reverse ecological decline.
- The development of a BCP Council waste strategy in line with the national waste strategy government timelines is on hold awaiting the development of a government resources and waste strategy

Stopped:

- The development of a single policy and practice for the management of high-quality publicly accessible toilets across the BCP area by October 2022 was put on hold to assess suitability of pop-up toilets and the potential future widespread roll out across the conurbation. Due to the current financial position, only a facility at Old Orchard Poole has been procured. This is due to be live in November 2022. We have been unable to progress the bid to “Changing Places” within the grant timelines provided. This is due to financial unknowns and ongoing funding commitments for “Changing Places” facilities.

Monitoring required:

- The unification of household waste, recycling and food waste collections across the area to increase recycling and reduce residual waste in line with government timelines is awaiting the development of a government resources and waste strategy.

Action required:

- Whilst the action to procure all council electricity from zero carbon renewable sources by 2022 was completed in Quarter One, due to the current financial position a decision needs to be taken on whether to continue to purchase Renewable Energy Guarantees of Origin. Procurement Services have confirmed the price for this, and it has increased significantly creating £100k pressure on the council budget.

These contribute to the delivery of:





Sustainable Environment – Performance Measures

Measure	Outturn for this quarter	Target	Trend
Beaches: Number of Blue Flags awarded	12.00	12.00	
Environment: Standard of cleanliness achieved in line with Environmental Protection Act 1990	1.07	2.00	
Sustainability: Number of households receiving energy efficiency advice and guidance	145.00	60.00	
Transport: Number of journeys per annum using BCP bike and e-scooter share scheme	206,757.00	116,264.00	
Waste: Percentage of total household waste recycled, re-used or composted	47.60	50.00	
Waste: Residual household waste per household (kg)	241.80	256.40	

Monitoring Required:

- Waste: Percentage of total household waste recycled, re-used or composted**
 BCP remains a high achieving Council (in top third overall) for the percentage of total household waste recycled, re-used or composted. The data reported this quarter is from April to August only as September data is not yet available. It is likely that the addition of the September data will increase the quarter outturn. The outturn for individual quarters is affected by the season and the weather, therefore some quarters will be higher than others. Following confirmation of the Government’s Resources and Waste Strategy, work will commence on a BCP Waste Strategy and associated planning for service delivery changes that should increase the amount of waste sent for recycling & composting and therefore increase the overall figure.
- Standard of cleanliness achieved in line with Environmental Protection Act 1990** - Performance can be directly attributed to ongoing marketplace recruitment difficulties across front line services. We have introduced a labour market supplement to support attracting candidates. This has to date produced limited results against a locality based candidate shortage. In turn cleansing services are operating with reducing staffing levels adversely impacting performance standards.

Dynamic Places – Corporate Strategy Actions



Completed Actions: 1

On Target: 14

Not started: 0

Stopped: 1

Monitoring required: 3

Action required: 1

Not updated: 2

Completed Actions:

- A study has been completed and will be used to inform future housing provision including the additional specialist supply of housing.

On Target:

- Local Transport Plan Guidance from Department of Transport (Dft) is now delayed until spring 2023. In the meantime, work is ongoing to forge the draft content of the plan prior to formal engagement and consultation. This is still on target for 2024.
- Good progress continues in implementing the Transforming Cities infrastructure. DfT have been reviewing the cost of the programme to consider extending the timeline for a further year and to take on board significant inflationary pressures. Some elements of the programme may need further funds to be built given existing pressures.
- The skills plan, designed to create a strong and productive workforce in the BCP Council area, has been finalised and will be brought to Cabinet for approval in December 2022.
- Property acquisitions for rent are progressing well with many sites acquired.
- BCP FuturePlaces has been commissioned to consider wider Winter Gardens/BIC redevelopment opportunities and with master planning, feasibility, design and development work for Heart of Poole, Poole Quay and between the bridges. They are also reviewing the options for the Holes Bay former power site.
- A steering group is now well established and is considering sites for schemes to deliver additional extra care housing.
- Multiple Council owned new build sites are progressing well with many in the development pipeline to deliver much needed additional housing.
- As part of preparations for UK Shared Prosperity Fund, future funding streams to support local businesses have been identified and selected.
- We organised or administered over 1000 community and commercial events and festivals this year. Some major community and commercial events included – in Bournemouth - Pride, BSO in the Park, Summer Live! BMX Championships Reggae Weekender and Bournemouth Emerging Arts Festival. In Christchurch - Stomping on the Quomps, Christchurch Carnival, Christchurch Food Festival, and Highcliffe Food and Arts. In Poole - Poole Harbour Festival, Handball Beach Champs, Sand Polo and Sandfest, Grooves on the Green and Magic of Thailand. Christmas 2022 plans are progressing very well this year, with two major destination attractions - Christmas Tree Wonderland and Poole Christmas Maritime Light Festival.
- In order to improve the Council's Planning Service we had a recruitment drive in August and September. This led to a cohort of eight new starters in Planning roles in October. A restructure is planned for April 2023 will reflect the wider corporate changes at a senior level and will enable the Directorate to operate within the financial envelope for 2023/24.
- We met with the Planning Inspectorate in October 2022 to review our position regarding Local Plan preparation. Our timeline remains on track.

Dynamic Places – Corporate Strategy Actions

Stopped:

- Although a seasonal response budget was secured for 2022/23 which enhanced services and extended the multi-agency seasonal response, no funding allocation has been made for the seasonal response in 2023/24.

Monitoring required:

- Improving the attractiveness and vitality of our 19 town centre and high streets is being delivered through pilot district centres with budgeted projects. An assessment and audit of the next three district centres is complete and improvement opportunities have been identified. The intention is for this process to be repeated to cover the remaining 10 districts by end 2023/early 2024.
- The Skills Plan for the BCP Area is in the final stages of approval and once approved, implementation of actions will begin.
- The project to deploy fibre, 5G and Public WIFI networks through the Boscombe Town Fund Deal Digital connectivity project by March 2024, is back on track, as recruitment and contract issues have been resolved which should see delivery begin in quarter three of 2022/23.


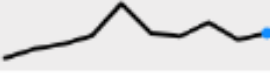

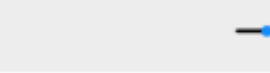




Action Required:

- The supported internship scheme only started in Sept and therefore is requiring ongoing work to refine processes to ensure the scheme is robust. Seven supported internships for young people with SEND have started.

These contribute to the delivery of:



Dynamic Places – Performance Measures

Measure	Outturn for this quarter	Target	Trend
Economic Development: Footfall in the three town centres	26.00	25.00	
Economic Development: Number of businesses receiving support	1,765.00	250.00	
New Homes: Number of completed homes on council-owned land	2.00	11.00	
New Homes: Number of new homes on council-owned land where development has started	120.00	301.00	
Planning: Percentage of major applications determined on time	88.00	86.00	
Planning: Percentage of minor applications determined on time	83.00	80.00	
Planning: Percentage of other applications determined on time	92.00	85.00	
Skills: Percentage of higher-level qualification (NVQ4 and above)	40.30	40.00	

Action required:

- New Homes: Number of completed homes on council-owned land** – The Council New Build and Housing Acquisition Strategy has a target to deliver 1000 new homes by 2026. Northbourne Day Centre (9 homes) was due to complete 2022-23 Q2. Shortages of trades and materials has slowed the progress until the end of Q3. 2 units at Mountbatten Gardens were completed earlier than predicted.
- New Homes: Number of new homes on council-owned land where development has started:** Multiple new build schemes are well underway, and a number are coming to an end before the end of this financial year. The development pipeline has increased significantly in order to deliver the mixed tenure homes that we need including affordable and specialist homes. The Council New Build Housing and Acquisition Strategy has completed its first year – was reviewed at the 7 September 2022 Cabinet and continues to set ambitious targets through its 5 programmes but the post covid turmoil effecting the scarcity of goods / personnel has affected price inflation across the construction industry. Two of the Four sites have been delayed beyond September 2022 because of cost pressures from inflation and scarce resources – Princess Rd and 43 Bingham, with Bingham Rd also having delays to its planning approval that has elongated its timetable.

See Appendix A for Exception Reports.

Connected Communities – Corporate Strategy Actions



Completed Actions: 2

On Target: 14

Not started: 1

Stopped: 3

Monitor required: 1

Action required: 0

Completed Actions:

- A partnership and information sharing protocol with Dorset Police to tackle doorstep crime and fraudulent activity has been developed
- The seasonal response enhancements for frontline services were put in place for this years summer season

On Target:

- Implementation of the year one actions in the BCP Voluntary and Community Sector Strategy and Volunteering Strategy continue and a new volunteering coordinator is now in post.
- The running of Kinson Community Centre has been brought back in house helping to ensure the long-term sustainability of community centres across the BCP area.
- The development of mentoring programmes that encourage intergenerational interactions has been included in the Volunteering Strategy.
- Good progress is being made on the implementation of the Domestic Abuse Strategy and a full review of the programme for year one has been completed.
- Progress delivering the Safer actions within the Cleaner, Greener Safer programme is on target.
- Integrated domestic abuse services for victims and perpetrators are in place with some elements to be recommissioned in 2023.
- The Crime and Disorder Reduction strategy was agreed by Cabinet in September and is going to Full Council for approval.
- Co-ordinated partnership working with Dorset Police, Fire and Ambulance services as well as our health sector colleagues is in place to reduce the number of people killed or seriously injured on the highways.
- The implementation of an enhanced housing management service is progressing well. The new combined team ' BCP Homes' has been established, an advisory board has been recruited and alignment work is underway.
- Good progress is being made with the year one actions in the BCP council wide Community Engagement and Consultation Strategy.
- The Armed Forces Covenant legislation has come into force and we will abide by the duty. The action the authority has already taken means that this has had no impact on the organisation.
- Good progress has been made on the development of the cultural strategy and a report will be presented to Cabinet in January 2023.
- Destination branding to support the Future Places and Destination strategies is on target and awaiting an online presence.
- The project to develop a strategic plan for day opportunities is well underway although the target date has moved to August 2023. The view seeking phase is currently underway.

Connected Communities – Corporate Strategy Actions

Stopped:

- Resources allocated to support recovery following Covid19 have been diverted to supporting Winter Resilience and the impact of the cost of living crisis in communities.
- The expansion of our Community Safety Accreditation Scheme (CSAS) has been stopped as recruitment has been unsuccessful and subject to corporate direction for no new non statutory expenditure.
- Work on the Anti Social Behaviour Strategy will now be owned by the Community Safety Partnership and is no longer needed as an action within the Corporate Strategy.

Not started:

- The development of a library strategy has been postponed until initial work on the development and implementation of the Customer Target Operating Model has been completed. This will determine the extent to which customer and libraries services can become further integrated.

Monitoring required:

- The development of a Youth Strategy is unlikely to be completed until October 2023. This is due to a need to incorporate any such youth strategy into a whole system review of early help, and to combine and complement an early help strategy. A youth services options paper has been completed, however it is proposed this is also brought into the forum of a full early help service review, and a further request made to consider a community led approach to offering youth services.

These contribute to the delivery of:





Connected Communities – Performance Measures

Measure	Outturn for this quarter	Target	Trend
Culture: Number of visits to museums	66,519.00	50,000.00	
Engagement: Number of new community and voluntary sector organisations supported by Community Action Network	4.00	5.00	
Engagement: Number of BCP residents supported by Citizen's Advice BCP	4,792.00	2,500.00	
Engagement: Number of community and voluntary sector organisations supported by Community Action Network	45.00	35.00	
Engagement: Number of issues supported by Citizen's Advice BCP	10,045.00	4,000.00	
Libraries: Number of engagements in events and activities held by BCP Libraries	23,002.00	17,000.00	
Safety: Completed MARAC* actions to reduce the risk to most vulnerable victims of domestic abuse	94.20	100.00	
Safety: Levels of anti-social behaviour	3,310.00	3,370.00	
Safety: Levels of serious violent crime	573.00	671.00	

Monitoring required:

- **Engagement: Number of new community and voluntary sector organisations supported by Community Action Network -** CAN have expanded the service to cover the Dorset area, experienced staff leaving/starting and also moved office location. This has reduced their performance this quarter but it is within permitted levels, so no intervention is needed.
- **Safety: Completed MARAC* actions to reduce the risk to most vulnerable victims of domestic abuse -** During Quarter two, 414 actions were allocated to various multiagency representatives to reduce the risk of harm to victims of domestic abuse. These actions can include such measures as 'target hardening' the victim's home or placement in a Refuge. Of the 414 actions, 24 are currently incomplete. 21 additional actions were allocated at MARAC meeting on 29 September and most of these 21 actions are likely to have been completed in the first week of Quarter three.

*MARAC – Multi-Agency Risk Assessment Conference

Brighter Futures – Corporate Strategy Actions



Completed Actions: 1

On Target: 6

Not started: 0

Stopped: 0

Monitoring required: 8

Action required: 6

Completed Actions:

- The pilot of a 'whole school approach' to mental health and wellbeing has been completed. The Sandwell Whole School Approach has now been awarded to 11 schools across BCP.

On Target:

- Work on securing suitable planned housing options for care experienced young people has continued. DfE Youth Homelessness and Rough Sleeping prevention funding has been received, specifically for two housing officers (strategic / operational). Recruitment has commenced and a senior post has been offered. The operational post will be externally advertised.
- Continuous tracking is in place to promote permanence planning by the second Looked After Children (LAC) review. In some cases it is not possible to determine the plan due to ongoing proceedings. These cases are closely monitored by the teams and Service Director.
- Progress of schemes for creating additional special school place capacity were reported to the Capital Programme Board. This progress update outlined schemes for completion in September 2022, September 2023 and September 2024 onwards. One scheme has been approved by Cabinet.
- We delivered local activities for children who are eligible for free school meals and other vulnerable children during the Easter and Summer 2022. These were funded by the Holiday Activities and Food Fund grant. Planning for Christmas 2022 commenced in September.
- A review of the Complex Safeguarding Team is occurring in relation to the practice and delivery of services. In addition, the services managers for Youth Justice Service (YJS), Early Help targeted Support and Complex Safeguarding are working together to join up best practice and help in reducing child exploitation. Part of the Early Help review will also consider how we best support Children and Young People (CYP) at a universal and community level, as part of the much larger Early Help offer.
- The £1M BCP Family Investment Fund has been rolled out. It was specifically available during 2021/2022 when services were commissioned to support families included supporting young people's mental health (Listening Ear - counselling, Storm Break, The Koru Project - Art Therapy). Services for Early Help were also commissioned and included Jamie's Farm (seven-week intervention, one week on site and then support) and Clinical Support for Edge of Care Team.

Brighter Futures – Corporate Strategy Actions

Monitoring required:

- Plans to balance the High Needs Block spend against budget continue. Delivering Better Value (DBV) work is underway and a mainstream banding paper was presented to Cabinet in October.
- Permanent exclusions will be addressed through the delivery of the Written Statement of Action and the Appreciative Inquiry. An education entitlement board has been established.
- Young people over the age of 16 in care and care leavers are able to undertake modules to demonstrate their skills for independence through our Assessment and Qualifications Alliance scheme. This helps to prepare them for Adulthood.
- 7 supported internships for young people with SEND have started. This will help young people access apprenticeships and future employment opportunities.
- Attendance for Children in Care (CIC) of Statutory School Age in BCP is currently 87.35%. Attendance is a focus for the Virtual School (VS) this year. Local Authority Interactive Tool (LAIT) statistics show Southwest at 90% attendance for CIC at the end of 2020/2021 and National 90.9%. We are looking at improving attendance for CIC through our service offer. Suspensions continue to be the largest contributing factor to low attendance, reducing suspensions and exclusions is part of the agenda at our Headteacher conference in November.
- 25% of year 12 and 13 are currently NEET* (July 2022). This includes both CIC and care leavers. We are working with Bournemouth Churches Housing Association to create a course specifically for our NEET cohort that will provide the young people with the skills to return to education and training. This will help to reduce the number of NEET CIC.
- Improving the number of good and outstanding assessments for children and families in crisis, is part of our improvement plan. Practice Learning Reviews are carried out monthly and there has been increased compliance within Safeguarding and Early Help for completing these. In addition, our timeliness of completing assessments has increased month-on-month and in August 2022 reached 84.6% which is the highest it has been.
- There are currently 133 children placed greater than 20 miles from BCP which is 26% of the total Children in Care population . 12% of these children and young people are purposely placed over the 20 miles , for example to enable them to live with family and/or friends , 14% are placed due to complexity of their need and lack of suitable local provision, this is a national issue, and an action plan is in place to continue to address this and move these children closer to home when it is appropriate

* not in education, employment or training (NEET).

Brighter Futures – Corporate Strategy Actions

Action Required:

- To ensure that all health and education assessments for children in care are completed on time SEND, Voluntary School (VS) and inclusion officers now meet fortnightly to discuss stuck cases and those who's assessments are outside of statutory timelines. A VS officer has been seconded to SEND team to reduce the delay for CIC especially those out of borough.
- Work on signing up all providers to an inclusion standard has been paused in light of the SEND and Alternative Provision Green Paper. The government intends to put in place national standards for SEND, and so BCP's Inclusion Standards need to link closely to these.
- To reduce attainment gaps for disadvantaged children we are re-establishing the Children and Young People's Partnership Board into a Brighter Futures Governing Board from 2022/23. This will have subgroups to deliver against the gaps that are highlighted in learning from Early Years to Post-16. There are working groups established on Post-16, Boys Progress, Reading and Disadvantaged pupils.
- To reduce the number of “unknown” NEET's we are developing a NEET strategy in line with Levelling Up, Brighter Futures and the restructure of the Education and Skills Directorate. We also have projects such as supported internships within BCP Council that will reduce the number of NEETS in post 19 SEND Young People.
- Work also continues on reducing local levels of NEET's. A cross team project group has been established but the NEET strategy will engage with providers, employers and schools to get upstream of NEETs and to engage families with CYP at risk of being NEET.
- Transformation of SEND provision continues. Permanent leadership team in SEND is being established through appointment of new Head of SEND and restructure however, capacity and funding issues are impacting on delivery.

These contribute to the delivery of:





Brighter Futures – Performance Measures

Measure	Outturn for this quarter	Target	Trend
Education: Percentage of 16-17 year olds not in education, employment or training (NEETs) and percentage of not knowns	25.40	4.70	
Education: Permanent exclusions as a percentage of all primary school children	0.00	0.05	
Education: Permanent exclusions as a percentage of all secondary school children	0.04	0.18	
Education: Primary: percentage of children attending Good/Outstanding Schools	97.90	90.00	
Education: Secondary: percentage of children attending Good/Outstanding schools	93.30	90.00	
Education: Special Schools: percentage rated Good/Outstanding	100.00	90.00	
Percentage of children in care with a plan for permanence	92.00	90.00	
Social Care: Percentage of repeat referrals in 12 months	26.50	20.00	
Social Care: Percentage of children in care who are NEET	15.00	12.00	
Social Care: Percentage of children in care with attendance at a 'Good' or 'Outstanding' school above 95%	64.00	100.00	
Social Care: Percentage of children with permanence plans by their second LAC Review	98.00	95.00	
Social Care: Timeliness of assessments	83.50	88.00	

Monitoring Required:

- **Social Care: Percentage of children in care who are NEET** – We held keeping in touch meetings during the summer to ensure young people were ready for September and had places at provision. The Virtual School has been working with Prince's Trust to provide a bespoke NEET programme for Children In Care.
- **Social Care: Timeliness of assessments** – Actions taken to improve the timeliness of assessments has improved performance and it is now heading in the right direction as the measure was Red in quarter one.

Action Required:

- **Education: Percentage of 16-17 year olds not in education, employment or training (NEETs) and percentage of not knowns** - This is a provisional figure. This is normal for the end of the first month in a new academic year. From October the % NEET will decrease as EET placements are confirmed. Last year the month-end figure was 17.6%.
- **Social Care: Percentage of repeat referrals in 12 months** - Work is needed in relation to application of thresholds. The thresholds chart is clear. In addition, there does appear to be a lack of level 1/ level 2 input with families, so those who do not meet threshold can end up either having no community service to access, or refuse support elsewhere resulting in escalation. Work in relation to this will sit with the Early help and Partnership lead.
- **Social Care: Percentage of children in care with attendance at a 'Good' or 'Outstanding' school above 95%** - Care placement moves and in some instances exclusions have impacted the data. For context, one days absence = 2%. A significant number of young people have been absent in September due to illness.

See Appendix A for Exception Reports

Fulfilled Lives – Corporate Strategy Actions



Completed Actions: 2

On Target: 12

Not started: 0

Stopped: 0

Monitor: 7

Action required: 2

Completed Actions:

- A first point of contact service has been established, although further work is required to align legacy systems as part of the data migration from Care Director to Mosaic which will enable full harmonisation of business processes.
- We successfully delivered a multi-agency homelessness conferencing in September.

On Target:

- Our food Insecurity Programme continues to deliver excellent outcomes.
- We have secured Rough Sleeping Initiative grant funding for 3 years and further DLUHC bids are being developed.
- Delivery of the Homelessness and Rough Sleeping Action plan is progressing well. This is governed by the Homelessness Reduction Board, with most actions given green status
- Work is underway on the temporary accommodation strategy and significant Rough Sleeping Initiative funds secured to prevent rough sleeping
- The Multi-Disciplinary Team are in place now with agencies working together to case manage individuals collectively. The Health and Homeless Hub tender has not yet been concluded to secure a permanent base.
- We are developing further supported living services and exploring decommissioning CQC registered services. A new 9 bed supported living service in Poole has been completed. A Housing needs assessment for supported accommodation has been drafted to inform Housing's acquisition and development plan.
- An options appraisal has been completed a with report planned for Cabinet in October to inform future direction of Care Technology and potential savings.
- We continue to work with communities supporting age friendly communities.
- Increasing the availability and options for time out and short breaks for carers is linked to the review of the Carers Strategy. To overcome the current lack of capacity in the care market, consideration is being given to developing BCP Shared Lives Scheme as an alternative form of respite
- Work is underway to develop a protocol for those Young Carers aged 16 years + to help them understand what support is available to them once they turn 18.
- A project is well underway to modernise day opportunities. A co-production group has been established and view seeking has commenced.
- The Extra Care Housing (ECH) implementation plan in place. A review and recommendations underway of existing Extra Care Housing stock to use their full potential. Within the strategy there is a commitment to create additional ECH units to reduce reliance on residential care services. Initial scoping of potential sites and procurement approach is in progress.

Fulfilled Lives – Corporate Strategy Actions

Monitor:

- Current data advises that more people are entering into treatment for all domains – primary alcohol, non-opiates and opiates. There are more people than the previous services had in the Poole and Christchurch area. Waiting times have reduced to five working days. Numbers in treatment have slightly reduced due to the good weather over the summer. It is expected that numbers for assessment will increase in the run up to Christmas and in the New Year.
- We need to develop what the BCP employment offer is to increase the proportion of adults with care and support needs in employment, training and volunteering. Practitioners work using a strengths-based approach and are supporting raising aspirations.
- Soft market testing is currently taking place for the Leisure centres contract and a cabinet report scheduled for early 2023. The built facilities strategy scheduled for spring 2022. An Active Live statement being finalised with partners.
- Fee bands implemented for 2022/23 ensure consistent methodology for pricing of purchased beds. The Cost of Care exercise has been completed. The market remains challenging and measures to compensate this are being taken where possible.
- We are working closely with primary care networks in re-establishing multi-disciplinary meetings following the pandemic
- The Adult Social Care self-funding team continue to support self-funders in sourcing appropriate and best value care along with the most appropriate residential care environment.
- We are also continuing to find the most appropriate and cost-effective care home placements.

Action Required:

- The education team now sits within Childrens Services as a whole and are working with the DE&S to draft a lifelong learning strategy which will be taken to the Brighter Futures Board in Spring 2023.
- The project to become a UNESCO Learning City is being evaluated against the learning goals agreed for BCP and other work towards sustainable goals. A paper will be written outlining the opportunities by November 2022.

These contribute to the delivery of:



Fulfilled Lives – Performance Measures

Measure	Outturn for this quarter	Target	Trend
Adult Care Services: Percentage rated good or outstanding by the Care Quality Commission	91.10	89.00	
Adult Carers: Percentage receiving info/advice or another service after an assessment	59.30	55.00	
Adult Safeguarding: Percentage reporting reduced risks as a result of an enquiry	93.00	95.00	
Adults Learning Disabilities: Percentage in receipt of support and services in employment	4.50	4.00	
Adults Learning Disabilities: Percentage in settled accommodation	80.50	80.00	
Adults Mental Health: Percentage of adults in receipt of support and services in employment	12.70	7.00	
Drug and Alcohol Treatment: Number of people with dependency accessing the service	1,513.00	1,521.00	
Drug and Alcohol Treatment: Percentage of people completing treatment successfully for primary alcohol issues	31.70	35.00	
Housing: Number of homeless households in bed and breakfast	192.00	122.00	
Housing: Number of people rough sleeping at latest street count	55.00	25.00	
Housing: Percentage of eligible households where homelessness was prevented within 56 days	65.00	66.00	
Housing: Percentage of eligible households with children where homelessness was prevented within 56 days	47.00	66.00	
HR: Apprentices employed by BCP Council	66.00	60.00	

See Appendix A for Exception Reports

Monitor:

- **Adult Safeguarding: Percentage reporting reduced risks as a result of an enquiry** - This is an estimated figure based on activity from Bournemouth and Christchurch. Due to the current migration work on the Care Director case management system, Poole data is an average over the last three quarters submitted to the SAB. (169/182). This measure is based on section 42 enquiries where people had their risk reduced or risk removed. On occasion, risks will remain because the person does not want to take remedial action. Our data will show this as a 'Risk Remained' outcome, however, people will be offered other monitoring support. This cohort of clients are usually found to have capacity to make unwise decisions with regard to keeping themselves safe.
- **Drug and Alcohol Treatment: Number of people with dependency accessing the service** - The number of people in treatment is 1513, which is a reduction from last quarter. This is primarily in the alcohol/opiate cohort – 4.4% and primary alcohol cohort -2.8%.
- **Drug and Alcohol Treatment: Percentage of people completing treatment successfully for primary alcohol issues** - Inpatient detoxification waiting times are still long and this could be impacting as people are stuck at the pre-treatment end of their journey.
- **Housing: Percentage of eligible households where homelessness was prevented within 56 days** – This is one percent off target. To improve performance we continued to implement the Rough Sleepers Initiative Programme and launched a Homelessness Prevention Partnership Action group.

Action required:

- **Housing: Number of homeless households in bed and breakfast** - Family homelessness has increased in Q2 due to non-fault Private Rented Sector evictions. These are occurring due to the external market forces across the sector, a nervousness of tenancy reforms and continued hangover of the pandemic eviction ban. Multiple activities are in place to improve performance.
- **Housing: Number of people rough sleeping at latest street count** - The September rough sleeper count is traditionally the highest of the year. Actions taken to improve performance include the launching of a New Multi-Disciplinary Team to focus on the most complex need rough sleepers disengaged from services.
- **Housing: Percentage of eligible households with children where homelessness was prevented within 56 days** – To help improve performance we are supporting procurement of new homes and sustainment interventions for landlords considering eviction and a whole family assessment model for families impacted by homelessness will be disseminated across Housing Options services.

Fulfilled Lives – Performance Measures

New Measure - Adult Social Care - Waiting Lists for Care Act Assessments

Currently there are 1381 individuals within Adult Social Care (ASC) who are waiting for an assessment of their needs in line with the Care Act 2014. The waiting list has materialised due to several factors, the main one being the pandemic. During March 2020 until recently there has been a need for ASC to work differently in order to meet the demands of the pandemic, particularly around hospitals discharge. This has impacted on other areas, resulting in an increase in the number of individuals waiting for their assessments.

We have a plan in place that will assist in managing and reducing the current waiting list. This involves each ASC area having a risk matrix tool that they use to assist in risk rating the level of need for those waiting. This also involves regular screening and monitoring of each area's waiting list. There is a focus on ensuring that those that are a priority for assessment are being assessed, and that the level of risks is being managed. Each individual is clearly advised that if their needs change they should make immediate contact with ASC and if required an urgent assessment will be carried out.

The risk of holding a waiting list is that individuals may deteriorate and therefore their needs could become greater and as a result of this there could be a need for enhanced services. Coupled with this there is also a potential increase to the level of risk and the vulnerability of those who are waiting.

It is important to acknowledge that demand is exceptionally high within adult social care and having a waiting list adds to the complexity of managing high levels of demand effectively and efficiently.

These contribute to the delivery of:



Modern, accessible and accountable council – Corporate Strategy Actions



Completed Actions: 1

On Target: 8

Not started: 0

Stopped: 1

Monitor: 4

Action required: 1

Completed:

- We have completed our work on the Covid 19 recovery and have diverted resources to supporting the Winter Resilience programme.

On Target:

- The Christchurch Hub & Library is complete and operational. Poole Hub & Library opened in October 2022 providing integrated customer service and library offer, plus staff touchdown space.
- The Customer and Digital Strategy in place which forms the policy context for development of the council's approach to designing its customer contact and user journeys. Development of the council's website presence is ongoing and will emerge in step with service redesign and transformation outcomes.
- There has been no significant change in the make-up of our workforce; we continue to promote inclusion, equality and diversity, offering & supporting flexible working so employ a relative high percentage of part-time staff, the majority of whom are female. Staff are encouraged to complete their equality and diversity monitoring data although this data collection is voluntary.
- A Peer Challenge action plan was approved by Cabinet in April 2022 and progress is being reviewed, ahead of the LGA Peer team six-month progress visit on 1 December 2022 to review progress with the action plan.
- We continued to have a busy consultation programme in Quarter two. We have completed the Ophir Road and surrounding area Public Space Protection Order consultation which received over 2,000 survey responses and many written responses. The council has also undertaken engagement on the Harbourside Park Masterplan which included several different methods including comments on interactive map, a survey and information events. We have also launched our Draft Community Asset Transfer Policy consultation and are seeking views from Town and Parish Councils, resident, and community groups.
- We've progressed work on our People strategy. A culture cascade pack has been disseminated to colleagues to launch behavioural framework and reinforce values. A Vlog was also used to communicate our culture and values and we have drafted new Talent Acquisition, Talent Enablement and Wellbeing strategies as well as made good progress with our response to the last employee engagement survey.
- A dedicated meeting space has been provided within the BCP Civic Centre Annex in Bournemouth as an interim space for all meetings other than full council. This has been set up to enable live streaming to continue pending the refurbishment of the West Wing meeting rooms.
- Work continues utilising Lead Member roles and Member Champions to engage with identified priority groups. Through the community engagement function over 32 community engagement interventions, projects, and initiatives have taken place over the last year. Involving anything from providing advice and guidance, training, delivering events and activities, building relationships with community members and groups, and finding new partnerships and communities to work with. The Lead Member for Community Engagement, has attended walkabouts in 8 of the 9 priority neighbourhoods in BCP alongside the council's Community Development Officers. Following these walkabouts, the needs of the community have been passed back to fellow members and other workstreams within the council.

Modern, accessible and accountable council – Corporate Strategy Actions

Stopped:

- Work is underway to provide options for a new pay and grading structure that will provide a lower implementation cost to assess feasibility of an earlier implementation date and with less colleagues impacted by the change.

Monitor:

- Eight Independent observers have been recruited and trained with four on a reserve list for future training. Communications and updates to intranet have been made to promote use of independent observers in the recruitment process for senior officer posts
- Over two thirds of agreed policy and strategy documents have been harmonised or developed and further progress will be made as the council progresses its transformation programme.
- Completion of East wing works has been delayed due to the identification of additional works, including energy efficiency improvements. The intention is to begin releasing floors and West wing committee rooms prior to year-end but a precise timescale is currently being finalised. Further design and funding requirements being prepared for remaining west wing space in view of anticipated decisions around the Poole Civic Centre and likely impact on coroners relocation to that building.
- We are continuing to implement our new operating model, ways of working and new technologies. Key achievements to date include remodelling of BCP Civic Centre Extension, implementation of Teams and Microsoft Office 365, detailed design work on specific areas of the new operating model, and base build of customer, back-office and data management platforms. Current focus is on opening of remodelled office space in Poole Dolphin Centre, design and build of new customer self-service capabilities, and migration of data into new back-office IT system.

Action required:

- As part of the development of the Corporate Asset Management Plan (CAMP), a consultation has now been launched on a draft BCP Corporate Asset Transfer Policy, one of the policies that would make up the CAMP. The Corporate Property Group also received a paper that outlined the principles of the CAMP. CPG gave its approval to continue its development, which is continuing.

These contribute to the delivery of:





Modern, accessible and accountable council – Performance Measures

Measure	Outturn for this quarter	Target	Trend
Communications: Email news average open rate	53.90	50.00	
Communications: Total number of social media engagements	164,787.00	115,000.00	
Customer: Percentage of all interactions raised by online portals	81.00	78.00	
Customer: Percentage of calls to corporate contact centre answered	87.00	80.00	
Equalities: Percentage of equality data collected from staff	67.00	70.00	
Finance: Percentage of successful grant applications	0.00	75.00	
Finance: Percentage of business rate collected	54.17	49.00	
Finance: Percentage of council tax collected	54.22	48.80	
HR: Employee sickness absence levels (days)	10.70	11.00	
HR: Staff turnover	11.80	12.00	

Monitoring required:

- **Equalities: Percentage of equality data collected from staff** - There has been a slight reduction in the percentage of equality data collected from Staff. Staff are encouraged to record this information but it is voluntary.

Action Required

- **Finance: Percentage of successful grant applications** – A number of bids have been submitted in 2022/23 but outcomes are still pending. However a fewer number of bids were made in 2022/23 (Q1:3 bids) compared to 2021/22 (Q1:8 bids) for which the outcomes would have potentially been realised in Q2. Total 17 bid applications made in 2021/22 (Q2: £16.5m) compared to 13 bids for 2022/23 (Q2: £30.4m).

See Appendix A for Exception Reports.

EHRC 6 Domains progress – Corporate Strategy Actions

Progress towards the 6 Equality Human Rights Domains

Covers all domains



Education



Health



Justice and personal safety



Participation



Living standards



Work



The Equality and Human Rights Commissions uses a framework to measure progress across six areas of life, or 'domains':

- education
- work
- living standards
- health
- justice and personal security
- Participation

Progress with the actions in the Corporate Strategy have been used to inform this EHRC dashboard.

Please refer to the main body of the report for further detail of performance.

It is intended to present this information to the next Strategic Equality Leadership Group to prompt a discussion on the adoption of the EHRC 6 Domains as the framework with which we measure our Equality Performance into the future.

On Target Monitoring Required Action Required Completed Stopped Not started

Exception Performance Report

Indicator Description: New Homes: Number of completed homes on council-owned land	
2022-23 Q2 outturn: 2	Quarterly Target: 11
<p>Reason for level of performance: This measures the number of homes on council-owned land which fall under the Council New Build and Housing Acquisition Strategy (CNHAS) project which have been fully completed.</p> <p>The CNHAS target is to deliver 1000 new homes by 2026.</p> <p>The Northbourne Day Centre (nine homes) was due to complete during quarter two 2022-23. However, shortages of trades and materials has slowed the progress until the end of quarter three.</p> <p>Two units at Mountbatten Gardens were completed earlier than predicted.</p>	
Summary of financial implications: Delay to handover of units has led to the income from residents also being delayed.	
Summary of legal implications: None	
Summary of human resources implications: None	
Summary of sustainability impact: None	
Summary of public health implications: None	
Summary of equality implications: None	
<p>Actions taken or planned to improve performance: The in-house Construction Works Team have redoubled their efforts to encourage the materials and supply chain companies to commit and reduce the delays which have caused this situation. A recent site inspection by the head of housing delivery has given him confidence that this project will be handed over to BCP Homes before the end of the year.</p>	
Completed by: Nigel Ingram	
Service Unit Head approval with date: 6 October 2022	

Exception Performance Report

Indicator Description: New Homes: Number of new homes on council-owned land where development has started

2022-23 Q2 outturn: 120

Quarterly Target: 301

Reason for level of performance: This measures the number of homes on council-owned land which fall under the Council New Build and Housing Acquisition Strategy (CNHAS) project at any stage of construction (including completed).

- Craven Court (24 homes) was expected to start 2021-22 Quarter Two
- Duck Lane (12 homes) was expected to start 2021-22 Quarter Three
- Princess Road (139 homes) was due to start 2022-23 Quarter Two
- 43 Bingham Road (6 homes) was due to start 2022-23 Quarter Two

120 have been started and 181 overdue.

Multiple new build schemes are well underway, and a number are coming to an end before the end of this financial year. The development pipeline has increased significantly to deliver the mixed tenure homes that we need including affordable and specialist homes. The CNHAS has completed its first year and was reviewed by Cabinet on 7 September. Ambitious targets continue to be set through its five programmes but the post covid turmoil effecting the scarcity of goods / personnel has affected price inflation across the construction industry.

Two of the Four sites have been delayed beyond September 2022 because of cost pressures from inflation and scarce resources – Princess Rd and 43 Bingham, with Bingham Rd also having delays to its planning approval that has elongated its timetable.

Craven Court and Duck Lane have faced sustainability and legal encumbrances respectively.

Craven Court has continued to experience delays due to the preferred contractor stating that the planning drawings on which they based their tender would not deliver the Passiv House results BCP Council were wanting. It was decided that it was better to resolve this prior to start on site which has had planning, specification and logistics consequences because of construction drawing alterations prior to start on site. The result is we have now got a scheme that can be built to the desired standards and still within the budget approved - the tendered sum was competitively procured. Building contracts have been subsequently issued and the main contractor will start this quarter.

Duck Lane continues to experience legal delays caused by a third-party preventing commencement but more proactive steps and being taken and it is anticipated it will commence in quarter four of this financial year.

Summary of financial implications: Craven Court – delay to handover of units so income from residents also delayed

Duck Lane – will be tendered in a high inflationary market so costs may exceed budget, making viability an issue.

Princess Road (139 homes) – the timings of the current scheme are under threat because of a high inflationary market.

43 Bingham Road being tendered in a high inflationary market, so costs may exceed budget and make scheme unviable, so its timings may be compromised- not eventual delivery - but when its delivered.

Summary of legal implications: None

Summary of human resources implications: None

Summary of sustainability impact: Positive

Summary of public health implications: None
Summary of equality implications: None
<p>Actions taken or planned to improve performance: 43 Bingham Rd is having its tendered costs reviewed to ascertain if value engineering without compromising quality and planning can be achieved.</p> <p>At Craven Court building contracts have now been issued and it is anticipated that the main contractor will start this quarter (Quarter Three)</p> <p>On Duck Lane, more proactive steps and being taken though BCP legal team and it is anticipated it will commence in the quarter four of this financial year.</p> <p>Princess Rd's future due to its size, timetable, external funding and value for money tests remains a high risk for starting in the year 2022/23 and may have to wait until UK and global inflation pressures are reduce/mitigated so a quality scheme is delivered and not compromised.</p>
Completed by: Nigel Ingram
Service Unit Head approval with date: 6 October 2022

Exception Performance Report

Indicator Description (taken from performance scorecard): Education: Percentage of 16-17 year olds not in education, employment or training (NEETs) and percentage of not knowns

2022/23 Q2 outturn: 25.4

Quarterly Target: 4.7

Reason for level of performance: This is a provisional figure. This is normal for the end of the first month in a new academic year. From October 2022, the % NEET will decrease as EET placements are confirmed. Last year the month-end figure was 17.6%.

We are continuing to exchange data with educational /employment providers confirming starters and leavers. The Youth Team are tracking NEET/NK young people and providing the required support and assistance to get them then back into some sort of education, employment or training.

Not all enrolment data is available until mid-October. We are reliant on other local authorities to share to us those details where the provider is not based in BCP but the YP is BCP resident. It is anticipated the Q3 22-23 data will bring BCP back in line or close to the target level.

Summary of financial implications: Local authorities have a statutory duty to encourage, enable and assist young people up to the age of 18 (25 for individuals with learning difficulties) to participate in education or training. Young people are either at risk of being NEET or those that have been NEET/Not Known (particularly for long periods of time), have lower educational attainment and employment prospects compared to their peers. This would mean that in the future they will more than likely rely on support from services provided by the Local Authority.

Summary of legal implications: In September 2016, the Department for Education (DfE) released statutory guidance for all councils in England relating to the participation of young people in education, employment, or training. The guidance set out a range of statutory duties aimed to help councils to encourage, enable and assist young people up to the age of 18 (25 for individuals with learning difficulties) to participate in education or training, following on from the Raising the Participation Age (RPA) policy being introduced.

Central to the statutory guidance are responsibilities to both prevent and manage young people who are NEET. Firstly, councils have the responsibility to prevent young people who are currently moving through the education system from becoming NEET and to ensure there is a suitable place secured in education or training for all 16 and 17-year-olds, under the September Guarantee.

Summary of human resources implications: Local authorities have a statutory duty to collect data. Young people's activity is monitored via data collection exercises to identify those not participating. The BCP Youth Service utilise this information to contact young people to provide the required advice, guidance and support to get young people back into some form of education, employment, and training. This process requires significant staffing resources.

Summary of sustainability impact: Evidence indicates that young people that are at risk of becoming or are NEET/Not Known will require greater support from services during their lifetime. Being NEET for a long time, a year or more, is much worse however, damaging to a person's future job prospects and earnings.

Summary of public health implications: It has been evidenced that young people NEET/Not Known achieve less well against a wide range of health and wellbeing outcomes, both through childhood and later life.

Summary of equality implications: It has been evidenced that children who are disadvantaged, vulnerable, have additional needs and have BAME heritage are disproportionately affected.

Actions taken or planned to improve performance: Continued tracking of NEET / NK young people and the provision of support, information, advice and guidance

Completed by: Kelly Twitchen

Service Unit Head approval with date: 27.10.2022

Stempel

Exception Performance Report

Indicator Description: Social care: % of repeat referrals in 12 months

2022/23 Q2 outturn: 26.5%

Quarterly Target: 20%

Reason for level of performance:

We are aware that currently there needs to be further work to ensure both internally and externally application of threshold is consistent.

To consider the reason for re-referrals, a dip sample of 21 children were considered, out of the 266 re-referrals received during the quarter.

- 165 closed by assessment teams- **10 deep dives undertaken**
- 52 closed by CFF- **5 deep dives undertaken**
- 29 Closed by MASH- **3 deep dives undertaken**
- 10 were closed by other agencies (CHAD/ Private Fostering/ Eden Brown/ Legal)- **3 deep dives undertaken**

Findings:

Of the 21 deep dives undertaken, only 2 of the contacts were felt to be inappropriate by the auditor- one was a school referring despite Early Help services already being involved, and one was where a decision had already been made that there were no grounds to escalate to S. 47, and therefore S.17 assessment could not progress due to consent. On both these occasions greater support could have been offered via the MASH to ensure better understanding of the work undertaken and the decisions made.

All but one re-referral related to the same concerns as identified during the previous involvement, suggesting our practice had not created change for families. In these cases there was evidence of over-optimism in assessment and decision making, rather than professional curiosity and analysis of capacity to change and sustain change.

For families open for longer periods, frequent changes of social worker impacted on the quality of the relationship between workers and families.

With the deep dive sample taken from MASH, Assessment and CFF (18 children) Domestic Abuse was the primary concern (8 children). We know we have a gap in BCP to deliver domestic abuse work to families, and waitlist to access any specialist support. This cohort evidenced workers using safety plans or 'contracts' with families in order to reduce risk, however this does not result in sustained change, nor assess the capacity to change. The limited resources available to offer intervention was evident on the cases looked at, and there was a tendency to see parental separation as a positive, reducing the risk despite research showing risk increases at this time.

Action: domestic abuse training has been offered to all staff, and further bespoke training is proposed to be offered to staff. The domestic abuse tool kit is currently being designed by the QA team with staff and will then be made available to all staff.

Neglect was the second most common concern within the deep dive cases in the MASH, Assessment and CFF cohort (5 children). Assessments were more likely to recommend Early Help support and there were good examples of Early Help work, including workers recognising when risk was increasing. There were, however, incidents where Early Help appeared to have been recommended at closure but there was no evidence of this on the child's record.

Action: At the moment, we do not use any tools in assessing neglect, and the majority of cases do not have an impact chronology which would help identify long-term neglect cases. The use of chronologies for neglect are key, as it also evidences capacity to change and the lived experiences for the child. All staff are aware that an impact chronology must be undertaken for all children. Alongside this, our practice

<p>fundamentals addresses analysis/ neglect however further work is needed to imbed good practice within services.</p> <p>Action: For step down cases, there needs to be more clearer summaries, to include good analysis and the plan, plus the contingency plan.</p> <p>One case evidenced that the worker had considered the need for on-going support via a TAF in the community, however this had not been communicated with the parent or lead professional and concerns subsequently escalated. If the communication/ liaison had been stronger, it is unlikely to have need to have been re-referred.</p> <p>One Private Fostering case was reviewed, which highlighted proportionate involvement from the Local Authority. Equally the case held in CHAD evidenced listening to parents and respecting the need for consent.</p> <p>It was of note that for many of the children there had been several contacts created in MASH prior to a referral being re-opened which raises the question about whether action is taken early enough when futher concerns are received.</p> <p>Action: The Practice learning review will use some of these re-referrals to look at learning and to ensure internal and external staff are able to understand what is happening within the system itself.</p>
<p>Summary of financial implications: None identified.</p>
<p>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.</p>
<p>Summary of human resources implications: None identified.</p>
<p>Summary of sustainability impact: None identified</p>
<p>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.</p>
<p>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</p>
<p>Actions taken or planned to improve performance:</p> <p>Action: Ongoing deep dives into re-referrals and then sharing of any learning from this with services</p> <p>Action: domestic abuse training has been offered to all staff, and further bespoke training is proposed to be offered to staff.</p>

¹ NICE Social Care Guideline Equality Impact Assessment

Action: The domestic abuse tool kit is currently being designed by the QA team with staff and will then be made available to all staff.

Action: All children must have an impact chronology, as well as good analysis and understanding of capacity to change.

Action: All staff to attend the practice fundamental addressing analysis/ neglect.

Action: For step down cases, there needs to be more clearer summaries, to include good analysis and the plan, plus the contingency plan.

Completed by: Shan Searle / Nanette McVeigh

Service Unit Head approval with date: Juliette Blake 14/11/2022

Exception Performance Report

Indicator Description (taken from performance scorecard): Social Care: Percentage of children in care with attendance at a 'Good' or 'Outstanding' school above 95%

2022/23 Q2 outturn: 68%

Quarterly Target: 100%

Reason for level of performance: Attendance continues to be a focus for the Virtual School. September has seen many young people not attend school due to illness. 32% of children had an attendance below 95% and the most common reason given for absence was illness (49% were due to illness and medical appointments). Each day absent from school reduces the attendance mark for a child by 2% at this current time and therefore as the year progresses some young people will have above 95% if they have no more days absent. Care placement moves impact on the attendance of pupils due to delays in admission to new provisions. 10 out of 217 (5%) children attending a good or outstanding school whose attendance is below 95% is due to a care placement move. This is especially the case if a young person has an EHCP and is moved out of area. 3 out of 10 with care placement move (30%) had EHCP. The EHC plan must be sent to the new local authority that the child is placed in (moving the plan out) and then consultations need to start with local schools. This takes approximately 6 weeks. Those young people moving out of BCP without an EHCP will still need time for the social worker to make the application for a mainstream school. Schools have 10 days to respond to the application and then a start date is to be agreed. This process usually takes 3 weeks.

Summary of financial implications: Pupil Premium grant (PPG) is being used to reengage young people who are finding it difficult to attend school using mentors to develop mental health and engagement. PPG has been used to employ a member of the Virtual School team who has qualifications in information advice and guidance (IAG) as well as continuing to ensure that an Education Officer attends the termly PEP and monitors and supports attendance weekly for all young people in care. This member of the team is giving advice to all age groups but with a focus on providing additional impartial guidance to Years 10 and 11 who have the lowest attendance of all the year groups and 48% of the Year 10 and 11 cohort have attendance below 95% and attend a good or outstanding school. Having a clear identified pathway that they understand has shown to reduce the number of young people disengaging with education at KS4 due to limited outcomes and aspirations. Having spoken with young people if they have a focus for Post 16 engagement and future careers during KS4 and an understanding of the outcomes they need to do to achieve their aims then they are more likely to engage with learning and GCSEs.

Alternative education provision is provided (using PPG) to young people who have care placement moves that result in a change of school whilst a school place is applied for and start date or SEND funding is agreed. This reduces occurrence of gaps in learning while not attending a provision and prevents disengagement from education and vulnerability.

Summary of legal implications: The Virtual School have a statutory duty to work with professionals and schools to improve the outcomes for children in care and children with a social worker. For children to improve their outcomes at the end of year 11 their attendance needs to be at least 90% and ideally 95% and above.

Summary of human resources implications: See financial implications.

Summary of sustainability impact: Low attendance at school often leads to lower outcomes at the end of year 11 therefore increasing the risk of becoming NEET at Post 16. Extended absence from education decreases the ability of professionals to reengage young people without using significant financial support over a sustained time period for AP and transition support. Lower attendance also increases vulnerability of young people to exploitation during the times when not attending school and destabilises care placements. All consequences require a higher level of support from services.

Summary of public health implications: Being in school is proven to improve wellbeing especially mental health both as a child and in adulthood and formation of positive and appropriate relationships. Attendance significantly improves ability to achieve outcomes required to access Education, Employment and Training at Post 16 and beyond and to secure sustained employment.

Summary of equality implications: All children in care should be placed in good or outstanding schools however it would not be appropriate for children coming into care that attend an inadequate or requires improvement school to be moved. When a child comes into care often school is their only safe and consistent space. The Virtual School have an additional offer of support that is given to schools that are RI or I who have BCP children in care placed in their schools to monitor pastoral support, assessment, attendance, attainment and progress.

Actions taken or planned to improve performance: The Improvement Board have requested that work between the Virtual School and CSC be undertaken to understand why care placement moves are impacting on attendance, what can be done to ensure that enough time is allowed to arrange for a school to be in place for an immediate start when the child moves.

Postcards are being sent to those children who improve their attendance on a monthly basis and updated information about impact of attendance on education will be shared with carers. Young people with 95+% consistently over the year will have a reward during the summer holiday. The young people will be spoken to regarding what they would like this to be.

Senior managers in the Virtual School are monitoring attendance on a weekly and monthly basis to identify trends, concerns and improvements on both an individual and strategic level. Pupils with persistent and severe absence (below 90% and below 50%) will be discussed at weekly team meetings to understand reasons for absence, develop support planning or to request further information from professionals and or intervention by VS teacher. Any individual with attendance of below 95% will have an attendance target and support plan discussed and detailed in the termly PEP meeting/ document.

Completed by: Kelly Twitchen

Service Unit Head approval with date: Sarah Rempel 10 November 2022

Exception Performance Report

Indicator Description: Housing: Number of homeless households in bed and breakfast (B&B)

2022-23 Q2 outturn: 192

Quarterly Target: 122

Reason for level of performance: Family homelessness has continued to see a further increase in Quarter Two due to non-fault Private Rented Sector (PRS) evictions. These evictions are occurring because of the external market forces across the sector, a nervousness of tenancy reforms and continued hangover of the pandemic eviction ban.

PRS solutions for families facing homelessness are increasing difficult to access in the local market with increased rents and smaller affordable PRS supply.

Limited supply of suitable move-on temporary accommodation for households in B&B/hotels and other forms of temporary housing continues to place pressure on the total number in B&B.

Social sector PRS supply is not sufficient to meet increased demand.

Local trends are being replicated nationally across homelessness & temporary accommodation, we continue to work with Department of Levelling Up, Housing and Communities and other Local authorities.

National challenges in recruitment for the sector are felt locally in the Housing Options team creating, additional pressures on homelessness prevention activities.

Summary of financial implications: Hotel use is being managed through the allocation of the Homelessness Prevention Grant and Rough Sleepers Initiative grant that support the provision of emergency accommodation and support. The additional grants have enabled a balanced financial position to be reported for year end.

Summary of legal implications: Families are accommodated in B&B longer than the legal limit of 6 weeks. Focused actions are in place, aimed to reduce the number of families in B&B. Consequently, there continues to be an ongoing risk of Judicial review.

Summary of human resources implications: The Housing Options service has an increasing number of vacancies and posts covered by agency staff. A targeted strategy to improve workforce resilience through the appointment of additional apprentices has been approved. Support roles to assist people placed in emergency accommodation remains a priority to fill as well as sustaining staffing efforts to prevent homelessness wherever possible.

Summary of sustainability impact: None

Summary of public health implications: Covid outbreak management incidents have taken place across hotels and hostels used to provide emergency accommodation. Comms plans in place with public health, adult social care, and health partners. With the ending of all Covid restrictions, many procedures remain in place to provide the necessary safeguards.

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 with a range of partners. A range of minority groups are disproportionately impacted by homelessness for which targeted support interventions are in place.

Actions taken or planned to improve performance: Multiple activities are in place including the following:

Move-on planning for people accommodated during lockdowns aims to reduce households in B&B.

Council New Build Housing and Acquisition Strategy homeless acquisition programme in place to increase the portfolio of all property sizes for rent for homeless households

Temporary Accommodation Strategy in development to confirm key objectives in future temporary accommodation provision – to review the shape and scale of existing provision in line with current and future projected demands, as well as potentially reshaping a pathway of appropriate move-on homes.

A Rough Sleepers Accommodation Programme grant will further aid these efforts with the BCP Homelessness Partnership but securing additional move on self-contained homes.

The development of an ambitious Rough Sleepers Initiative grant application for the next 3 years seeks to procure alternative forms of Emergency accommodation with tailored support.

The development and launch of a Multi-Disciplinary Team will further support the comprehensive and collaborate efforted to reduce inappropriate hotel / B&B use and provide joined up multi-agency case management.

Effective governance arrangements continue to be in place through the Homelessness Reduction Board and Partnership. The majority of actions within the Homelessness Strategy are RAG rated as green, progressing well.

Workforce recruitment and sustainment planning to be developed for housing related support services.

Completed by: Ben Tomlin, Head of Housing Options

Service Unit Head approval with date: 10/10/22

Exception Performance Report

Indicator Description: Housing: Number of people rough sleeping at latest street count

2022-23 Q2 outturn: 55

Quarterly Target: 25

Reason for level of performance: The September rough sleeper count is traditionally the highest of the year, there was a small reduction from 58. The majority were repeat cases (those individuals who had previously been accommodated). Repeat cases are mainly due to evictions from supported or emergency housing (often due to behaviour) and abandonments from the same accommodation types. There is insufficient supply of high support accommodation in BCP to meet the demand for complex needs. BCP continues to see a high number of transient single homeless people present as rough sleepers with the St Mungo's outreach service at full capacity.

Summary of financial implications: None

Summary of legal implications: None

Summary of human resources implications: The Housing Options service has an increasing number of vacancies and posts covered by agency. A targeted strategy to improve workforce resilience through the appointment of additional apprentices has been approved. Support roles to assist people placed in emergency accommodation remains a priority to fill.

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 as well as mental health issues. In addition, there are often related substance dependencies with the further health implications these bring.

A focus of the work 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. A multi-disciplinary Team has been launched to further enhance joined up case management.

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 with a range of partners. A range of minority groups are disproportionately impacted by homelessness for which targeted support interventions are in place.

Actions taken or planned to improve performance:

Reconnections Worker (St Mungo's) to increase focus on this area

New Multi-Disciplinary Team has been launched to focus interventions on the most complex need rough sleepers disengaged from services

Crisis launched the Homelessness Prevention Action Group

Review of protocols and eviction practice for Supported Housing

Work towards extended protocols that end evictions to the street in all but the most extreme cases.

Utilise planned interventions funded via Rough Sleeping Initiative 5 – DLUHC funding, including options appraisal for Housing Led service (high support building with own front door flats/bedsits, staffed 24/7 for high need and complex cases) as well as further Somewhere Safe To Stay services providing emergency housing Task & Finish group in place to 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.

Homelessness Reduction Board have endorsed the establishment of an Early Prevention Action group facilitated by Crisis

Completed by: Ben Tomlin, Head of Housing Options

Service Unit Head approval with date: 10/10/22

Exception Performance Report

Indicator Description (taken from performance scorecard): Housing: Percentage of positive outcomes for families with children achieved on time

2022-23 Q2 outturn: 47%

Quarterly Target: 66%

Reason for level of performance: Repossession of private rented homes, family breakdown and domestic abuse are the highest reasons for family homelessness, with the PRS sector significantly the major cause. No fault evictions have risen exponentially in the past year, coupled with an increasingly competitive PRS market where affordable supply has not provided solutions for families at the same rate as earlier in the year.

Keeping families in their homes through intervention and prevention activities and support is having some success, however this is increasingly challenging due to the more recent fiscal impacts on private landlords and extended families financial tolerances to keep families in their homes. Private rents are increasing which has led to more homes becoming unaffordable. Increasing short-term and holiday lets in the market have impacted performance. Positive outcomes for families threatened with homelessness are now harder to achieve.

An increase in homelessness enquiries from families has resulted in the overall proportion of families moving into a settled housing solution having reduced.

Summary of financial implications: Increase in hotel use has been managed through the direct government grant that supports the provision of emergency accommodation and support. There is a forecasted financial pressure in the medium term financial plan assuming demand continues at the same rate as in the past 12 months.

Summary of legal implications: The Council has a statutory duty to prevent and relieve family homelessness, for which a range of regulations are laid down concerning the reasonable steps required to discharge these duties. Increased demand from families in temporary accommodation could lead to legal challenges around the length of stay this is provided.

Summary of human resources implications: The Housing Options service has had increasing number of vacancies and posts covered by agency staff. A targeted strategy to improve workforce resilience & recruitment has been successful with the majority of permanent vacant roles now appointed. Support roles to assist people placed in emergency accommodation remains a priority to ensure effective retention.

Summary of sustainability impact: None.

Summary of public health implications: None.

Summary of equality implications: Families who experience homelessness of have more health and social care needs and often have experienced trauma. Improving opportunities to secure longer term settled housing improves 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, notably working together with Early Help Children's services.

It is recognised that people from Black, Asian and other minority ethnic backgrounds may be at greater risk of homelessness for a variety of socioeconomic factors. People with existing health conditions in families may be more vulnerable to the impacts of homelessness. It is recognised that single parent women men make up a high number of homelessness applicants.

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.

Actions taken or planned to improve performance: Communications strategy delivery to improve relationships to the private rented sector in place.

Supporting procurement of new homes and sustainment interventions for landlords considering eviction.

Landlords Conference and Prevention hub in development to improve access to and relations with VCS.

Move-on planning for families accommodated will aim to reduce households in B&B & limit this to no longer than 6 weeks.

A whole family assessment model for families impacted by homelessness will be disseminated across Housing Options services.

Social rented allocations plans developed to increase family move-on within BCP Homes

Homelessness Emergency Accommodation provision repurposed for families.

Effective governance arrangements are in place through the Homelessness Reduction Board and Partnership.

Core Cities forum engagement to share & learn of best practice with DLUHC, Crisis and other Local Authorities.

Completed by: Ben Tomlin

Service Unit Head approval with date: Ben Tomlin 7/11/22

Exception Performance Report

Indicator Description (taken from performance scorecard): Percentage of successful grant applications

2022/23 Q2 outturn: 0

Quarterly Target: 75

Reason for level of performance: Bids have been submitted in 2022/23 but outcomes are still pending. Fewer number of bids done in 2022/23 (Q1:3 bids) compared to 2021/22 (Q1:8 bids) for which the outcomes would have potentially been realised in Q2. Total 17 bid applications made in 2021/22 (Q2: £16.5m) compared to 13 bids for 2022/23 (Q2: £30.4m).

Summary of financial implications: Less external funding available to support delivery of BCP projects (capital/revenue) putting additional financial pressure on Council resources.

Summary of legal implications: N/A

Summary of human resources implications: N/A

Summary of sustainability impact: N/A

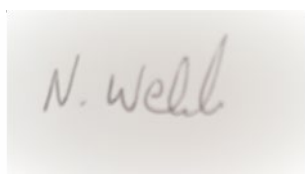
Summary of public health implications: N/A

Summary of equality implications: N/A

Actions taken or planned to improve performance: Continue to apply for more grants to provide the additional funding options available to the Council.

Completed by: Acquusilia Mudzingwa

Service Unit Head approval with date: 13 October 2022

A rectangular box containing a handwritten signature in dark ink. The signature appears to be 'N. Well'.