

## Audit and Governance Committee – October 2023

## Corporate Risk Register – Risk Table

Risk Ref	Risk Title	Risk Status
CR1	Failure to respond to the needs arising from a changing demography.	Risk removed Q4 2022
<b>CR2</b>	<b>Failure to deliver effective safeguarding arrangements for children – Children &amp; Communities</b>	<b>Corporate Risk</b>
CR3	Failure to ensure adequate Information Governance – now Key Assurance – Information governance Board Risk	Risk removed Q2 2020
<b>CR4</b>	<b>Loss or disruption to IT Systems and Networks from cyber attack</b>	<b>Corporate Risk</b>
CR5	Failure to plan effectively for EU Transition	Risk Removed Q2 2020
CR6	Failure to adequately respond to an incident involving the activation of the emergency plan– now Key Assurance – Resilience Governance Board Risk	Risk Removed Q2 2020
CR7	Failure to provide adequate services as a result of an incident requiring a business continuity response– now Key Assurance – Resilience Governance Board	Risk Removed Q2 2020
CR8	Inability to run an election/referendum	Risk Removed Q1 2023
<b>CR9</b>	<b>Failure to maintain a safe and balanced budget for the delivery of services</b>	<b>Corporate Risk</b>
CR10	Failure to deliver effective health and safety to protect staff, councillors including the public	Risk removed Q3 2020
CR11	Ability of the council to function and operate efficiently in the delivery of single services across the area of BCP	Risk removed Q1 2023
<b>CR12</b>	<b>Failure to achieve appropriate outcomes and quality of service for young people</b>	<b>Corporate Risk</b>
<b>CR13</b>	<b>Failure to deliver the transformation programme</b>	<b>Corporate Risk</b>
<b>CR14</b>	<b>Continuity of Public Health arrangements for health protection</b>	<b>Corporate Risk</b>
<b>CR15</b>	<b>Effective people strategy</b>	<b>Corporate Risk</b>
CR16	Blank record	
CR17	Risk to Reputation of Place & Council if summer arrangements are not managed	Risk Removed Q3 2022
<b>CR18</b>	<b>Failure in customer interface</b>	<b>Corporate Risk</b>
<b>CR19</b>	<b>Failure to determine planning applications within statutory timescales, or within agreed extensions of time (EOT)</b>	<b>Corporate Risk</b>
<b>CR20</b>	<b>Adaptation and mitigation of the negative impacts of climate change including sea level rises and weather pattern changes on BCP's communities</b>	<b>Corporate Risk</b>
<b>CR21</b>	<b>Impact of global events causing pressure on BCP Council &amp; increase in service requirements</b>	<b>Corporate Risk</b>
<b>CR22</b>	<b>Failure of local care market to meet increasing demand</b>	<b>Corporate Risk</b>




## AUDIT AND GOVERNANCE COMMITTEE

October 2023

### CORPORATE RISK REGISTER UPDATE Q2 – 2023/24

1.1 Mitigation actions and significant changes this quarter are detailed below.

1.2 The table below is a key to arrow directions in relation to individual risk scoring.

RISK DIRECTION OF TRAVEL STATUS	
	Risk impact or likelihood has <b><u>increased</u></b> since last review.
	Risk impact or likelihood has <b><u>decreased</u></b> since last review.
	There is <b><u>no change</u></b> to the risk impact or likelihood

## **Risk CR2 – Failure to deliver effective safeguarding arrangements for children - CHILDREN & COMMUNITIES**

**Risk Owner** – Chief Executive

**Links to Corporate Objective(s):** Brighter Futures and Connected Communities

### **Risk Information**

#### **Corporate Context**

Safeguarding is the responsibility of all members and corporate officers, and this is reflected in the Corporate Safeguarding Strategy which was agreed by Cabinet in September 2019.

All relevant partners have worked across Children's and Adults' Safeguarding and Community Safety Partnerships to establish effective governance arrangements post Local Government Review which meet all required statutory requirements. As a relatively new council covering a population of 400,000, BCP Council must ensure that it is working with all partners in the most effective way to identify, assess and respond to safeguarding and community safety issues, particularly those which cut across children's, adults' and community safety.

#### **Children's Directorate**

The pan-Dorset Safeguarding Partnership is now working, and a BCP delivery arm is in place to link the safeguarding partnership closer to the BCP operational safeguarding service.

- BCP had a Special Educational Needs and Disabilities (SEND) inspection in June 2021 which identified significant gaps in services which are being addressed through Written Statement of Action (WSoA).
- BCP had an Ofsted ILACS (inspecting local authority children's services) inspection Dec 2021 and was rated inadequate.

#### **Communities**

Key consideration for the Communities directorate in discharging the range of duties provided across a range of services; community safety and domestic abuse in particular.

### **Key Mitigations & Actions**

#### **Children's Directorate**

- Focus on the Children's Services improvement journey and WSoA plan to ensure core services are safer for vulnerable children and young people
- The strongest mitigation is to have the capacity to meet the rising demands of need across the services and to have the assurance of the quality of practice through new governance processes
- There is a Children's Services Improvement Board which is chaired by a Department for Education (DfE) Advisor and the Board holds service, council and partners accountable for the delivery of the improvement plan
- There is a SEND Improvement Board which is chaired by a DfE Advisor and the Board holds service, council and partners accountable for the delivery of the improvement plan
- There is an Education Improvement Board which is chaired by the Director of Children's Services and the Board holds service, council and partners accountable for the delivery of the improvement plan
- DfE support is being revised through the delivery of a Statutory Notice to Improve by the Secretary of State and the participation in the Safety Valve programme
- BCP Children's Services has had 3 Monitoring Visits by Ofsted all reporting improvements in service delivery and the DfE Advisor reports cautious optimism on the improvements in the service
- Sector Led Improvement Partner carries out Assurance Auditing as an independent review to assure the service and DfE of the quality of practice
- A Quality Assurance Framework has been embedded into Children's Social Care practice giving the assurance that improvements are being made. Practice Learning Reviews (audits) now evidence practice consistently at 'requires improvement' with an increasing number of 'good' demonstrated. Governance processes introduced in 2022 continue to review practice and give

increasing assurance that children are safeguarded. It is too early to remove this risk currently from the corporate review.

**Communities**

- Safeguarding processes in place - working in partnership across the council and other key agencies, particularly in regard to risks presented in high-risk domestic abuse cases
- All relevant staff are trained, and referral processes are clear
- The refreshed BCP Community Safety Partnership Board have five strategic groups:
  - Domestic Abuse Strategic Group
  - Violence Reduction Strategic Group
  - Vulnerable Adult & Child Exploitation Group
  - Safer Communities Strategic Group
  - Reducing Harm from Substance Misuse Strategic Group

**Near Future Key Actions (next 3-6 months)**

- The relevant actions for this risk are set out in the Children’s Services Improvement Plan and the WSoA. Progress on delivery of the action is reported to a robustly functioning Children’s Services Improvement Board, SEND Board and Education Improvement Board
- Domestic Abuse Strategy approved and being implemented. Community Safety Partnership refreshed and working well with clearly defined structure leads and governance.

**Target Date for Action**

March 2024

**Quarter Update**

The council has had 4 Ofsted monitoring visits to date. They have commented on progress being made. Hampshire County Council is the Sector Led Improvement Partner commissioned by the DfE to support children’s social care and they are supporting our route out of inadequate.

An inspection of the Pan Dorset Youth Justice Service rated this service as Good in September 2022. Adult Education and Skills service has been Ofsted inspected and given a Good Rating.

The DfE Advisor in his second report about Children’s Social Care has lifted his RAG rating of service from RED to AMBER stating that the increasing stability in the service and growing traction from senior managers to the improvement is starting to give this assurance.

Written Statement of Action - Bedford is our Sector Led Improvement Partner supporting our improvement work through the WSOA. DfE have delivered a Statutory Notice to Improve by the Secretary of State and invited BCP to participate in the Safety Valve programme.

The DfE Advisor has now been commissioned to work on the SEND improvement agenda against the Statutory Notice.

**Risk Scores**

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	4	16			Treat
Net Score	4	3	12			
Target Score	4	2	8			

## Risk CR4 - Loss or disruption to IT Systems and Networks from cyber attack

**Risk Owner** – Director IT & IS

**Links to Corporate Objective(s):** Modern, Accessible, Accountable Council

### Risk Information

BCP Council relies heavily on digital technology and online capability, including in the delivery of essential and public-facing services.

The COVID-19 pandemic has emphasised BCP Council's reliance on digital technologies, both through personal communication and through the council's ability to work remotely in support of the local and national response.

While there are huge opportunities and benefits for the council by continuing to actively leverage technology in support of the transformation agenda, our vulnerabilities become greater as we increasingly rely on cyberspace.

A loss or disruption to IT systems, specifically those caused by cyber-attacks, can incapacitate essential networks, for example, by encrypting or destroying data on which vital services depend. Such attacks could cause a variety of real-world harm if services like Social Care, Housing or Place (Highways etc) are impacted.

Financial loss is the most common impact through both direct loss of funds as well as recovery costs and reputational impacts.

Public confidence may be affected if the council is not able to adequately protect its IT systems and networks against loss or disruption, whether caused accidentally or intentionally.

The UK had the highest number of cybercrime victims per million internet users at 4783 in 2022 – up 40% over 2020 figures.

### Key Mitigations & Actions

- BCP Council has strong legacy IT infrastructure and work continues to migrate to a single BCP core infrastructure – this has been greatly improved, for example, by the consolidation of the local and wide area networks and move to a single datacentre in 2022.
- Physical premises security improved through co-locating to a single datacentre.
- Physical data security improved through co-locating to a single datacentre.
- Now utilizing a common central Security Information & Event Management solution.
- Strong encryption enforced on all end-user devices.
- Regular scanning of devices and IT infrastructure alerts us to new threats and vectors.
- Regular patching and upgrades of all supported key systems.
- Dedicated cyber security officers (2).
- Monthly review of key metrics held at board level within IT&IS.
- Mandatory bitesize training provided to ALL staff monthly. Completion levels are low, however (see "Near Future Key Actions" section).
- Multi Factor Authentication enforced to protect data at rest within the council's Microsoft365 environment.
- NCSC (National Cyber Security Centre) recommended password complexity/length criteria introduced to ensure good practice by end-users.
- Restrictions on ability to transfer data out of council applications/datasets to non-secure applications when being accessed through personal devices.
- Utilising appropriate IT resiliency where cost-effective to do so. For example, keys system (D365) hosted in BCP Council's virtual datacentres (Azure) are replicated across two regionally separate datacentres in London and Cardiff.
- The move to Microsoft365 itself has provided much needed additional data resiliency. Providing staff with much more agile, secure access to data held within the ecosystem (Teams, OneDrive, SharePoint).

**Near Future Key Actions (next 3-6 months)**

**Target Date for Action**

1 April 2024

As we fundamentally redesign and transition the enterprise architecture in partnership with our Strategic Implementation Partner (SIP), we will continue to ensure that the infrastructure is built to leading-edge security standards and that appropriate resiliency is applied where cost effective to do so.

User Training will be a priority over the next 3-6 months. The weakest link in a layered security posture is the end-user. This is especially true when staff are busy or rushed, often leading to mistakes or lapses of otherwise good judgement.

Currently staff completion rates are low across the entire council for all previously published mandatory courses (see below), with even the most adopted course still only at 50% completion rate.

Activity is therefore underway to target specifically those who have not completed these short-form courses to drive up these rates.







October 2023 Update - Completion rates are on an upward trend, however, focus is still required on improving uptake significantly. Please see Appendix 3 for completion rate statistics.

**Quarter Update**

As described above, end-user training remains a key focus with the provision of bite-sized training on the most common and pervasive threats. Despite being well received by many, the course completion rate is still lower than would be liked and therefore effort is currently underway to specifically target non-compliant individuals and Line Managers are now receiving non-compliance reports directly delivered to their mailbox.

The net risk score was reviewed during the quarter and the impact score has been increased due to the external environment and reliance of systems.

**Risk Scores**

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	4	16			Treat
Net Score	4	3	12			
Target Score	3	2	6			

## Risk CR9 – Failure to maintain a safe and balanced budget for the delivery of services

**Risk Owner** – Director of Finance

**Links to Corporate Objective(s):** Modern, Accessible, Accountable Council

### Risk Information

The Council has a legal responsibility to ensure it can balance its budget. As part of this framework, it is not permitted to have negative reserves.

The 2023/24 Budget and Medium-Term Financial Plan (MTFP) covering the period to 31 March 2027 was approved by Council on 21 February 2023. There were three main aspects to this report.

A) 2022/23 Financial Year:

- Requirement to deliver a £10.6m surplus.
- Need to take all necessary steps to avoid drawing down on a capitalisation direction which would enable the transformation investment programme and the Children's services improvement revenue expenditure to be financed by borrowing. Normally borrowing can only be used to finance capital expenditure.

B) 2023/24 Financial Year budget was based on the following:

- 4.99% Council Tax increase (2.99% basic and 2% Social Care Precept) in line with the maximum threshold for upper tier authorities.
- £34m of savings, efficiencies, increases to fees and charges, and service reductions.
- A £30m application of one-off reserves to under-pin the budget as approved (of which £10.6m is being generated via the 2022/23 estimated outturn).
- £1.9m investment into unearmarked reserves to ensure they represent 5% of Net Revenue Expenditure as a minimum in line with good practice.

C) 2024/25 Financial Year:

- The funding gap for 2024/25 is £44.4m excluding any previously assumed savings or efficiencies. This is on the basis that the previously assumed savings were either unidentified against a specific budget line of the council or the public had not been transparently made aware of them or engaged as to their deliverability.

The February 2023 Budget report also highlighted that the council was predicting that it will have negative reserves of £33m as at the 31 March 2024 due to the accumulating deficit on the Dedicated Schools Grant (DSG) as pertaining to the growing annual deficit on the High Needs Block.

### Key Mitigations & Actions







- Quarterly budget monitoring reports to Cabinet.
- Monthly budget monitoring information provided to budget holders.
- Regular meetings between Cabinet Members and Senior Officers in respect of the financial strategy and the budget position.
- New Microsoft Dynamics Enterprise Resources System implemented in April 2023 to improve the provision of financial management information underpinned by the principle of self-service.
- The 2023/24 approved budget agreed a recommendation to implement a control to strengthen commissioning, procurement, and contract management arrangements in support of the delivery of third party spend transformation savings.
- Extension by government of the statutory override that allows the council to ignore the deficit on the DSG up until 31 March 2026.
- BCP Council is taking part in a conversation with government around its DSG deficit as part of considering if it could reach a "Safety Valve" agreement.

Near Future Key Actions (next 3-6 months)	Target Date for Action
<p data-bbox="156 232 580 331"> a) MTFP Update Report  b) Q2 Budget monitoring report  c) MTFP Update Report </p> <p data-bbox="108 412 212 443"><b>Update</b></p> <p data-bbox="108 483 1455 582"> The Council approved a budget for 2023/24 built in line with traditional and conventional approaches to local government finance. The report and associated s25 statement of the Chief Finance Officer set out the key financial risks which will need to be carefully and regularly monitored. </p> <p data-bbox="108 618 983 649"> Updated activity from April 2023 onwards can be set out as follows. </p> <p data-bbox="108 685 705 716"> Financial Outturn Report – July 2023 Cabinet: </p> <ul data-bbox="156 721 1439 994" style="list-style-type: none"> <li>• Required £10.6m surplus was achieved.</li> <li>• Council managed to avoid the capitalisation direction in 2022/23 due to a combination of asset sales and Children’s Services managing their improvement expenditure within their quarter 3 forecast.</li> <li>• Part mitigation of the financial risk associated with the working capital loan facility advanced to BCP FuturePlaces Ltd.</li> <li>• DSG funding deficit as at the 31 March 2023 is £35.8m growing to £62.9m on 31 March 2024. Overall position is that the council is now predicted to have negative reserves of circa £22m.</li> </ul> <p data-bbox="108 1030 667 1061"> MTFP Update Report – July 2023 Cabinet: </p> <ul data-bbox="156 1066 1461 1375" style="list-style-type: none"> <li>• Budget timetable, process and financial strategy supporting the legal requirement to balance the 2024/25.</li> <li>• Recommendation to Audit and Governance Committee to ask Council to reduce the debt threshold to £755m from £1.334bn - approved by Council 12 September 2023.</li> <li>• Recommendation to Council to dispose of assets which will enable 2024/25 revenue transformation costs to be funded via the Flexible Use of Capital receipts - approved by Council 12 September 2023.</li> <li>• Recommendation to Council to reduce the working capital loan facility to BCP FuturePlaces Ltd to £6m (from £8m) - approved by Council 12 September 2023.</li> </ul> <p data-bbox="108 1411 1037 1442"> Budget Monitoring 2023-24 at Quarter One – September 2023 Cabinet: </p> <ul data-bbox="156 1447 1461 1854" style="list-style-type: none"> <li>• Forecasting delivery of its 2023/24 activity within the parameters of its original budget after addressing residual unidentified transformation savings of £6.7m by the application of several one-off corporate savings, efficiencies, and additional income.</li> <li>• Emerging in-year service pressures of £4.4m in Operations (£3.4m) and Resources (£1m) Directorates which require mitigation strategies to be presented as part of the Quarter 2 budget monitoring report.</li> <li>• Residential fees 5% higher than budget and home care market difficulties impacting on the Adult Social Care budget and a potential pressure in the cost of care placements in Children’s Services both of which may exert further in-year financial pressure.</li> <li>• Approved the implementation of an expenditure freeze and vacancy management process for the remainder of 2023/24 to support the 2023/24 required in-year mitigation strategies and the balancing of the 2024/25 budget.</li> </ul> <p data-bbox="108 1890 954 1921"> The Future of BCP FuturePlaces Ltd – September 2023 Cabinet: </p> <ul data-bbox="156 1926 1362 1989" style="list-style-type: none"> <li>• The closure of FuturePlaces company and the bringing in-house of the development and investment activities of the company.</li> </ul> <p data-bbox="108 2024 1417 2087"> The quarter 2 budget monitoring report to November Cabinet will provide a key update regarding the forecast impact of the in-year mitigation strategies in Operations and Resources. </p>	<p data-bbox="1233 237 1445 344"> November 2023  November 2023  December 2023 </p>



The MTFP Update report to November Cabinet will outline progress towards delivery of a balanced, legal budget for 2024/25.

### Risk Scores

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	4	16			Treat
Net Score	4	3	12			
Target Score	4	2	8			

**Risk CR12 – Failure to achieve appropriate outcomes and quality of service for young people**

**Risk Owner** – Corporate Director of Children’s Services

**Links to Corporate Objective(s):** Brighter Futures and Connected Communities

**Risk Information**

Ofsted inspection of BCP Council’s Children’s Services confirms the safety and quality of services is inadequate which indicates significant risk of the service not providing safe or quality services to children, young people and their families.

An improvement plan is in place which is being managed and supported by the newly revised Improvement Board. Senior Leadership Team in Children’s Services, the Department for Education (DfE), Chief Executive and Cabinet members are monitoring and enabling progress and keeping accountable officers on task.

The likelihood is that demands on Children’s Services will increase more than predicted due to post-covid impact and economic issues taking more families into poverty.

**Key Mitigations & Actions**

- Develop robust early help services to drive down demand for Children’s Social Care
- Development of further placements in-house and efficient commissioning activities to meet needs
- Assessments and visiting happens within statutory requirements managed by Quality and Performance structures
- The quality of the casework is audited and supported to increase quality of work
- Workloads are managed across the directorate to ensure caseload management
- Improvement plan is managed at pace with partners
- Workforce recruitment and retention strategy to be in place to build and stabilise the workforce

**Near Future Key Actions (next 3-6 months)**

**Target Date for Action**

- Improvement plan in place managed by the Improvement Board
- The Special Educational Needs and Disabilities (SEND) action plan which also has an Improvement Board
- Intensive work to achieve stronger staff engagement and support
- Improvement programme supported by Hampshire County Council (rated outstanding for children’s services) through the Sector Led Improvement Programme (SLIP)

There is no target date for this risk as it is considered a continuous intrinsic risk







**Quarter Update**

The council has had 4 Ofsted monitoring visits. They have commented on progress being made. Hampshire County Council has been confirmed as the Sector-Led Partner commissioned by the DfE to support Children’s Social Care and they are supporting our route out of inadequate.

Written Statement of Action (WSOA) - Bedford has agreed to be our Sector-Led Partner to support our WSOA. DfE support is being revised through the delivery of a Statutory Notice to Improve by the Secretary of State and the participation in the Safety Valve programme

The DfE Advisor has now been commissioned to work on the SEND improvement agenda against the Statutory Notice.

**Risk Scores**

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	3	12			Threat
Net Score	4	3	12			
Target Score	4	2	8			

## Risk CR13 - Failure to deliver the transformation programme

**Risk Owner** – Director IT & Programmes

**Links to Corporate Objective(s):** Modern, Accessible, Accountable Council

### Risk Information

The future efficiency and effectiveness of the council, our reputation as a service provider and our ability to continue to deliver a balanced financial position within the Medium Term Financial Plan horizon are fundamentally linked to the delivery of our transformation objectives. Delivering a programme with the complexity, scale and pace as set out by the council will be challenging on a number of levels including: effectively engaging the organisation in the vision of the future; committing to the achievement of challenging benefits realisation targets; ensuring the appropriate level of funding to support the resources required to deliver the programme.

### Key Mitigations & Actions

- Strong programme governance and engagement with key stakeholders during the design and implementation of all required changes.
- Identification of funding sources and the development of a Financial Strategy to support the programme.
- Clear identification and specification of our requirements while working with our Strategic Implementation Partner.
- Robust and effective procurement process to identify and engage the right suppliers to support application consolidation and service redesign.
- Effective programme management and performance monitoring of the delivery.

### Near Future Key Actions (next 3-6 months)

#### Target Date for Action

1 April 2024

The programme, its governance architecture and all workstreams have completed vision and validate, construct and deploy has largely been completed for Dynamics Finance & Operations (F&O), with the construct phase in action for Dynamics Customer Engagement (CE). There is very strong coordination of all workstreams and effective integration between the Strategic Implementation Partner and BCP teams working across the programme. The benefits are being constantly reviewed and reinforced across all aspects of the programme.

### Quarter Update







Progress since April 2023:

The Data platform and Master Data Management software which forms part of the Data & Insights technology is now live and beginning to be used across the council.

Implementation of Dynamics F&O which completely replaces our finance and human resources systems with a single system is now live across the council with smaller releases planned later in the year. Change management activity continues to engage and support all managers and budget holders across the council in using and adopting the new ways of working.

Funding for the implementation of the Customer Digital Front Door (Dynamics CE) had been agreed and the development sprints will continue until the New Year (2024).

## Risk Scores

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	4	16			Treat
Net Score	4	3	12			
Target Score	4	1	4			

## Risk CR14 – Continuity of Public Health arrangements for health protection

**Risk Owner** – Chief Executive

**Links to Corporate Objective(s):** Connected Communities, Fulfilled Lives and Modern, Accessible, Accountable Council

### Risk Information

Under the Living with COVID strategy announced in February 2022 there is no longer a requirement for local outbreak management plans. COVID-19 is now being considered like any other respiratory virus, with general public health guidance for settings replacing the previous test and trace approach. WHO declared the pandemic officially over in summer 2023. There remains an underlying infection rate due to COVID-19, with prevalence cycling between 1 and 3% in the population currently.

### Key Mitigations & Actions

- Seasonal vaccination for COVID-19 and flu is underway, starting with highest risk groups
- General guidance on symptoms and what to do remains in place via [COVID-19 symptoms and what to do - NHS \(www.nhs.uk\)](https://www.nhs.uk/conditions/covid-19/symptoms/)
- UK Health Security Agency continues to risk assess outbreaks in higher risk settings like care homes and provides information on infection prevention and control measures routinely
- There is no longer a local public health day response team in place, due to Contain Outbreak Management Fund funding now finishing

### Near Future Key Actions (next 3-6 months)

The prevalence of COVID infection locally is cycling between 1 and 3% on a regular basis, in a change to the previous pattern of large waves of infection. There are currently no significant health protection incidents being managed on a regional basis due to COVID-19. The public health team has returned to a business as usual model, with UK Health Security Agency leading on health protection work in our region. The current focus of work for the health protection network is to undertake a baseline assessment of health protection risks, and our ability as a system to respond, working closely with NHS Dorset and other partners. This work was due to go to Joint Public Health Board, 12 October 2023.





### Target Date for Action

October 2023 – seek decision as to whether to close this risk down.

### Quarter Update

Risk considered lower due to mitigations in place, and declaration that pandemic considered over by global health agencies.

### Risk Scores

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	4	16			Treat
Net Score	3	3	9			
Target Score	-	-	-			

## Risk CR15 – Effective People Strategy

**Risk Owner** – Director of People and Culture

**Links to Corporate Objective(s):** Modern, Accessible, Accountable Council

### Risk Information

The council's first People Strategy was developed and launched during 2019/2020 - immediately prior to the impact of the Covid-19 pandemic. A significant amount of the anticipated work within the strategy was impacted by the need to refocus on the support and wellbeing of the workforce during the response to the pandemic. Now that we have emerged from the full response phase of the pandemic, we have shifted our focus to rechecking the key elements of the strategy against the changed workforce/workplace and the wider transformation programme objectives, including a very strong focus on the identification and development of the culture for the council and its translation into a performance management framework for the organisation and its people. The initial strategy also came to the end of its natural 4 year cycle and a refreshed strategy focusing on the needs of the organisation and future ambitions for our people has been developed.

The previous decision to defer the implementation of the Pay and Reward programme has meant that the organisation is exposing itself to increased risks with regard to equal pay for longer than had been anticipated or planned for. This risk remains very real and present in addition to the significant difficulties in staff morale that this decision has had.

In conjunction with the increase in the cost of living, as well as the enhanced mobility around many employment models as a result of the pandemic, the council is experiencing difficulties in many areas (severe in some services) around recruiting and/or retaining experienced staff.

### Key Mitigations & Actions

- This year's staff engagement survey has been undertaken to highlight those areas of most concern to colleagues and this highlights the areas we can focus our efforts to try and address.
- Clear correlation between the key themes of the People Strategy and the design and implementation of the transformation programme. The new Human Resources Target Operating Model, if implemented, will align the team to effectively continue the delivery of the People Strategy over the coming years.

### Near Future Key Actions (next 3-6 months)

Ongoing implementation of the delivery action plans against the new People Strategy to mitigate the risks outlined above.

Progress the Pay and Reward project towards implementation at the earliest opportunity so as to eradicate equal pay risk.







### Target Date for Action

1 April 2024

### Quarter Update

The impact of the deferment of the Pay and Reward programme continues to cause significant pay and morale issues for the organisation. The trade unions have expressed concerns with the proposals put forward which we are continuing to try and work through but should this fail, then significant risk for the organisation could follow in trying to implement alternative options.







## Risk Scores

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	4	16			Treat
Net Score	4	4	16			
Target Score	2	1	2			



<b>Risk CR18 – Failure in customer interface</b>	
<b>Risk Owner</b> – Director Customer & Business Delivery	
<b>Links to Corporate Objective(s):</b> Connected Communities and Modern, Accessible and Accountable Council	
<p><b>Risk Information</b></p> <p>While full-scale transformation of the council is underway, there is a risk that our current customer service capabilities, capacity, systems and processes fail to provide the level of responsiveness that our communities and residents expect. This risk is specifically focused on the short-term capabilities of the council.</p> <p>Full baselining and data monitoring of the corporate Customer Contact Centre is now possible with the significant upgrade to the council's legacy telephony arrangements having been undertaken during the Covid pandemic. Data is now available across all telephone contact lines within the corporate Customer Contact Centre, but there remains much less robust data in respect of the lines that continue to be managed within services. This reflects the current fragmented customer contact picture, which the transformation process is designed to simplify through the introduction of new customer contact technology and the consolidation of customer contact staff (as far as practicably possible) into a single council front door.</p>	
<p><b>Key Mitigations &amp; Actions</b></p> <ul style="list-style-type: none"> <li>Temporary funding for 2022/23 ended in March which resulted in a reduction of approximately 20 staff that had been used to improve call response performance. Call response times have fallen back as a consequence. Call handling performance data is available to monitor performance on a line-by-line basis, which can support the allocation of available staff resources. The implementation of the council's target operating model along with streamlined technology and processes is anticipated to mitigate the loss of temporary funding, but it is anticipated that there will be pressure on capacity in the interim.</li> </ul>	
<p><b>Near Future Key Actions (next 3-6 months)</b></p> <p>Work is ongoing to optimise current call handling processes and website information to support more effective digital services and reductions in call volumes. This work will also place the service in a better position to take on additional customer contact activity as part of the council's transformation programme.</p> <p>A new council website is currently being developed which will address identified weaknesses in the legacy website, and which will provide a more effective platform for the launch of new digital self-serve solutions for customers. The launch date for the new website will be confirmed following user acceptance testing during October/November 2023.</p> <p>A new telephony system will be implemented that provides greater functionality that will allow customer services staff to interact with customers via a variety of new channels eg, webchat, Whatsapp etc</p> <p>Service redesign will continue with the aim of establishing improved customer journeys which are as digitally enabled as possible. This work will lead to reduced telephone contact over time so improvements will emerge incrementally.</p>	<p><b>Target Date for Action</b></p> <p>March 2024</p> <p>December 2023</p> <p>December 2023</p> <p>March 2024</p>
<p><b>Quarter Update</b></p> <p>Call handling performance remains challenging following the loss of temporary additional capacity in 2022/23. However, every effort continues to be made to distribute capacity effectively in accordance with service demand and priorities and maintain acceptable call response times. The impact and opportunities offered by the new telephony system and website are expected to improve the situation as customer behaviour changes over time, but that is not anticipated to happen immediately.</p>	

## Risk Scores

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	3	12			Treat
Net Score	3	3	9			
Target Score	2	1	2			

**Risk CR19 – Failure to determine planning applications within statutory timescales, or within agreed extensions of time (EOT)**

**Risk Owner** – Chief Operations Officer

**Links to Corporate Objective(s):** Dynamic Places and Modern, Accessible and Accountable Council

**Risk Information**

The risks associated with CR19 relate both to the reputation of the council and being put into special measures by the government if performance falls below 60% for major planning applications and 70% for non-major planning applications. The Planning Service is presently performing as follows:

Category	Government Intervention level	2021/2022	2022/2023
Majors	60%	83%	83%
Minors	70%	79%	78%
Others	70%	85%	87%

As can be shown from the above statistics, there is no risk of the council being put into 'special measures' as a result of planning applications performance. The performance since 2021/22 has consistently been at a reasonable level, well above intervention by government. It is recognised that the above statistics include use of Extensions of Times as per government guidelines. Whilst this is accepted at government level and can be a pragmatic way of engaging with customers to resolve issues, the council wants to ensure the Planning Service performance moves to making decisions within the statutory timeframes.

The weekly Planning Performance Strategic Co-ordinating Group (SCG) and Tactical Coordinating Group (TCG) monitor performance and identify any trends in downward performance, putting interventions in place. A recent example of this has identified that all but one performance criteria are exceeding the government target, with performance of minor applications in the Poole area dipping below the necessary level. This was due to operational issues with signing applications off. Additional sign-off support was utilised from across the officer team and the performance is now improving.

**Key Mitigations & Actions**

- A Planning Improvement Board continues to monitor performance and to ensure mitigations are on track.
- A weekly Emergency Planning approach has been introduced in summer 2023 to monitor and manage the planning caseload backlog. This approach has begun to have a positive impact on the older cases being dealt with.
- A temporary senior officer has been appointed to assume responsibility for managing this backlog of older cases. These cases are being systematically reviewed and the backlog of cases 'over-time' has reduced from 564 on 29/5/23 to 438 on 25/9/23.

**Near Future Key Actions (next 3-6 months)**

The targeted approach using the weekly Strategic Co-ordinating Group and Tactical Coordinating Group will continue to be used for the remainder of the calendar year, when the incoming Director of Planning and Destination will review the approach. The Planning Improvement Board will also continue to meet in order to monitor and scrutinise performance.

Overview and Scrutiny Board will be considering a Planning Performance Progress Report at their meeting on 13 November 2023.




**Target Date for Action**

December 2023

### Quarter Update

The Emergency Planning approach to monitor and manage the caseload backlog will continue to target a reduction in outstanding cases, the results of which will be monitored and reported.

### Risk Scores

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	3	4	12		↔	Treat
Net Score	3	3	9		↔	
Target Score	3	2	6		↔	

## Risk CR20 – Adaptation and mitigation of the negative impacts of climate change including sea level rises and weather pattern changes on BCP’s communities

**Risk Owner** – Corporate Director of Resources

**Links to Corporate Objective(s):** Sustainable Environment

### Risk Information

A detailed risk assessment is being developed and agreed but the information below represents a summary of this draft document.

The International Panel on Climate Change's 5th report has robustly concluded that climate change is unequivocally real and caused by human activity such as the burning of fossil fuels and destruction of habitats releasing greenhouse gases in unprecedented levels and limiting the earth's ability to reabsorb them.

The UK Government has committed to achieving 'net zero' greenhouse gas emissions by 2050, and a challenge of this scale will require transformative change to the UK economy. BCP Council has declared a climate and ecological emergency committing the council and region to decarbonising the economy and society by 2030 and 2050 respectively.

There are a number of departments across BCP Council that are central to the response to climate change. However, the all-encompassing nature of achieving net zero means that all council bodies, including departments and arms-length bodies, have a role to play. In order to be more resilient to the threat posed by climate change, in addition to meeting the challenges of achieving net zero, it is vital that all of BCP and its organisations effectively manage climate change risks.

Climate change risks should not be considered in isolation and should be clearly integrated into the strategy of an organisation. It is vital for organisations to recognise that the potential impacts of climate change are not only to do with the physical effects on people and the environment, but also to do with the effects of the transition to a changing climate and the adaptation and mitigation work involved. Similarly, the impacts of climate change should not only be considered as long-term risks.

### Physical risks:

- **Acute:** The physical risks of climate change can affect organisations in different ways. Specific weather-related events such as floods will have a significant impact on infrastructure, causing damage to buildings and wide-scale disruption to service delivery.
- **Chronic:** Meanwhile, the more gradual impact of rising temperatures, such as sea level rise and coastal change, will pose risks to certain communities and organisations, and changes in temperature and rainfall will place additional pressures on infrastructure.
- **Indirect:** As well as direct damage costs, both acute and chronic physical risks can also lead to indirect economic and social impacts through supply chain disruptions, subsequent impacts from infrastructure damage (for example, lack of transport, communication, manufacturing) or market shifts (such as increases in insurance premiums, changes in the need for government support, consumer attitudinal and expectation changes).

### Key Mitigations & Actions

#### Physical risks mitigations in place:

- **Acute:** Some service areas have well established strategies and plans which seek to incorporate climate change projections to ensure service and business continuity such as Flood and Coastal Erosion Risk Management and Transport. However without quantified local climate change risks, no standard way of developing adaptation plans and no centrally agreed risk profile that we need to mitigate or adapt to, there is likely to be large variance in the completeness of responses across the organisation.
- **Chronic:** As strategies and plans are not currently mandated to include climate risk planning there is no consistent or regular way of ensuring their completeness or relevance. As such we cannot be confident of the severity of the risk we currently face and whether existing emergency

management and resilience forums can scale to the extent of the physical risks of extreme weather events predicted by climate change into the future.

- **Indirect:** it is currently unknown the extent to which our supply chains, the broader economic environment or our local market are vulnerable to climate change.

**Near Future Key Actions (next 3-6 months)**

**Target Date for Action**

- |  |                 |
|--|-----------------|
| <ul style="list-style-type: none"> <li>• Quantify/qualify climate risk through a climate change risk assessment across key thematic/service areas such as Environment, Flood &amp; Coastal Risk, Transport, Business, Health, Homes, Buildings</li> </ul>  | Q4 2023-2024    |
| <ul style="list-style-type: none"> <li>• Ensure councillors and senior officers are aware of the Climate Risk, understand its consequences and are actively engaged in mitigation and adaptation planning</li> </ul>   | Q3 2023         |
| <ul style="list-style-type: none"> <li>• Integrate risk and vulnerabilities into Service Plans, Business Continuity Plans and Health Plans to identify vulnerable and sensitive receptors</li> </ul>   | Q4 2023-2024    |
| <ul style="list-style-type: none"> <li>• Act to reduce exposure, severity and the vulnerabilities of sensitive receptors within services and the region</li> </ul>   | Q4 2022-2030    |
| <ul style="list-style-type: none"> <li>• Ensure the Local Resilience Forum understands the severity and likelihood of climate risks and has plans for all eventualities</li> </ul>   | Q4 2023         |
| <ul style="list-style-type: none"> <li>• Enhance our sustainable procurement policy to ensure it incorporates the risk of supply chain disruption from climate change</li> </ul>   | Q4 2023-2024    |
| <ul style="list-style-type: none"> <li>• Working with the business community, we have initiated a Local Climate Partnership with significant and strategic organisations to identify measures that can provide greater business resilience in relation to energy security and price volatility by developing a Local Area Energy Plan (LAEP).</li> </ul> | Q4 2023-2024    |
| <ul style="list-style-type: none"> <li>• Review existing plans and strategies to ensure consistency with the climate declarations, make changes where appropriate and consensus allows</li> </ul>  | Q4 2023-2024    |
| <ul style="list-style-type: none"> <li>• Develop a climate policy, and climate strategy that will make explicit the transformation required and the impact to other policies, strategies, plans and programmes</li> </ul>  | Q1-Q3 2024-2025 |

**Quarter Update**







BCP Council has declared a climate and ecological emergency committing the council and region to decarbonising the economy and society by 2030 and 2050 respectively. To achieve these targets a sustained long-term programme of investment, resourcing, projects and partnership working is required if the council is to meet the targets as set out. An annual council report is produced to report on the work the council has undertaken throughout the calendar year.

To date in the quarter the following activities are underway:

- In the final phases of supporting the Local Plan team to ensure sustainability and climate agendas are sufficiently covered in the new Local Plan
- Continuing with the development and implementation of a Climate Change strategy and policy to set the direction and guidelines for climate action across the council
- Refreshed the climate action plan to ensure its comprehensive nature and that it can get BCP Council and the BCP area to Net Zero in the required timeframes
- Re-established the governance and management control structure to ensure better transparency and accountability: the Place Overview and Scrutiny Committee will focus exclusively on climate and ecology; we have launched a pilot of the Climate Action Network to test the approach in ASC;
- Have developed business cases for many of our high energy use buildings to increase energy efficiency and generate renewable energy which will come to Corporate Management Board for approval in November 2023
- A supplier has been procured for the Local Area Energy Plan, which will identify supply and demand options for energy infrastructure and use to help the BCP area get to Net Zero by 2050

- Through the Asset Disposal Register, we are identifying properties and assets that will be expensive and hard to retrofit which can be sold to reduce emissions and generate capital receipts for the council
- SALIX funded energy saving schemes delivery nearing completion saving an estimated 250t GHGe per annum and further projects commissioned via the Salix recycling fund
- Have supported the new corporate strategy to ensure sustainability is at the heart of the vision and actions for the new administration's term, including developing a strategy and action plan to ensure ambitions can be turned into reality
- Have supported the emerging tree and woodland strategy to ensure opportunities to increase tree canopy cover and provide equal benefits to residents throughout the BCP area
- Applications have been successfully made to the Green Futures Fund to cover energy efficiency works in Two Rivers Meet Leisure Centre and Russell-Cotes Museum
- Working with Poole Harbour Commissioners, RNLI, Sunseeker and Bournemouth University to develop a joint decarbonisation plan for the port area and associated business clusters which aims to deliver the "greenest port in the UK" upon successful delivery - an application to InnovateUK is underway
- Held 2 councillor training sessions on Climate as part of the induction process for the new cohort of councillors
- Participating in the multi-agency 'expert' group contributing to the drafting of the Local Nature Recovery Strategy
- Supported a bid by the Greenspace and Conservation team to DEFRA's Landscape Recovery Fund for the Stour Valley project that centres on river restoration and nature recovery.
- Launched the Home Upgrade Grant2, in partnership with Dorset Council, that will provide grant-funded measures to energy inefficient homes in the BCP/Dorset Council areas
- Worked with Communities team and providers to deliver energy-saving assistance to low-income households under the Household Support Fund and Shared Prosperity Fund

### Risk Scores

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	4	16			Treat
Net Score	4	4	16			
Target Score	2	4	8			

## **Risk CR21 – Impact of global events causing pressure on BCP Council & increase in service requirements**

**Risk Owner** – Chief Operations Officer

**Links to Corporate Objective(s):** Modern, Accessible and Accountable Council

### **Risk Information**

Several global conflicts have required a humanitarian response/offer of refuge to those fleeing and in each case the UK government has set out its policy for accommodating and resettling refugees in every local authority area. The schemes in operation are:

- UK Refugee Resettlement (UKRS - previously known as the Gateway Scheme/Syrian Resettlement scheme)
- Afghan Resettlement (ACRS/ARAP)
- Homes for Ukraine/ Ukraine Family scheme

In addition to these schemes the Home Office also accommodates all who arrive and apply for asylum in the UK, and if granted refugee status these households require access to accommodation and support with community integration. Due to the exponential increase in the volume of asylum seekers arriving in the UK, the government has become reliant on contingency accommodation (nightly let hotels). BCP currently has hotels who are contracted by the Home Office to provide this accommodation while those housed await their asylum decision.

Risks related to asylum and refugee resettlement include:

- Lack of required support for those seeking asylum and those who are already refugees
- Safeguarding risks to asylum seekers/refugees as well as to staff or the public not being mitigated
- Pressure on the BCP housing market which is already inhospitable and unable to meet demand of BCP families
- Pressure on Primary, Secondary and Community NHS services from these cohorts of new patients
- Pressure on social care services (notably Children's Services as a result of Unaccompanied Asylum Seeking Children)
- Pressure on Homelessness services as asylum seekers receive positive decisions on their applications and are given notice to vacate their Home Office funded hotel accommodation
- Pressure on schools to provide education and related support to refugee children
- A detrimental impact on the tourism economy in BCP, as hotels in use are a significant portion of the available rooms (impact anticipated more in summer months)
- Concerns around community cohesion and tensions in relation to asylum and refugee resettlement
- Increase in activity of extremist groups

### **Key Mitigations & Actions**

- Multi-agency partnership working and governance framework in place, communication channels in place e.g. briefings, webpages, dedicated staff team established, links with government agencies
- Strategic leadership from BCP in relation to asylum accommodation and refugee resettlement, identifying need for collaboration with all stakeholders and progressing with impact assessment for the council and its partners of asylum and refugee resettlement
- Additional grant funded resource recruited to manage this new programme and case manage households now resident in the BCP area and enable proactive preventative support
- Engagement with the Home Office and their contracted providers to discuss and deliver dispersed asylum accommodation in the community
- Work with the voluntary and community sector (VCS) to address gaps in support required across all schemes



- Appropriate use of tariff incomes to incentivize hosting sustainment and access to move-on accommodation for Ukrainian refugees
- Participation in Local Authority Housing Fund programme (government grant funded) to mitigate the risk of homelessness for Ukrainian and Afghan refugees while adding to housing portfolio of BCP Council longer term
- Lobbying on the pressures being experienced by local authorities, to Ministers and the Home Office

**Near Future Key Actions (next 3-6 months)**

**Target Date for Action**

Review staffing resources and anticipated capacity needed into financial year 2024/2025 and beyond

30 November 2023

Maintain dynamic impact assessment for BCP Council and stakeholders of asylum accommodation and across all UK Resettlement programmes; amending or adding required data to monitor needs and using this to inform services procured as well as to inform discussions with central government

Ongoing

Delivery of housing units as agreed within Local Authority Housing Fund Programme

31 March 2024

Continue to build on prevention agenda and positive move-on to minimize impact on homeless presentations

Ongoing

Work with South West Strategic Migration Partnership to identify demands from and needs of refugees exiting asylum estate

December 2024

**Quarter Update**

The Home Office retains the same amount of hotel accommodation in the borough to house asylum seeking individuals. BCP has lead a strategic group in raising concerns about the volume and concentration of asylum accommodation in the borough and the impact this has on healthcare systems, social care, the VCS, communities and tourism.

The national plan for equitable asylum dispersal in the community has been slow in delivery and the Home Office contracted provider Clearsprings Ready Homes continues to endeavour to procure units of accommodation in the private rented sector to be able to re-accommodate those in hotels. The local housing market does not have suitable affordable units to meet the demand alongside that of all others in housing need.

Government policy on maximizing hotel use without bringing new hotels online could see the number of bed spaces in BCP in existing hotels increase by 30-40%. This is a national policy and concerns raised about existing pressures have not altered maximisation decisions.

Streamlined asylum processing is also now impacting councils who host contingency hotels, as a large volume of asylum applicants are receiving their refugee status and being given notice to vacate the Home Office hotels, leading to an increase in homeless presentations and related temporary accommodation placements (currently 14, 12 of which are non-statutory placements).







Following the closure of the Afghan bridging hotel BCP has 5 families who remain in temporary accommodation, awaiting an offer of a Local Authority Housing Fund property to meet/discharge a statutory homelessness duty. BCP Council has committed to ongoing assistance in resettling UKRS and Afghan households with wraparound support. Support provision remains contracted out to ICN.

As at October 2023, approximately 353 families have arrived in the BCP area through the Homes for Ukraine scheme with new arrivals slowing significantly. This includes 635 individuals (218 children including 2 unaccompanied minors).

Use of tariff funding continues to financially assist hosts to continue to accommodate their guests as well as for use to incentivize move-on into the private rented sector.

There have been 201 households leaving the scheme (includes return to Ukraine, move-on into own accommodation etc.) Prevention of homelessness and use of temporary accommodation has been prioritized (offer of interim accommodation being a rematch on the scheme where suitable).

**Risk Scores**

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	3	3	9			Treat
Net Score	3	2	6			
Target Score	3	1	3			

<b>Risk CR22 – Failure of local care market to meet increasing demand</b>	
<b>Risk Owner</b> – Director of Adult Social Care, Director of Commissioning for People	
<b>Links to Corporate Objective(s):</b> Fulfilled Lives	
<b>Risk Information</b>	
<p>Adult Social Care:</p> <p>Despite additional care capacity it is challenging to identify sufficient care resource to meet the continuing high demand for hospital discharge and demand within the community. The capacity shortfall in the care sector is further exacerbated by the increased needs of individuals leaving hospital.</p> <p>Workforce capacity within the local care market is also a national issue. This was exacerbated by Covid, staff seeking alternative employment and recruitment difficulties and the trend of staff leaving the care sector continues.</p> <p>The lack of market capacity impacts timely hospital discharge, drives up the cost of care placements and limits choice for individuals.</p> <p>This situation has seen a great improvement since January 2023 with the Homecare Framework able to provide the capacity to meet the demand, thus the waiting list has reduced from 3407 hrs waiting to be sourced in April 2022 to 1059 hrs in April 2023. In addition, the Rapid Response services, and the increase in reablement capacity have positively impacted in the timely discharges from hospital. The challenge remains with securing care homes placements within the BCP ceiling rates. Robust mechanisms are in place with the Brokerage Team to challenge these rates from the Market.</p>	
<b>Key Mitigations &amp; Actions</b>	
<ul style="list-style-type: none"> <li>• Contract Monitoring and the Service Improvement Team provide personalised support to providers and provide an early insight into any escalating challenges which specific providers may be facing</li> <li>• Review of Protected Hours policy to ensure optimum flow through the system and capacity is released in an efficient way to support discharges</li> <li>• Additional capacity added through rapid response has been re-purposed to become Discharge to Assess (D2A) community resource to enhance timely discharges from hospital</li> <li>• Further development of Reablement Service (bedded and community) to reduce need for long term care following period of ill health/injury</li> <li>• Care home strategy and extra care housing strategies have been developed and Homecare strategy and review of Homecare operation model in progress</li> <li>• Embedded practice for pre-placement checklists for care home placements are business as usual</li> <li>• Review of Proud to Care (P2C) initiative to support the wider workforce</li> <li>• Free childcare for BCP framework domiciliary care providers is available in school holidays</li> <li>• Free parking permits for BCP framework providers have been issued for use in difficult parking areas across the BCP Council area and free bike hire is available to care staff as an alternative to driving</li> </ul>	
<b>Near Future Key Actions (next 3-6 months)</b>	<b>Target Date for Action</b>
<ul style="list-style-type: none"> <li>• Maintain focus on supporting providers to recruit and retain workforce</li> </ul>	<p>December 2023 October 2023</p>

- Continue voluntary sector funding Community Action Network and sector to provide support at emergency departments and community hospital sites
- Review reablement capacity and performance with a view to increasing the numbers receiving reablement

January 2024

**Quarter Update**

October 2023 update:

Capacity within the home care market has generally remained stable since the last update, but demand has increased for support to those with more complex needs. This also applies to the capacity of the care homes within the BCP area to meet challenging behaviour needs, and for those that can do so, the costs are much greater than allowed for by the council's fees framework.

Work with the Integrated Care System partners to review and transform the recovery and prevention model is ongoing and plans for the winter have been prepared but there are concerns that budget constraints may impact on the ability of the council to fulfil its responsibilities if costs continue to rise.

**Risk Scores**

Assessment Level	Impact (I)	Likelihood (L)	Risk Score (IxL)	Risk Matrix	Movement during Quarter	Risk Strategy
Gross Score	4	3	12			Treat
Net Score	4	2	8			
Target Score	3	2	6			