

# People Scrutiny Commission Agenda



**Date:** Wednesday, 6 December 2023

**Time:** 6.00 pm

**Venue:** The Bordeaux Room - City Hall, College Green,  
Bristol, BS1 5TR

## **Distribution:**

**Councillors:** Christine Townsend (Chair), Sarah Classick (Vice-Chair), Kerry Bailes, Brenda Massey, Sharon Scott, Lisa Stone, Mark Weston, Tim Wye and Katja Hornchen

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**Date:** Tuesday, 28 November 2023



# Agenda

- 1. Welcome, Introductions and Safety Information** **6.00 pm**  
**(Pages 4 - 6)**
- 2. Apologies for Absence and Substitutions**

- 3. Declarations of Interest**

To note any declarations of interest from the Councillors. They are asked to indicate the relevant agenda item, the nature of the interest and in particular whether it is a disclosable pecuniary interest.

Any declaration of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

- 4. Minutes of Previous Meeting**

To follow

- 5. Chair's Business**

To note any announcements from the Chair

- 6. Public Forum**

Up to 30 minutes is allowed for this item

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to [scrutiny@bristol.gov.uk](mailto:scrutiny@bristol.gov.uk) and please note that the following deadlines will apply in relation to this meeting:-

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on **Thursday 30<sup>th</sup> November**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on **Tuesday 5<sup>th</sup> December**.



- 7. Q1 2023-24 Performance Report**  
**(Pages 7 - 25)**
- 8. 'Our Families' Transformation Programme Update - standing item**  
**(Pages 26 - 37)**
- 9. Education Health & Care (EHC) Performance Update - standing Item**  
**(Pages 38 - 50)**
- 10. Adult Social Care Transformation Programme Update - standing item**  
**(Pages 51 - 62)**
- 11. Learning Disability & Autism Programme Update**  
**(Pages 63 - 67)**
- 12. Direct Payments and Community Care**  
**(Pages 68 - 82)**
- 13. Scrutiny Work Programme**  
**(Pages 83 - 87)**



# Public Information Sheet

## Inspection of Papers - Local Government (Access to Information) Act 1985

You can find papers for all our meetings on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk).

## Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

Members of the press and public who plan to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room should the numbers attending exceed the maximum occupancy of the meeting venue.

## COVID-19 Prevention Measures at City Hall (from March 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

## COVID-19 Safety Measures for Attendance at Council Meetings (from March 2022)

Government advice remains that anyone testing positive for COVID-19 should self-isolate for 10 days (unless they receive two negative lateral flow tests on consecutive days from day five).

We therefore request that no one attends a Council Meeting if they:

- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

## Other formats and languages and assistance for those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.



## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to [scrutiny@bristol.gov.uk](mailto:scrutiny@bristol.gov.uk).

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, it may be that only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

We will try to remove personal and identifiable information. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Other committee papers may be placed on the council's website and information within them may be searchable on the internet.

### During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.



- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

For further information about procedure rules please refer to our Constitution <https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

### Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items). If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

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# People Scrutiny

## 6 December 2023



**Report of:** Shaine Wells, Performance Advisor

**Title:** Quarterly Performance Report (Quarter 1 2023/24)

**Ward:** All wards

**Officer Presenting Report:** Shaine Wells, Performance Advisor

**Contact Telephone Number:** 0117 9220000

### Recommendation

That People Scrutiny note the progress to date against delivering relevant Priorities in the 7 Themes of the BCC Corporate Strategy 2022-27 and Business Plan 2023/24, and that Scrutiny members note areas of specific interest or concern to review progress with relevant Managers or Directors.

### The significant issues in the report are:

In addition to Theme Summary reports for each of the 7 Themes in the BCC Corporate Strategy, this enhanced approach to performance reporting now includes a **Performance Dashboard** for each Scrutiny Commission, with all Performance Metrics and Actions at:

[2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)

NB This new interactive Power Bi tool replaces the previous pdf data appendices.

For People scrutiny, of the overall Performance Metrics and Actions reported this quarter:

- **97%** of Business Plan Actions are currently **on track or better** (28 of 29)
- **55%** of Business Plan Priority Measures (with targets) are **on or better than target** (11 of 20)
- **50%** of all City Outcome Measures (with data & targets) are **on or better than target** (2 of 4)



## 1. Background context

Performance reporting is based on the Bristol City Council (BCC) [Corporate Strategy 2022-27](#). This report and appendices provide the relevant Performance Measures from the [Business Plan 2023/24](#), as approved by CLB in March and noted by Cabinet in April 2023. Key points of note:

**Performance Dashboard** - All Performance Metrics and Actions are at: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#); this new interactive Power Bi tool is replaces the previous pdf appendices (follow the links to view by individual Scrutiny Commissions).

**Thematic Performance Clinics** - As per the [Performance Framework 2023/24](#), reporting is primarily through Thematic Clinics which focus on overall Performance for each of the 7 Business Plan themes and address specific Performance Improvement issues. Appendix A2 contains all 7 Theme Summary reports.

**Business Plan Actions** – Performance reporting includes progress of the Business Plan Actions as well as Performance Metrics. This allows much more focus on delivery of the Business Plan Priorities.

**Business Plan Priority Metrics / City Outcome Measures** – Performance reports include **Business Plan Priority Metrics** (mainly quarterly measures for the Business Plan Priorities; metrics the council has direct responsibility over so measure council performance) plus **City Outcome Measures** (mainly annual indicators on the Corporate Strategy themes and overall ‘health of the city’; outcome-focused measures that are slow moving, with long-term targets).

**Targets** – Any Targets which require explanation, such as appearing counter-intuitive compared to last year’s outturn, are noted in [BCC 2023/24 Business Plan Performance Measures and Targets](#).

## 2. Summary

### Overall Performance summary:

Taking the available Performance Metrics and Actions for this quarter, as relevant to the People Scrutiny remit:

- **97%** of all Business Plan Actions are currently On Track or better (28 of 29)
- **55%** of all Business Plan Priority Measures (with established targets) are on or better than target (11 of 20)
- **50%** of all City Outcome Measures (with data & established targets) are on or better than target (2 of 4)

### Key Points of focus:

The People Scrutiny Commission has Performance Metrics and Actions in 5 of the 7 Themes. This is made up of the following: 20 in Children and Young People, 13 in Economy and Skills, 13 in Healthcare and Wellbeing, 5 in Homes and Communities and 1 in Effective Development Organisation. Note: some Metrics are annual and are not updated in Q1.

Key points of note for this Scrutiny Commission from relevant Themes are below, plus

- all data on Actions, Performance metrics and City Outcomes (for each Scrutiny Commission remit) are in Appendix A1: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)
- full Thematic Summary reports are included in Appendix A2



Theme 1 – Children and Young People:

- **P-CYP4.2** – *Increase the retention of our experienced social workers by reviewing pay for those employed by the council, identify an international recruitment partner and expanding the social worker apprenticeship scheme* – Is the only business plan action reported as behind schedule under people’s scrutiny. This is due to delays around reviewing pay that is to be looked at in the “Our Families Board” with this process beginning in October, all other aspects are either on target or close to completion.
- **BPPM201** - *Percentage of audited social worker records rated good or better* – This metric is showing as significantly behind target, it is worth initially noting that this is reported 1 quarter in arrears to allow time for audit completion and moderation, the outcome for this was that 54% were rated good or better against a target of 65%. Unfortunately, due to relatively low numbers of audits being completed in the quarter this is statistically less reliable than would be ideal. A major factor of this is pressure on workforce capacity and the prioritisation of other work, this raised concerns that these areas where less auditing is happening would be more likely to be requires improvement or inadequate, so other measures have been put in place for oversight in these areas. Prior to moderation this measure was at 70% rated good or better which raised concerns about over optimism of the case audits because of this more support has been put in place for managers to improve consistency of audits.
- **BPPM200** – *increase the percentage of children in care who have full time suitable education provision* - Although this measure is behind schedule, it is within 0.2% of target.
- **BPPM245a & BPPM245b** – *Reduce suspension rate for Black Caribbean, Mixed White and Black Caribbean and Gypsy Roma Traveller pupils in primary schools and secondary schools* – Q1 data represents the data for Term 6 of the academic year. For primary schools this measure is under target but only by 0.2%. Secondary schools is significantly better than target. This data is a snapshot for Term 6 and not cumulative end of year data.
- **BPPM247** – *Increase the Percentage of family outcomes achieved through the supporting families programme*- This measure is significantly outperforming target however the numbers behind this are small.
- **BPPM225e** – *Increase the percentage of final EHCPs issued within 20 weeks excluding exception cases* – Timeliness of final plans continue to improve, and this measure is above target for Q1, however requests for EHC needs assessments continue to increase and this will likely impact performance over the coming months.

Theme 2 – Economy & Skills:

- **BPPM263a** – *Reduce the Percentage of young people of academic age 16 to 17 who are NEET and destination unknown* – This measure is currently significantly above target. We see this increase on an annual basis as it came towards the sitting of exams and withdrawals late in the year work was undertaken to assist with year 12s to support to apply for September.

- **BPPM266** – *Increase the Percentage of adults with learning difficulties known to social care who are in paid employment* – The measure this has been consistent but there was a significant decrease in May with the small numbers resulting in a shift of 1.1%. Work is ongoing to improve data recording for this measure to ensure the reported figure is a correct reflection of the work undertaken. Further analysis is being carried out to better understand the cohort.
- **BPPM269** – *Increase the number of adults in low pay work & receiving benefits accessing in-work support* – Performance for this is significantly above target with growth in demand for all our current Employment support programmes. We are currently working with WECA to expand our “We Work for Everyone” and “Future Bright” programmes for an additional year when the funding comes to an end.
- **BPPM270** – *Increase the number of adults in low pay work & receiving benefits accessing in-work support* – The measure is significantly outperformed target in Q1 which was a very busy quarter due to the end of the school year, extensive delivery being booked in to support students with in-house work experience tasters and the conclusion of several commissioned pieces of work.

#### Theme 4 – HealthCare & Wellbeing:

- There are 4 performance metrics that are behind target in this theme and 3 that are on target none are significantly behind target. The 4 that are behind target are all to do with reducing the tier 3 involvements with 2 relating to total number split by over and under 65s as well as conversion of contacts to tier 3 conversion rate also split by under and over 65s.

#### Theme 5 – Homes & Communities:

- **BPPM307** – *Increase the number of people enabled to live independently through home adaptations* – This is the only People scrutiny measure in this theme and is performing significantly above target.

#### Theme 7 – Effective Development Culture:

- There is one action allocated to people scrutiny from this which is on target.

### **3. Policy**

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data and reporting through the BCC Decision Pathway.

All Business Plan performance metrics and actions contained within Appendix A1 are designed to demonstrate our progress towards the BCC Corporate Strategy 2022-27.

### **4. Consultation**

#### **a) Internal**

Performance progress has been presented to relevant Divisional Management Teams (DMT), Thematic Performance Clinics, Executive Director Meetings (EDM), Corporate Leadership Board (CLB) and Cabinet Board prior to the production of this report.

**b) External**

Performance progress is also presented publicly to Cabinet.

**5. Public Sector Equality Duties**

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) Not applicable

**Appendices:**

- Appendix A1: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)
- Appendix A2: All 7 Theme Summary reports
- Appendix A3: Performance Dashboard User Guide

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:** None

# Children & Young People Theme Summary Report

Qtr 1 (01 Apr '23 – 30 Jun '23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

**Report of the Lead Director: Fiona Tudge** [Director Children, Families & Safer Communities]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
92% on schedule or better (11 of 12)	43% on target or better (3 of 7)	50% on target or better (1 of 2)	
<b>Direction of Travel</b>			
N/A	75% improved compared to 12 months ago (3/4)	100% improved compared to 12 months ago (2/2)	

## 1. Theme Actions / Priority Metrics performing well:

- BPPM247 - **Increase the percentage of Family Outcomes achieved through the Supporting Families programme** – Working with families to achieve identified outcomes had improved over the previous year and remains performing well in 2023/24.

## 2. Theme Actions / Priority Metrics that are of concern:

- BPPM200 -**Increase the percentage of children in care that have a full time suitable education provision**– this is a new measure this year that for the first quarter is performing slightly below target
- BPPM213 – **Reduce incidents of serious violence involving children and young people** – this is only performing worse than target by 0.5 so is close to target but performing slightly below
- BPOM201 - **Percentage of audited children's social work records rated good or better** – Performance as at 31 March '23 (reported with a 3 month data lag) has been amended from 70% to 54% following moderation and is now below target

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- Children education summary
- To continue to deliver existing action plan for low-income families; this is cross cutting.

**Post-Clinic note** – data for 1 Priority Metric (audited children's social work records ratings) was corrected after the Clinic discussion, changing from above target to well below. This is noted for Q2 review.

## 4. Lead Director Comments:

There was a discussion to ensure a narrative is added to measures to ensure an understanding of the context.

Discussed measures within education and clarity gained regarding what the measures are telling us and how they evidence impact.

For Q2 thematic meeting, Education colleagues to provide additional information on the education measures and have a focussed session on these metrics.

Update to be provided on measures:

- BPOM201 – Percentage of Audited children's social work records rated good or better.
- BPPM225e – Increase the percentage of final EHCPs issued within 20 weeks excluding exception cases.

**Fiona Tudge [Children & Families Service]**

**Date of Thematic Performance Clinic**

7/8/23

# Economy & Skills Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

Lead Director: Christina Gray [Director Communities & Public Health]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
75% on schedule or better (9/12)	50% on target or better (4/8)	50% on target or better (2/4)	
<b>Direction of Travel</b>			
N/A	50% improved on 12 months ago (3/6)	67% improved on 12 months ago (2/3)	

## 1. Theme Actions / Priority Metrics performing well:

- BPPM270 – **Increase experience of work opportunities for priority groups** – This measure is well above target for Q1 at 1,845 and is performing significantly better than this time last year (718)
- BPOM269 - **No of adults aged 19+ who progress from all employment support activities into employment or better** – Outputs from employment support programmes have shown strong growth this quarter including Future Bright and WE WORK for Everyone
- BPPM506 – **Increase the level of social value generated from procurement and other council expenditure** - £6014k generated in Q1, already well over half of the annual target.

## 2. Theme Actions / Priority Metrics that are of concern:

- BPPM266 - **Increase % of adults with learning difficulties known to social care who are in paid employment** – significantly below target at 3.6%. KPI data currently being reviewed to understand the detail better.
- BPPM263a – **Reduce the % of young people aged 16-17 who are NEET/Not Known** - significantly below target and increase in NEET/Not Knowns compared to Q1 last year. This increase is expected annually and the team are currently contacting year 12's who may need support in applications for next year.
- PES3.2 – **Deliver high quality cultural activity that celebrates Bristol and attracts local, national and international audiences** – Visitor numbers across museums are rebounding to pre-Covid levels but still tracking behind. City events experience issues with cancellations mainly due to rising costs. This impacts visitor numbers.

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The performance clinic was attended by a senior analyst along with service managers from Education & Skills and Adult Social Care (ASC), in order to focus on the metric “**Adults with learning difficulties known to social care who are in paid employment**”.
- It was noted that responsibility for this metric has moved from Employment, Skills & Learning to Adult Social Care for the current reporting year, and that it is part of a national stat return so data source and methodology cannot be changed.
- Following the last review of this action (in Q4 2023-23) work is ongoing to clean up the data to ensure that it is a correct reflection of the indicator which is focused on adults with a learning difficulty who are in receipt of longer-term ASC support who are in paid employment.

- This information may be in Care Act Reviews rather than recorded in the main ASC data system. There are around 1,000 adults in in this cohort, not all of whom will be able to work and others who may be in education or training.
- It was agreed more analysis of the cohort is needed to give clearer indication of the number who are available/interested in work.
- It was also noted that further work is needed to understand progress issues on the action re “**delivering cultural activity that celebrates Bristol and attracts visitors**”; to be a focus for Q2.

#### **4. Lead Director Comments, inc summary of Theme rating:**

Following the last review of the “Adults with learning difficulties known to social care who are in paid employment” metric at the Q4 E&S Clinic, significant work has been ongoing to improve the data quality to ensure it is a correct reflection of the relevant cohort, and to provide additional insight on those service users.

Also, a separate indicator is being developed by Employment, Skills & Learning colleagues to record and reflect progress made in access to education, skills and work for people with a learning difficulty who are not in receipt of ASC longer term support. It was agreed to keep this action under review.

**Christina Gray** [Director Communities & Public Health]

#### **Date of Thematic Performance Clinic**

2 Aug 2023

# Environment & Sustainability Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

**Lead Director: Pete Anderson** [Director Property, Assets and Infrastructure]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
87.5% on track or better (7/8)	100% on target or better (4/4)	100% on target or better (1/1)	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	75% improved compared to 12 months ago (3/4)	0% improved compared to 12 months ago (1/1)	

## 1. Theme Actions / Priority Metrics performing well:

- **BPPM542** – the amount of untreated waste landfilled has been very low this quarter due to the Energy Recovery Centres in Avonmouth being available to receive waste for the full period.
- **BPPM545** - Fly-tip clearances were significantly lower in May compared to the same period last year, which is why this measure is currently showing as significantly better than target.
- **P-ENV3.2** - The expansion across the city of the commercial waste improvement project continues apace and is on schedule. Phase 3 is now completed (Stapleton Road) - we are now moving into Phase 4 - Gloucester Road corridor to city centre.

## 2. Theme Actions / Priority Metrics that are of concern:

- **P-ENV2.2** – Developing an ecological and green infrastructure investment plan is showing as behind schedule. This is due to the lack of appointment to the Ecological Emergency Co-ordinator role who is to lead this work. The project has therefore yet to start.

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The Clinic was postponed due to Director leave – rescheduled for 7<sup>th</sup> Sept.

## 4. Lead Director Comments, inc summary of Theme rating:

It is heartening to see all but one of the associated metrics and actions for the Environment & Sustainability theme being either on track (actions) or better than target (metrics). Recruitment of an Ecological Emergency Co-ordinator should help with bringing our one 'behind schedule' action back on track next quarter. Details of the specifics on all the associated measures can be found in Appendix B.

**Pete Anderson** [Director Property, Assets and Infrastructure]

**Date of Thematic Performance Clinic**

7 September 2023

# Health, Care & Wellbeing Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

**Lead Director: Mette Jakobsen** [Director Adult Social Care]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
100% on track or better (7/7)	43% on target or better (3/7)	Data not yet due	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	71% improved compared to 12 months ago (5/7)	Data not yet due	

## 1. Theme Actions / Priority Metrics performing well:

- All of the published actions (100%) for this theme are presently on schedule.
- 5 of the performance metrics (71%) are better than Q1 in 2021/22.
- 3 of the performance metrics (43%) are better than the Q1 target:
  - increase the percentage of service users (aged 18-64) receiving Tier 3 (long term care) at home or tenancy [snapshot]
  - increase the percentage of service users (aged 65+) receiving Tier 3 (long term care) at home or tenancy [snapshot]
  - Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'

## 2. Theme Actions / Priority Metrics that are of concern:

- Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services
- Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services
- Number of service users (aged 18-64) in Tier 3 (long term care) [Snapshot]
- Number of service users (aged 65+) in Tier 3 (long term care) [Snapshot]

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- **Deliver actions to address Food Equality along with key partners to address food inequality in the city.**
  - The Food Equality Plan production was overseen and approved by Cabinet Members and the Health & Wellbeing Board. The actions in the plan were co-produced by the people of Bristol, including Train more food educators / map food support settings / pilot community-led Food Justice Networks.
  - Feeding Bristol and the Public Health Team will produce an annual report on food equality in Bristol.
- **Work with partners across the Integrated Care System, NHS and VCSE sector to develop an Integrated Care strategy.**
  - As at Q1 the Integrated Care Strategy has been completed and endorsed by all partners at the Integrated Care Partnership Board and the action was marked as "On Track". The reality is that each partner will be taking the strategy to each of their governance forums for information, for Bristol this will be presented to Cabinet in September '23.



- **Develop and implement a Damp and Mould action plan.**
  - Damp & Mould does not occur because of lifestyle (cooking / drying clothes / showering) it goes deeper into the design of the property and as a landlord we have a duty to ensure the safety of our tenants, in our 27,000 homes.
  - The plan is to move away from being a reactive landlord and fixing issues and become a proactive landlord and prevent the issue of Damp & Mould occurring in the first place.
  - In June '23 cabinet approved the plan for an external company to be commissioned to carry out house condition surveys, with the aim of completing surveys of 40% of council homes from Autumn '23 - Autumn '24.
  - The Damp & Mould Policy gives a framework to remove the onus from tenants and back to us, as the landlord; with better record keeping & data analysis, training & awareness of staff and improved communications of the issue
  - At present the Damp & Mould policy is awaiting formal approval / sign-off by the council.
  - Following policy approval, it may be a good idea to include Social Workers (as well as Housing staff) in future awareness training.

#### 4. Lead Director Comments, inc summary of Theme rating:

There has been a lot achieved in the first three months of the year, with some actions completed and some to be completed or near completion by the end of 2023. Pleasingly all actions were reported at 30 June '23, as 'On Track' and most notably the action around creating a shared Integrated Care Strategy has been completed and published at: [Our Strategy - BNSSG Healthier Together](#)

Whilst 4 performance indicators are showing 'Below Target', 71% of the priority performance metrics are better than Q1 in 2021/22. The 4 x KPIs that are presently 'Below Target' are within my Directorate, Adult Social Care, and the position is being closely monitored.

There was contrasting performance across the Health, Care & Wellbeing Theme in Q1, but on balance the Theme is judged to be "On Schedule" for where we expect it to be.

**Mette Jakobsen** [Director - Adult Social Care]

#### Date of Thematic Performance Clinic

7 August 2023

# Homes & Communities Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

**Lead Director: Donald Graham** [Director Housing and Landlord Services]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
92% on track or better (12/13)	64% on target or better (9/14)	100% on target or better (3/3)	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	57% improved compared to 12 months ago (8/14)	50% improved compared to 12 months ago (1/2)	

## 1. Theme Actions / Priority Metrics performing well:

- Community work continues to perform above target (citizen clean-ups, community engagement).
- People enabled to live independently through home adaptations (939), above target (850).
- 474 households were moved into settled accommodation – significantly above the Q1 target (275).
- 142 private sector dwellings were returned to occupation against at Q1 target of 75.
- Highest recorded consultation response rate from 20% most deprived areas when compared to 20% least deprived areas.

## 2. Theme Actions / Priority Metrics that are of concern:

- Average re-let times are now 105 days (75 days in Q1 2022-23), rising for 4 consecutive quarters.
- Energy efficiency home installations are significantly behind target.
- Homelessness prevention is improved on 2022-23 Q4, but behind the Q1 target (352 households compared to a target of 388).
- The number of households in Temporary Accommodation (1,323) is within target but has continued to increase for an 8th consecutive quarter.
- Housing delivery (including affordable) is above target for Q1, but expected to slip as the year progresses.

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The shift in council policy to focus on using council properties for Temporary Accommodation (TA) to reduce the spend on private property means the nature of voids is changing, increasing the amount of work required on TA properties and reducing the resource available for non-TA properties. Issues with the mobilisation speed and capacity of the new contractor framework have added to the backlog. Improvement is not expected to be seen until Q3. Focus is now on:
  - Reducing the number of void properties that need major work before re-let by improving tenancy audit numbers and information flow between Repairs and Estates.
  - Agreement with additional contractors to take on small numbers of void properties as well as repair work from end of Q2.
  - Working on both the backlog and new properties (rather than just the oldest properties) to improve the average turnaround times.
- Energy efficiency upgrades and low carbon heating for low-income households living in the worst quality, off-gas grid homes from the Home Upgrade Grant 2 scheme delivered by City Leap is on target for household sign-up numbers following increased marketing and a BBC Points West item.

Contractors are in place to do the work and it is expected that figures will be improved on Q1 performance but still behind target in Q2.

**4. Lead Director Comments, inc summary of Theme rating:**

The Theme is judged to be “On Schedule” overall with most actions and metrics on track or better than target. The two metrics discussed at the clinic are performing significantly worse than their targets. Given the council focus on reducing the spend on Temporary Accommodation and the capacity of contractors, void performance is not expected to improve until at least Q3.

**Donald Graham [Director Housing and Landlord Services]**

**Date of Thematic Performance Clinic**

7 Aug 2023

# Transport & Connectivity Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

**Lead Director: Patsy Mellow** [Director Management of Place]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
88% on track or better (7/8)	0% on target or better (0/1)	67% on target or better (2/3)	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	0% improved compared to 12 months ago (0/1)	67% improved compared to 12 months ago (2/3)	

## 1. Theme Actions / Priority Metrics performing well:

- The Enhanced Partnership with WECA and bus operators in place and the board sitting regularly to oversee decision making.
- **BPOM 475** Bus passenger numbers are continuing to increase and are 110,000 above the Q1 target (although still 15% below pre-pandemic levels).
- The Cumberland Road, Redcliffe Bridge and Goal Ferry works programmed to complete in August.

## 2. Theme Actions / Priority Metrics that are of concern:

- **BPOM 474** Park and Ride passenger numbers have stagnated in Q1
- **TC1.1** Mass Transit Strategic Outline Business Case is now due in October 2023, delayed from June

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

Park and Ride numbers are not expected to return to pre pandemic levels. However, improvements are expected following:

- Increase in the metro bus M2 frequency from every 20 minutes to 15 minutes in April 2023
- Improvement in Long Ashton P&R journey times following August completion of the Cumberland roadworks
- WECA Park & Ride promotion campaign and re-branding of Stage Coach vehicles
- New, free birthday month bus travel scheme which aims to change people's habits.

Transport projects

The A4 scheme is going out to consultation this month but may be re-baselined and progressed in the next CRSTS (City Region Sustainable Transport Settlement) period. The M32 project has cohesion and momentum and is moving forward, following previous delays which were a result of taking time to identify the right solution. The A37/4018 projects have some elements progressing more quickly than anticipated and some are slower. City Centre – looking at elements that can be accelerated and discussions with First Bus are now happening following previous delays with a proposal to go to Cabinet in September. The Bedminster Green project in on time and budget. Hartcliffe and Hengrove Metrobus improvements are next to be considered.

**Post-Clinic note** – data for the 1 Priority Metric (number of people killed or seriously injured in road traffic incidents) was provided after the Clinic discussion had taken place. However, this data is an interim BCC estimate of road traffic injuries as we are still awaiting the actual data from Avon & Somerset Police due to ongoing issues with the Police data reporting system.

**4. Lead Director Comments, inc summary of Theme rating:**

**BPOM 474 Increase the numbers of park and ride Journeys into Bristol:** As well as the points raised above the team also highlighted that they are in discussion with WECA assessing how we shape the offer to be user friendly for off peak journeys, currently the focus in on commuters.

**TC1.1 Mass Transit Strategic Outline Business Case is now due in October 2023, delayed from June:** There is a rebasing exercise underway that will be complete by the end of August that will then go WECA & DfT for agreement

**Patsy Mellow [Director Management of Place]**

**Date of Thematic Performance Clinic**

10 Aug 2023

# Effective Development Organisation Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

**Lead Director: Tim Borrett** [Director Policy, Strategy and Digital]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>Behind schedule</b>
100% on track or better (12/12)	36% on target or better (4/11)	No metrics reported on during Q1	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	50% improved compared to 12 months ago (5/10)	N/A for Q1	

## 1. Theme Actions / Priority Metrics performing well:

- **BPPM515** - *Reduce the % of complaints escalated from Stage 1 to Stage 2* is showing as significantly better than target, however it should be noted that a high number of Waste and Clean Air Zone cases, which account for 40% of the overall number of complaints received, don't tend to escalate past the initial complaint stage. However, this is still a notable improvement from last quarter.
- **P-EDO5.1** - *Preparing the organisation for its change to a committee model of governance* is progressing well. The next phase of activities will focus on rewriting relevant parts of the Constitution and managing external partnerships. In addition, a 2024 Steering Group of officers has been established to prepare the organisation for the changes ahead (meetings pulse, staff training, public information etc.).
- **P-EDO2.3** – *The restructure and redesign of our corporate support services to deliver ambitious savings targets that help address our budget challenge* is on track to deliver. Many restructures are complete or in-flight, including Policy, Strategy and Communications (complete); Digital Transformation (completion in Q2); HR (completion in Q2/3) and Finance (completion in Q2/3).

## 2. Theme Actions / Priority Metrics that are of concern:

- **BPPM516** - *Increase the percentage of Corporate FOI requests responded to within 20 working days* is showing as significantly worse than target. It is likely that stretched resources, a lack of understanding of the requirements of FOI handling or applicable exemptions, and a culture of deprioritisation of such requests are key factors that exist in certain parts of the organisation.
- **BPPM529** - *Increase the % of young people (16-29) in the Council's workforce* remains significantly worse than target. Recruitment of young people is a long-standing priority for the Council, as it is for the public sector more generally. We continue to market entry level jobs (including apprenticeships) and are committed to exploring other avenues through which this disparity can be addressed. An increased focus on apprenticeships and career progression opportunities is hoped to attract a greater number of younger people applying to work at the council.
- **BPPM522** - *Reduce the average number of working days lost to sickness (BCC)* – while there has been a slight improvement this quarter for the first time in two years, this remains significantly worse than target. The level of sickness is predominantly down to an increase in long-term sickness cases. Recent work with HR to provide targeted support to managers to help them manage sickness absence cases is having an impact which we expect to see being maintained. This support includes drop-in advisory sessions and specialist advice and support for areas with high sickness levels.

### 3. Key points discussed at Thematic Performance Clinic, inc. next steps:

Key points discussed at the Thematic Clinic, plus any next steps:

The Clinic discussed changing elements of the Performance Reporting Framework to include:

- Piloting a 2 hour 'CLB style' quarterly performance meeting. This would include compliance issues from central areas of the business – such as FOI, Procurement, Information Governance, Audit etc. – alongside a session on one or two identified issues from across the Authority that would benefit from a discussion in the round with senior leaders.
- A proposal was also made to pause the quarterly Thematic performance clinics for Q2 23/24 to create capacity to run this pilot. These would be replaced to some degree by the lengthened CLB style session described above.
- The Power BI performance dashboard would be available to Members as well as senior officers at an early stage each reporting period. This should go some way in addressing previously raised concerns around the length of time it takes for Members to have oversight of performance. The clinic also agreed proposing a more rigid deadline for managers when compiling quarterly results and an accelerated 'decision pathway', to bring quarterly performance reporting in-step with other quarterly reports.
- It should be noted that this new approach is subject to agreement with the CEO and Cabinet Member, and if approved would be implemented for Q2 reporting.

### 4. Lead Director Comments, inc. summary of Theme rating:

Overall progress is reported as behind schedule for Q1, although encouragingly all Actions are on track. Some metrics are persistently behind target, and as noted in last quarter's report there are both capacity and cultural reasons for this. With new management objectives now rolled out in the organisation to set standards for this, and with a potential new approach to reviewing key corporate health and compliance measures at CLB to be trialled next quarter, there should be a continuing focus on ensuring that core fundamental tasks (such as answering FOIs, paying invoices on time, and responding to complaints) are not deprioritised. Senior leaders and other managers should seek to challenge pockets of culture where compliance may be portrayed as coming at the expense of service delivery. If there are any areas where this is a true risk, the senior leaders should discuss this overtly and make a conscious, recorded decision at CLB or EDM about what to prioritise, ensuring that Cabinet Members are consulted and that the decision is reported to Members and communicated to colleagues. It should be noted that many challenging areas of performance, such as FOI, are statutory requirements and therefore should not be considered suitable for being deprioritised.

**Tim Borrett, Director: Policy, Strategy and Digital**

**Date of Thematic Performance Clinic**

1 August 2023

# Appendix A3: Performance Dashboard User Guide (Scrutiny 2023-24)

When you first access the **2023-24 Performance Dashboard\*** you should see a summary page (referred to as the **Home Page** if you need to get back to it). The information on this page will build up over time as the year progresses through each quarter.

\*NB The images below are Quarter 1 so will change for subsequent updates, but the principle is the same.

Click this button to view more detail

Keep an eye on the options the buttons in the bottom left-hand corner give you. Further into the Dashboard they allow you to return to the Home Page or reset a page.

You should get the following page when you click on the button that says **Click to view Business Plan Themes by Scrutiny Commission**

Click these boxes on and off to change the charts to display information for an individual scrutiny commission

Click on these buttons to view information about the three types of performance measures. Each button relates to more detailed information behind one of the three bar charts on this page. If you want to know more about the red (Significantly worse than target) Priority metrics in the middle bar chart, click on the **Priority Metrics** button.



The screenshot below shows the **Actions**. The page title will tell you which view you are looking at.

Click these boxes on and off to see information for an individual scrutiny commission or particular status

**Scrutiny Commission by Actions** 2023/24

Scrutiny (select all for OSMB)

Actions: 12 | Actions with status: 12 | On track or better: 92%

Status Change compared to previous quarter: 1 Behind Schedule, 11 On Track

As business plan actions can change each year, comparison is only 'in-year'.

Code	Division Responsible	Title	Q1	Q1 Action Progress
P-EDO6.1	G&R - Property, Assets & Infrastructure	Continue to Implement the Corporate Landlord model. Focus on progressing with the office and depot rationalisation workstreams in order to deliver revenue savings.	1	Office and depot rationalisation are key workstreams of the Property Transformation Programme. Corporate Finance are actively reviewing the ledgers to identify revenue savings from buildings identified for disposal. Ernest Young (Finance Strategic Partner) have been commencing work on a new Corporate Landlord financial model for the Council. Options paper to ensure that the revenue target is achieved presented at September 2023 Cabinet.
P-EDO6.2	G&R - Property, Assets & Infrastructure	Continue to deliver the wider disposals programme and support generating capital receipts.	1	The Disposals Programme is now an integral workstream of the Property Transformation Programme (top 4 council savings priorities). The Property Board is now meeting on a 6 weekly basis with the sole purpose of agreeing property asset disposals. Cabinet received a disposal Options paper to ensure that the capital receipts target is achieved for 2023-24 is to be presented at September 2023 Cabinet.

You can move this slider down to view more of the table

**Scrutiny Commission by Actions** 2023/24

Scrutiny (select all for OSMB)

Actions: 1 | Actions with status: 1 | On track or better: 0%

Status Change compared to previous quarter: 1 Behind Schedule, 0 On Track

Data on quarterly status change will be available after completion of quarter 2.

As business plan actions can change each year, comparison is only 'in-year'.

Code	Division Responsible	Title	Q1	Q1 Action Progress
P-ES5.2	G&R - Housing & Landlord Services	Continue work to deliver a digital service for council housing residents by 2025, increasing access to ultra-fast fibre broadband.	1	Project paused throughout covid, however has been resourced to re-ignite. Project board re-created with new membership, Stakeholders and contractors agreeing composite wayleaves, surveying standard and financing model to contribute to internal costs; allowing for scale up of project to catch up on lost time.

You can click on a chunk in the bar chart to view the corresponding text in the table below. Click on the chunk for a second time to get the full table contents back.

If you get in a muddle, just click the Reset Page button in the bottom left corner.

## People Scrutiny Commission

6<sup>th</sup> December 2023



**Report of:** Vanessa Wilson, Director of Children and Education Transformation

**Title:** Children and Education – Our Families Programme Update on Demand Pressures

**Officer Presenting Report:** Vanessa Wilson, Director of Children and Education Transformation

### Recommendation:

For the People Scrutiny Commission to note the report and provide comment and feedback on opportunities to manage the demands to mitigate further against the financial challenges Children and Education face due to national and local picture.

### The significant issues in the report are:

1. Continuing financial pressure and challenges that Children and Education are facing as outlined at Cabinet 5th September [Finance Exception Report](#)
2. Our Children and Education Transformation programme known as Our Families is looking to mitigate increasing demands both national and local regarding to children/young people placements, and the difficulties in recruiting and retaining Foster Carers how the Children and Education transformation programme known as Our Families to mitigate against further deterioration.
3. The current social care market across the UK remains. This has left local authorities hamstrung in their efforts to find suitable and affordable placements in children's homes or foster care.
4. It is recognised that the national and local picture will not change soon, and any recovery plans being delivered within 24/25 will only ensure that the current pressure does not deteriorate further, enable savings in 24/25 and long-term sustainability.

## 1. Summary

- 1.1 Children and Education services are operating in a complex and challenging environment, balancing the tension between delivering essential improvements, managing demand pressures and Medium-Term Financial Plan savings delivery.
- 1.2 The urgency of Children and Education transformation programme known as ‘Our Families’ correlates to the current improvements required now and in the long-term, the financial position, delivering our statutory duties, performance, increasing demands on services and long-term sustainability of the directorate. The programme is a whole system change by a "relentless focus on doing things well, coupled with innovation".
- 1.3 The General Fund is currently forecasting a risk adjusted overspend of £12.1m, 2.5%, on the approved budget of £483.5m as outlined at Cabinet 5<sup>th</sup> September [Finance Exception Report](#). This reflects a deterioration of £12.1m in the period. Children and Education account for this new pressure.
- 1.4 The Dedicated Schools Grant (DSG) revised budget, including amounts recouped by the Education and Skills Funding Agency for Academies, is £452.3m against which it is forecasting an £18.7m (4.1%) in-year deficit. This is primarily driven by High Needs spend increases in EHCP assessments and need. This in-year forecast overspends, when combined with the prior year’s carried forward deficit of £39.7m, brings the forecast total accumulated carried forward in to 2024/25 deficit £58.3m.
- 1.5 Key challenges of our current financial pressures align to the national challenges and local picture as outlined below are associated to workforce recruitment and retention; cost of placements of children, young people; lack of local provision; home to school travel and education health care plans as outlined in Special Education Needs and Disability performance report. Further information around costs, trends, performance data and opportunities are outlined in Appendix A.
- 1.6 It is recognised that the national and local picture will not change soon, and Our Families Programme plans being delivered within 23/24 and 24/25 will only ensure that the current pressure does not deteriorate further, enable savings in 24/25 onwards and long-term sustainability.

## 2. Context

### 2.1 Our Families Programme:

Our Families Programme brings together all change activity within Children, Families, Safer Communities, Education and Skills, covering both Dedicated Schools Grant and Non-Dedicated Schools Grant (General Fund). [Our Families Programme](#) was approved at Cabinet 6<sup>th</sup> June. The overview of the programme, its governance and focus is outlined in Appendix A.

The programme will design effective services with, and for, children, young people and families; and efficiency of delivery will improve as a result through a whole system change.

There is a systemic relationship between the programme areas of focus and deliverables because greater stability will not be achieved by focusing on one area alone.

There are three angles from which we are approaching the challenge:

- DEMAND – tackling the number of children, young people and families that need our support and reducing the level of cost and need through alternative models and initiatives.
- SUPPLY – how we organise our resources and commission to respond to that demand and, within that.
- WORKFORCE – how we organise and support our staff to deliver the most effective and timely response to children, young people and families.

The key outcomes being:

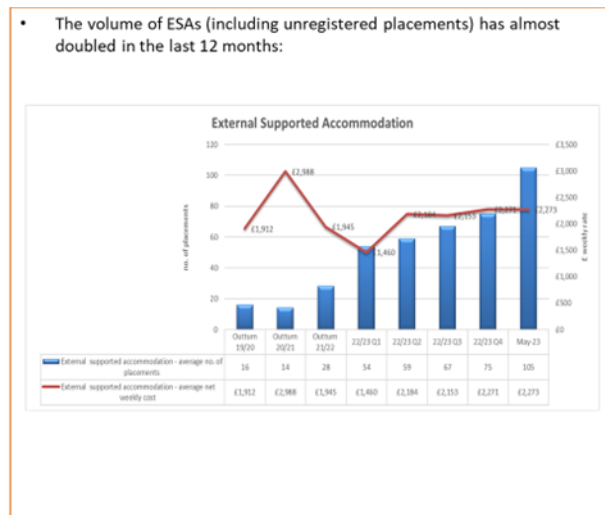
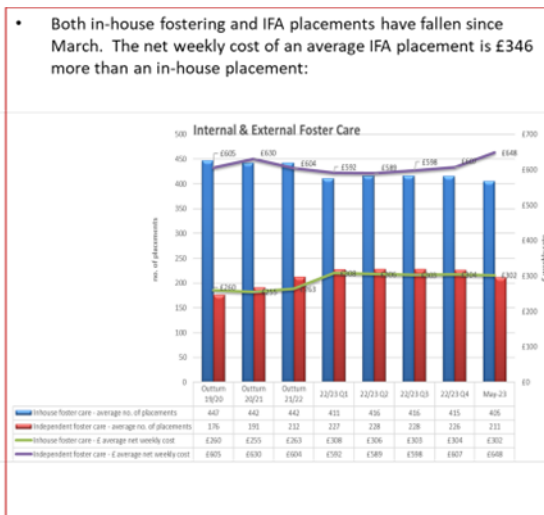
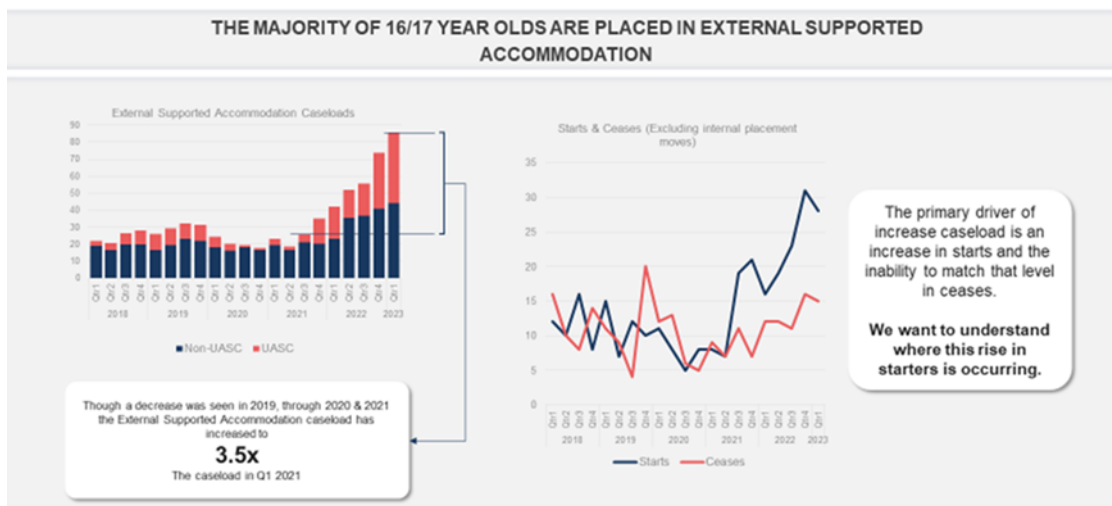
- Delivered sustainable, long-term improvements to our services, including improved governance, quality assurance, compliance, practice and performance.
- Secured better value for money through a balanced budget by addressing the drivers for the increase in spend and future-proofed the service against increasing demand.
- Resources are deployed efficiently and effectively, with decisions on service development informed by insight, quality and cost analysis.
- Developed more effective working relationships with parents, carers, families, key stakeholders and partners.
- Strengthened the capacity and capability of our workforce - developing the workforce to deliver a children/young persons centered approach.

## 2.2 Local Challenges for Bristol – Placements

- 2.2.1 Our vision for children and families in Bristol is that they get the right help at the right time. We are committed to working with families and children in need to support them to stay together where this is safe and, in the child's, best interest to do so. Where care becomes necessary, we will explore options for living with wider family and friends' networks wherever possible. As Corporate Parents, we hold high aspirations for the children and young people in our care and as a Council are committed to being effective, caring and ambitious corporate parents.
- 2.2.2 We have a statutory duty under Section 22G of the Children Act 1989 to ensure that sufficient accommodation is available in our area to meet the needs of children in care. In taking steps to secure sufficient accommodation, the local authority must have regard to the benefit of having a range of accommodation and providers capable of meeting different needs.
- 2.2.3 There are currently 752 (October 2023) children in care (CiC) and this figure is predicted to rise to up 790 children by the end of 2023/4. We are already struggling to find placements to meet the needs of our most complex children, and this will be further compounded by the increase of children in care. As a result of the severe sufficiency shortage a number of children have had to be placed in high-cost unregistered provision this year.
- 2.2.4 The cost of external residential care is increasing, driven by increased staff costs and inflation and also by high levels of profit. Lack of sufficiency nationally has led to the market dictating

costs because local authorities have no choice but to place wherever there is a viable offer, even when that placement is at a distance from the child’s home and networks and where the placement requires very high resources to agree to the placement.

2.2.5 Over the past 3 years we have had an increasing percentage of children in care placed at 20 miles or more away from home from 21% in 2019/20 to 25% in July 2023, the national performance for this measure is 17%. For our children in external children’s homes, this figure rises to 70%. There has also been an increased reliance on using residential placements with placement numbers up from 45 in April 2020 to 62 in July 2023.



2.2.6 DfE data shows that the South-West region has just 7% of all Children’s Homes and 6% of places, making it the joint lowest region nationally, alongside London. Market shaping tells us that the cost of accommodation in Bristol is a barrier and providers are looking for more collaborative ways of working with us such as jointly funded homes.

2.2.7 An emerging problem has also been a small number of children whose needs are too great for providers to manage. These children are those with the greatest trauma, often presenting with very high self-harm or with particularly challenging behaviour. No regulated care offer is available because of these risks and hybrid arrangements for care and management are being

commissioned short-term at high cost and high reputational risk.

- 2.2.8 The budget forecast pressure in Children’s services is primarily in the placements budget due to the increasing number of very high-cost placements and continued reliance on External Residential and Supported accommodation (ESA).
- 2.2.9 Bristol performs well in having care leavers living in suitable accommodation, but there remains a housing challenge in the city particularly for young people with more complex needs, increasing numbers of children placed far from home where it is not in their best interests all of which we are seeking to address in the housing recommissioning programme which will be presented to the council this autumn. In addition, despite all efforts, Bristol has a lack foster carers to meet the needs within the system.
- 2.2.10 Our Children’s Homes Sufficiency project as part of the wider Our Families Programme outlines some of proposed mitigations for 24/25 to address the ongoing high demands and needs. Appendix A

### **2.3 Local Challenges for Bristol - Foster Carers**

- 2.3.1 Children in our care hold a unique and special place amongst other vulnerable groups in Bristol. Children in Care are truly children of Bristol as they are the only group where Bristol City Council holds parental responsibility for them and legally acts as their parent. We hope to offer our children of Bristol the same as we might hope for our own children. A home in Bristol full of love and care where there are opportunity to be loved, to have fun, to make mistakes and to grow up and contribute to our city as an well rounded adult.
- 2.3.2 Although some of our children have the opportunity to grow up in Bristol not all do and some must live very far away from their home, family and all that is familiar to them. Not only as a parent is this not what we hope for our children in addition it causes us as a local authority a significant financial burden. Independent foster agencies and residential settings cost significantly more that local in house foster care or our own Children Home provision. Therefore, not only is this not what we want for our children our sufficiency challenges contribute significantly to the challenging budget position of Bristol City Council.
- 2.3.3 Section 22G of the Children Act 1989 imposes a statutory duty on local authorities to ensure that sufficient accommodation is available in their area which meets the needs of Looked After Children. In taking steps to secure sufficient accommodation, the local authority must have regard to the benefit of having a range of accommodation and providers capable of meeting different needs. Section 22G (5) provides that accommodation providers include local authority foster carers.
- 2.3.4 Over the last few years, we have seen an increase in children placed in external residential accommodation due to lack of foster carers or retaining current foster carers, compounded further by a drained and tired system that was already at breaking point, but the cost-of-living crisis is pushing those on its frontline to the point of giving up. So, the only alternative is

residential; children with complex needs either new to care or previously in foster care which has broken down through sudden dysregulation of child.

- 2.3.5 Our Foster Carer Sufficiency project as part of the wider Our Families Programme outlines some of proposed mitigations for 24/25 to address the ongoing high demands and needs. Appendix A.

### 3. Policy

Theme 1: of the Corporate Strategy 2022-27 is Children and Young People with the top-level aim of achieving “a city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to”. Our Families Programme seeks to deliver against the following priorities in the theme:

- Child friendly city - Children and young people are supported by the city, their community, and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse, and other adverse childhood experiences, whatever the circumstances of their birth.
- Supported to thrive - Children and young people are supported by the city, their community, and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse, and other adverse childhood experiences, whatever the circumstances of their birth.
- Intergenerational equality - Lead city-wide approaches to tackling the root causes of structural inequality, breaking cycles of disadvantage, poverty, and trauma across generations to improve health and life opportunities.

This is supported by the Belonging Strategy. The over-arching vision of the strategy is supported by four pillars which will deliver on the intentions of the Bristol One City Plan, the Bristol Corporate Parenting Strategy, the Bristol Children’s Charter and the Bristol Equality Charter.

The programme contributes to the Health and Wellbeing Strategy working with communities, children and families, schools, early years which in turn impacts on demand management. Furthermore, the programme contributes to the ILACS improvement action plan.

### 4. Consultation

#### a) Internal

Cllr Asher Craig, Portfolio Holder for Children, Education & Equalities

Corporate Leadership Board

Delivery Executive

Our Families Programme Board

Mayor’s Strategic Board

Cabinet Board

Finance Task Group

Consultation with staff will take place during Autumn 23 as part of the changes to the operating model.

#### b) External

Mandate of programme approved at Cabinet 5<sup>th</sup> September 23 [Finance Exception Report](#).

Savings formed part of the budget process for 23/24 Full Council 21<sup>st</sup> February 23 [Budget 23/24](#)  
Key policy changes due to take place 23/24 as part of the programme: Short Breaks, Home to School Travel (HTST) and High Needs Block Top Up Funding being consulted externally between September and December 23.

Parents/Carers forum invited to workshops as part of the redesign work for HTST.

## 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) [Equality Impact Assessments](#) completed for all validated savings within the programme as part of the 23/24 budget process. Equality Impact Assessment approved at Full Council 21<sup>st</sup> February 23. Any new proposed savings will have an Equality Impact Assessment.

### Appendices:

Appendix A – Mitigations for Children’s Homes Sufficiency and Foster Carer Sufficiency

### LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: [Sufficiency Strategy Update Feb 2023.pdf \(bristol.gov.uk\)](#)



# People Scrutiny Commission

6<sup>th</sup> December 2023



**Report of:** Vanessa Wilson, Director of Children and Education Transformation

**Title:** Children and Education – Our Families Programme Update on Demand Pressures

**Officer Presenting Report:** Vanessa Wilson, Director of Children and Education Transformation

**Appendix A**



## Appendix A

### Children’s Homes Sufficiency - mitigations

Our programme seeks to develop children’s placement sufficiency in the city, including children’s homes (including crisis homes and disabled children’s homes) and supported accommodation to address revenue base budget pressure in 23/24 of £7.5m. This will enable:

- Increased local sufficiency for children in care and care leavers.
- Improved stability for children in residential care and the ability to ensure these homes remain safely at full capacity best utilising the resource.
- Reduced usage of high-cost unregistered placements.
- Reduction of 16- and 17-year-olds coming into care through the availability of crash pad/assessment provision.
- Increased availability of provision to support children and young people to transition smoothly from residential provision, or for those with more complex needs.
- Focused development of a service supporting children to move out of hospital (or similar) into suitable registered accommodation.
- Increased availability of suitable provision in Bristol for Unaccompanied Asylum-Seeking Children (UASC)

#### Our aim is to:

- Prevent children coming into care where possible and safe to do so, including those aged 16+ who have been judged to be homeless.
- Increase local sufficiency of children’s homes and supported accommodation for children in care and care leavers to enable children to live in the city they grew up in.
- Improve Stability for children in residential care.
- Reduce usage of high-cost unregistered placements.
- Deliver value for money services that achieve savings and address the placement budget overspend.

Our Sufficiency Strategy and Strategic Partner paper outline our intentions and will accelerate our plans and reduce our reliance on high-cost out of area placements and increased budget pressures.

#### Children’s Homes

- Assess property disposals with a large footprint that can be used for developing Childrens Homes Accommodation. Retain and develop for alternative use or enter into a partnership with a provider.
- A home to support children with mental health needs to live in the community through a collaborative model of delivery with Health, Education and Social Care. These children will have experienced acute Health settings and require clinical and social care to enable discharge and/or to prevent hospital admission and re-admission. The rationale for this programme is to address the high number of children with mental health needs being hospitalised.
- A new home for adolescent boys aged 15-17+ with a history with challenging and aggressive behaviour. This will provide a therapeutic treatment setting for restorative care, for young men with criminal justice involvement and where exploitation is part of their risk profile. The

home will include two self-contained pods in the grounds as preparation for independent living. The rationale for this programme is to address the current issue in that we have more adolescent males placed out of area than females and presenting issues tend to be confrontation, substance misuse.

### **Disabled Children's Homes**

- Assess property disposals with a large footprint to identify property can be used for developing a Disabled Children's Home. Retain and develop for in-house use or enter into a partnership with a provider.
- Bristol has no residential disabled children's homes or residential special schools, following the closure of the city's only residential special school in 2019. Through market shaping, we know that the cost of accommodation in Bristol is a barrier as is the difficulty in recruiting staff.

### **Crisis/Same-Day Home**

- Establish emergency children social care assessment and/or stabilisation unit, open 24/7 including overnight bed.
- This home could take children being placed in emergencies, where little is known about the young person and therefore a period of assessment is required both to settle and assess their needs for onwards referrals. These young people currently often end up in either very high cost external placements, or in unregistered provision.
- This would also support delivery of PACE duties for which we currently have no service and would enable us to support children where immediate notice is given by carers/providers as well as providing assessment base for children where no accommodation is available despite lengthy searches.

### **Garden pods**

- Create additional capacity at homes through construction of garden rooms / pods for young people aged 16-18+ to stay put and successfully move to independence at a time of their choice. This will offer a structured pathway for young people to transition from residential care to semi-independence, offering an intermediary step, providing a supportive environment while fostering independence.
- This will reduce long-term financial commitments by preparing young people for successful transitions and avoid moves to high-cost ESAs.

### **External Supported Accommodation**

- We are seeking first refusal of properties being disposed of by Registered Providers (RP) or other public bodies within the City (acquisition, lease, rent) to create additional ESA provision within the city at affordable cost.
- Increasing the range of ESA provision will enable us ensure that young people are in the right placement for their needs, at a reasonable cost.

### **UASC under 18 and over 18 Move- On Accommodation**

- We are seeking acquisition fund to purchase residential properties and / or larger residential multi-functional properties. This may sit in Housing (General Needs) or with Children's Services for asylum seekers under 18, many of whom are housed in ESAs. We will explore the purchase

of 8-10 bed HMOs where we will locate suitable, culturally appropriate services to support integration and move-on.

### **Prevent 16/17-year-olds judged as homeless coming into care for the first time**

- Acquire, renovate or lease, a large property or former council operational asset, to establish a Crash Pad for 16- to 18-year-olds-leaving care, experiencing family breakdown, pregnancy, relationship breakdowns or rough sleeping.
- Investment in a crash pad will create capacity for assessments and prevent the commissioning of expensive ESAs where primary need is homelessness and vulnerability has been discounted through assessment.

### **Foster Carers Sufficiency**

Our ambition is to offer our children of Bristol the same as we might hope for our own children. A home in Bristol full of love and care where there is opportunity to be loved, to have fun, to make mistakes and to grow up and contribute to our city as a well-rounded adult.

The outcome we are seeking through this project through the delivery of Our Families Programme and through our Building Fostering and Children Home Sufficiency strategy we want to:

- Increase local sufficiency to deliver a better local experience for the children of Bristol and at the same time provide better value for money services that will save the local authority a significant amount and address the significant overspend in our placement budget for children.
- Reduce the dependence on expensive Independent Foster Agencies
- Increase the number of foster homes for children through building extensions/ home building changes and other initiatives.
- Create additional capacity with current foster carers home by construction of extensions, garden room / pod, general adaptations etc.
- Create additional capacity with current foster carers through improved transport and facilities. e.g loan for a vehicle and furnishings/white goods e.g. large capacity washing machine

### **Adaptions, Extensions, Transport and Equipment/White Goods:**

- This could be applied to alterations, adaptations, or improvements to foster carers' homes or the provision or adaptation of suitable vehicles or other equipment to enable them to meet Standard 10 (Providing a suitable physical environment for the child) of the Fostering Services National Minimum Standards 2011.
- Similar capital expenditure will also be considered in the case of children placed by way of adoption, kinship, Child Arrangements Order or Special Guardianship where this increases the likelihood of permanency for children who may be hard to place e.g. children with complex care needs or sibling groups.
- Any capital expenditure will be based on the assessment of the needs of the child/young person to ensure that children and young people are cared for in, appropriate environments that meet their specific needs.

The types of adaptations or extension which Bristol City Council may contribute towards will depend on the presenting need. We will consider (but not limit considerations to):

- Partition walls

- Loft conversions
- Single storey extensions
- Garden pod - providing new self-contained space in settings to support complex need young people
- General adaptations to stairs, doorways etc

**Loans for Vehicles or Adaptations to Vehicles:**

- Loans for the purchase or adaptation of a vehicle will be for a maximum amount of £8,000. The granting of a loan will be for those carers who have been approved to care for a number of children/young people that together with existing permanent family members, who reside in the same property, require a vehicle larger than their current vehicle.
- It will also include the purchase or adaptation of a vehicle to allow a child/young person with complex needs to be safely transported.

**Housing Provision for Complex Teenagers:**

Option 1:

- Identifying a house/houses that we could move foster carers into to care for complex teens or sibling groups (if their own house wasn't suitable or the risks were too high). We could use this model for parent and child also and could recruit specifically for carers for specific children in this way.

Option 2:

- Creating a system of a set amount of Local Authority properties each year put aside for the use of families who need to move to larger homes in order to foster or adopt a child.

## People Scrutiny Commission

27<sup>th</sup> September 2023



**Report of:** Reena Bhogal-Welsh, People

**Title:** Education Health & Care (EHC) Performance Update

**Officer Presenting Report:** Reena Bhogal-Welsh, Director Education & Skills

### **Recommendation:**

For the People Scrutiny Commission to note the report.

### **The significant issues in the report are:**

2023 has seen a 20.1% rise in number of EHC Needs Assessment requests received by the service.

1,372 EHC Needs Assessment requests anticipated in the next calendar year (2024).

Between January & October (2023) 43.2% of EHCP's finalised for the first time, within the set statutory timeframe.

This year's 3<sup>rd</sup> quarter demonstrates an improvement in EHC Needs Assessments meeting the 20-week statutory timeframe on last year (2022); by 17.4 ppt.

Average wait time for EHC Needs Assessments superceding 20 weeks, at the end of October 2023, was 32 weeks. This has increased from 30 weeks since July 2023.

The demand for Educational Psychology contributions (Appendix D) is currently exceeding the services capacity.

71 First Tier Tribunal appeals lodged in 2023. This is a decrease of 28% when compared to the same period last year (99). Bristol is 0.8ppt below the national average (2.3%).



## 1. Summary

As we reach the last quarter of the calendar year (2023) the demand within all the services statutory domains continues to remain high.

The service, alongside partners, continues to plan, monitor, and allocate resource to ensure those most vulnerable are prioritised, as well as those children and young people whose assessments reach beyond the 20-week timeframe.

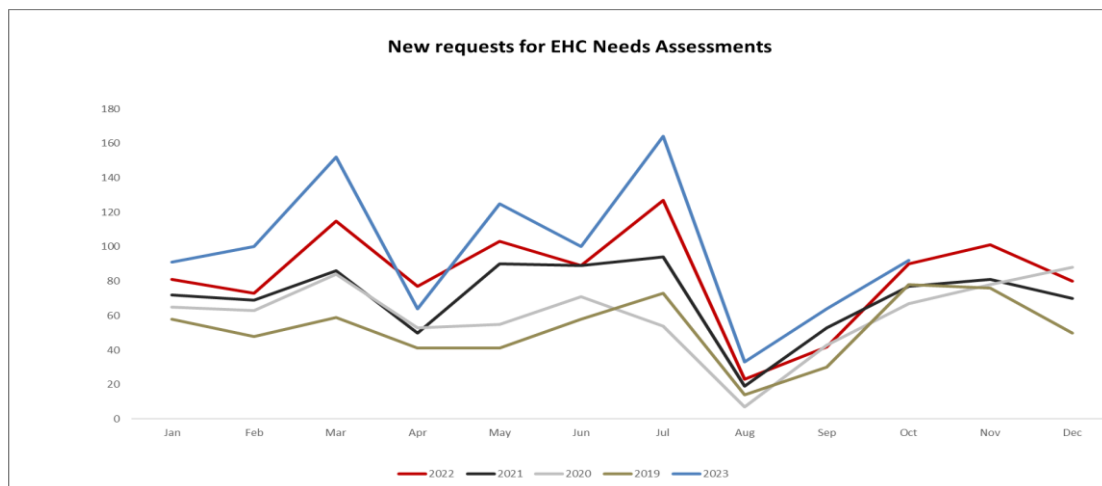
The services priorities remain centered on timeliness, quality within process, and continuing to strengthen partnerships across the local area continuing to foster shared ownership. We work towards a proactive service that aspires to promote and build trust with all partners so children and young people with SEND, and their families, have confidence we are working towards the same objectives and, most importantly, the best possible outcomes for all Bristol children and young people with SEND.

## 2. SEND Assessment, Planning & Review Team Performance

### 2.1 EHC Needs Assessment Requests

Bristol has seen a continued upward trajectory in the number of EHC Needs Assessments (EHCNA) requests received, since 2019.

The team have received on average 99 EHCNA requests, per month, this calendar year.



- 2019 - 626 EHCNA requests received
- 2020 - 728 EHCNA requests received (16% increase on 2019)
- 2021 - 850 EHCNA requests were received (17% increase on 2020)
- 2022 - 1001 EHCNA's were received (18% increase on 2021)
- 2023 - 985 EHCNA requests have been received.

At the end of October 2023, the SEND Assessment, Planning & Review Team have seen a 20.1% increase in EHC Needs Assessment requests when compared to the same period timeframe in 2022 (820).

Nationally, there has been a 23% increase in EHCNA requests on last year.

Since 2019, on average the team receive 838 EHC Needs Assessments each year which, overall, equates to an average 17% rise in requests received year on year.

By the end of 2023, it is anticipated we will receive in the region of 1,172 EHC Needs Assessments. Therefore, it is expected we will receive 1,372 EHCNA requests in the next calendar year (2024).

#### EHC Needs Assessment requests by phase.

EHCNA requests made for primary aged children account for just over 50% of all requests received. EHCNA requests for children within this phase of education remain the highest in 2022 through to 2023.

There has been a 9ppt rise, in EHCNA requests, for pupils within the secondary phase of education when compared to 2022.

EHCNA requests for, both, children within the early years and young people post 16 have seen a small decrease on last year (3%/1%).

However, the service typically receives a higher number of early years phase EHCNA requests in the latter end of each calendar year, in preparation for transition to primary school the following September. Therefore, we anticipate this % to rise by 31 December 2023, in line with 2022.

Requests by phase	2022	2023
Primary	57%	53%
Secondary	23%	32%
Early Years	17%	14%
Post 16	3%	2%

The continuing volume of EHCNA requests presents significant risk to the service in meeting the statutory 6-week decision timeline. The service continues to control this risk through Decision & Moderation Group 1 resource allocation with partners.

The Educational Psychology Services' (EPS) capacity to support decision making at Decision & Moderation Group 1 has decreased, over the past two months, due to recruitment and retention difficulties affecting the service. This issue is not localised to Bristol.

This decrease in support over a prolonged period coupled with the high number of EHCNA requests, likely to be received in 2024, will significantly increase the risk of EHCNA request decisions superseding the statutory 6-week decision date, in the first quarter of 2024. To mitigate this risk Local Authority representatives from other teams will support on an interim basis, where capacity allows.

Recent recruitment, within the EPS, has been successful and two additional Educational Psychologist's will be in post by September 2024. The service still carries vacancies and remaining posts are to be readvertised.



*\*2023 figures, as at the end of October 2023.*

## 2.2 EHC Needs Assessments (live)

The service has 596 open live EHCNA Needs Assessments.

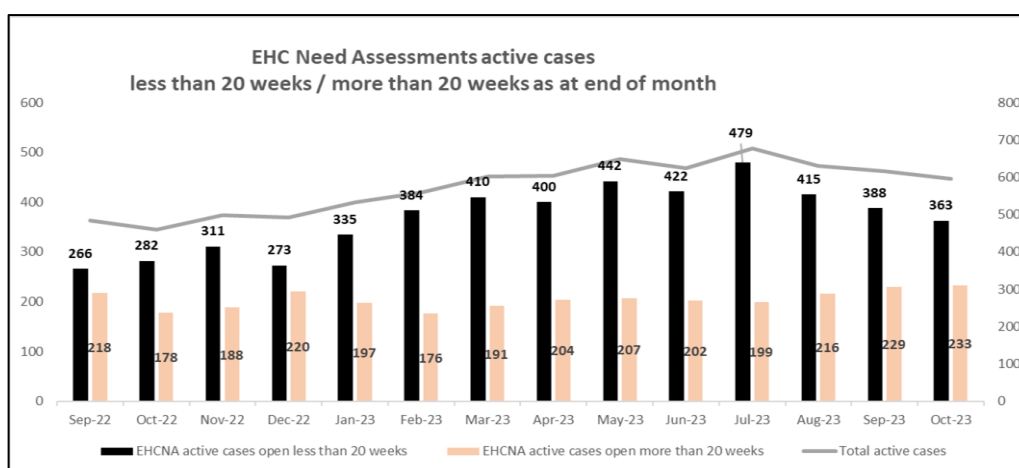
363 within the 20-week timeframe  
233 outside the 20-week timeframe.

In 2023, the number of live EHC Need Assessments has averaged 609 each month. January 2023 was the lowest month (582) and July 2023 the highest (678). There has been a decrease in live EHC Need Assessments since July 2023 reducing to 596 in October 2023.

This calendar year on average 33.8% of live EHC need assessments were outside the 20-week timeframe.

Of those cases outside the 20-week timeframe the average number of weeks open reduced from 35 weeks in January 2023 to 32 weeks in October 2023.

The average number of weeks reduced to the years lowest point in July 2023 at 30 weeks.



The continued increase in requests for a Needs Assessment, means there are more assessments in process and in the system, at any one time. This increases the risk of a higher number of EHCNA assessments being open for longer periods, beyond the 20-week timeframe. This meaning the identification of a child or young person’s needs and outcomes remain unknown and the delivery of required special educational provision is prolonged.

*\*2023 figures, as at the end of October 2023.*

## 2.3 Finalising Education, Health & Care Plans

*(Including mediation, tribunal & exception cases)*

- 579 EHCP’s were finalised for the first time during the calendar year 2021.
- 791 EHCP’s were finalised for the first time during the calendar year 2022 (37% increase on 2021).

Between January and October 2023, 688 EHCP’s have been finalised for the first time.

This is a 1% increase when compared to the same period in 2022 (683) and a 47% increase when compared to the same period in 2021 (464).

Of those finalised between January and October 2023

- 297 were within the statutory 20-week timeframe.
- 391 exceeded the 20-week timeframe.

This meaning, January to October 2023 saw overall 43.2% of EHCP’s finalised for the first time, within the set statutory timeframe.

By the end of the calendar year 2023, it is anticipated 751 EHCP’s will have been finalised in total; 366 within the 20 week timeframe.

## 2.4 Timeliness

Figures using the DfE KPI (*which excludes mediation, tribunal cases & exceptions*).

The DfE’s KPI’s align to the statutory timetable and are used to monitor local operational performance. Performance is measure quarterly.

### 2023 Performance by quarter

#### **Quarter 1** (01 January - 31 March 2023)

159 EHCP’s were finalised.

63 within the statutory 20-week timeframe

End of 1<sup>st</sup> quarter on time at 39.6%.

#### **Quarter 2** (01 April - 30 June 2023)

182 EHCP’s were finalised.

80 within the statutory 20-week timeframe

End of 2<sup>nd</sup> quarter on time at 44%.

#### **Quarter 3** (01 July – September 2023)

190 EHCP’s were finalised.

108 within statutory 20 -week timeframe

End of 3<sup>rd</sup> quarter on time at 56.8%

#### **(Predicted) Quarter 4** (01 October – December 2023)

220 EHCP’s expected to be finalised.

115 within the statutory 20-week timeframe

Expected end of 4<sup>th</sup> quarter on time at 52.2%.

Therefore, the overall yearly average is expected to be 48.7%, a 10.8ppt increase on last year.

0 finalised EHCP’s breached 52 weeks between 01 January to 31 October 2023.

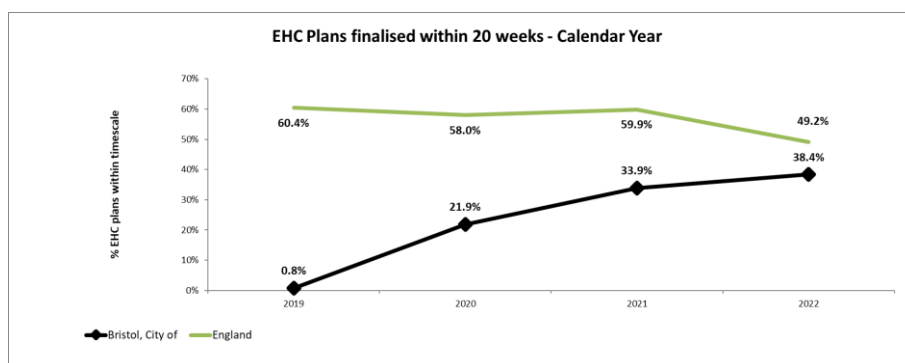
Quarter 1, 2 & 3 periods demonstrate improvement on last year (2022); 1st quarter up by 6.1 ppt, 2nd quarter up by 5.8 ppt, 3<sup>rd</sup> quarter up by 17.4 ppt.

4<sup>th</sup> quarter expected to be up by 12.3ppt on 2022.

The services percentage for finalising EHCP’s, for the first time, on time remains steady.

Nationally, the rate of first time EHC Plans issued within 20 weeks is 49.2%. Bristol is currently performing at 56.8%, at the end of quarter 3, above average for the region and currently 7.6ppt above the national average.

We expect to finish the year 0.5ppt below the national average.



In 2022, Bristol finalised 37.9% of first time final EHCP’s within 20-week timeframe. This saw Bristol the third lowest of core cities.

In review, Bristol is one of only two core cities showing improvement each year, albeit incremental. The other six core cities show a less steady picture although their output on time, is in the majority, more positive than that of Bristol.

New EHC Plans issued within 20 weeks				
Core Cities	Excluding Exception Cases			
	% EHCPlans issued within 20 weeks			
	2019	2020	2021	2022
Bristol, City of	0.8	21.9	33.9	37.9
Birmingham	71.6	39.9	59.7	65.6
Leeds	96.1	88.8	88.7	12.3
Liverpool	7.5	9.2	59.7	92.0
Manchester	66.7	51.0	72.6	57.5
Newcastle upon Tyne	51.4	43.9	15.3	12.8
Nottingham	98.1	83.4	81.7	45.5
Sheffield	69.1	82.6	50.2	80.1

## 2.5 Legacy

As the service sees continued rise of Needs Assessments in process, there remains a tension between finalising new EHCNA requests (within the 20-week timeframe), finalising those already outside 20 weeks (legacy) and reducing the number of weeks open for assessments superceding the 20-week timeframe.

This pressure has remained, throughout 2023, and will continue for as long as there are overdue assessments in the system.

Legacy cases are currently finalised, on average, within 32 weeks.

Timeliness KPI - Rolling 12 months			
New EHC Plans finalised within 20 weeks (excluding exceptions)			
<i>DfE cohort - excludes those with a mediation and/or tribunal before the final plan is issued . Includes all requests irrespective of year received</i>			
	2022/23		
	Finalised EHC Plans in month	Finalised EHC Plans in month <u>within 20 weeks</u>	% finalised EHC Plans in month <u>within 20 weeks</u>
Jan-23	41	10	24%
Feb-23	48	24	50%
Mar-23	70	29	41%
Apr-23	50	27	54%
May-23	55	23	42%
Jun-23	77	30	39%
Jul-23	66	37	56%
Aug-23	58	38	66%
Sep-23	66	33	50%
Oct-23	78	46	59%
Nov-22	51	17	33%
Dec-22	50	24	48%
<b>Total</b>	<b>710</b>	<b>338</b>	<b>48%</b>

The demand for Educational Psychology contributions (Appendix D) is currently exceeding the capacity of the Educational Psychology Service. This is a national challenge and not localised to Bristol.

Without increased EP capacity our ability to complete EHC Needs Assessments within 20 weeks will reduce and the number of those superceding 20 weeks will increase, as will the weeks cases are open.

This will result in an overall reduction in timeliness of first time EHCP’s at the end of quarter one, 2024.

The service is reviewing all options to alleviate this pressure and deliver upon our statutory duty in addition to advertising vacancies and reviewing activities undertaken by the EPS.

The weekly monitoring of all EHC Needs Assessments, with key officers from Children’s Social Care and Specialist Health Advisors (SHAS) for SEND (*monthly*) will continue. As will joint allocation planning as this will be integral to agreeing priorities going forward, for example, Children in Care, those approaching Key Stage Transfer, Children and Pupils Missing Education.

## 2.6 Development

### Priorities for 2023/2024

#### EHCP Process Improvement

The service has been working alongside a commissioned delivery partner to identify areas that could be developed and implement improvements, within the EHCP process, to reduce manual effort with the aim of reducing pressure within the system and supporting timeliness in processing undertaken.

The team, working alongside the SEND Assessment, Planning & Review Team, has identified four opportunities for robotic process automation:

- Email audit trail logging in which will process key emails.
- An automation aimed at populating pre-panel reports, currently completed by the SEND Assessment Coordinators.
- Annual Review processing where it has been identified that no changes to the EHCP are required.
- Letter creation and send (including attachments) for high-volume letters currently processed by SEND officers.

The implementation of these opportunities is underway.

Two non-automated opportunities will also be implemented aiming to improve EHCP process communication and developing the wider use of web forms.

#### Sufficiency

In early 2020, Cabinet approved a programme of works to create additional capacity, within the SEND estate, to deliver sustainable sufficiency of specialist places, as far as possible, within the city for children and young people with SEND.

The project has delivered a total of 288 specialist places, including projects at Elmfield School for Deaf Children, Knowle DGE Learning Centre and City of Bristol College Hawking House.

The delivery of an additional 130 placements is underway and further opportunities are being explored.

The DfE has accepted Bristol City Councils application for a special free school, which will deliver, at least, an additional 164 places for the city. This provision is forecasted to open in academic year 2026.

#### SEND Strategy

Bristol is developing a new SEND and inclusion strategy, due for consultation in the spring. This will be based on a rigorous partnership wide self-evaluation, which will include a number of activities to ensure the voices of children and young people, parent carers and educational professionals are heard.

All partners are fully engaged in the process and coproduction events in January 2024 will facilitate the agreement of strategic priorities and high-level actions needed to achieve the identified priorities.

## 2.7 Annual Reviews

The SEND Assessment, Planning & Review Team has 18 full time equivalent Senior Inclusion Officers (SIO), split between Pre 14 and Post 14 Inclusion Teams.

Bristol currently has 4,619 EHC plans in service which must be reviewed at least every 12 months and for those under 5 years of age, reviewed every 3- 6 months. Of these, 83% (3522) EHC plans issued more than 12+ months, with 2321 (66%) annual reviews meetings held in the last 12 months.

1,048 have had an annual review decision letter (notification of the decision as to whether to retain, cease or amend the plan following the annual review meeting) sent within the previous 12 months (30%).

Children and Young People at risk of placement breakdown and/or Permanent Exclusion is high in service, taking considerable SEND Officer time affecting the timeliness of statutory processing in team.

The Local Authority does not have capacity to attend all Annual Reviews and currently prioritises attendance for children and young people, in specific circumstances for example; children/young people in care, those with Youth Justice involvement, when families or schools request support, at emergency annual reviews - where there is risk of placement breakdown, a child is classified as either 'pupil missing education' or 'child missing education' or there is a significant change of need and at Key Stage Transfer.

The team continue to provide support and guidance to schools and professionals to improve the quality of the Annual Review process and timeliness.

## 2.8 First Tier SEND Tribunal

Appeals lodged (*SENDIST Registration letter received by the Local Authority*)

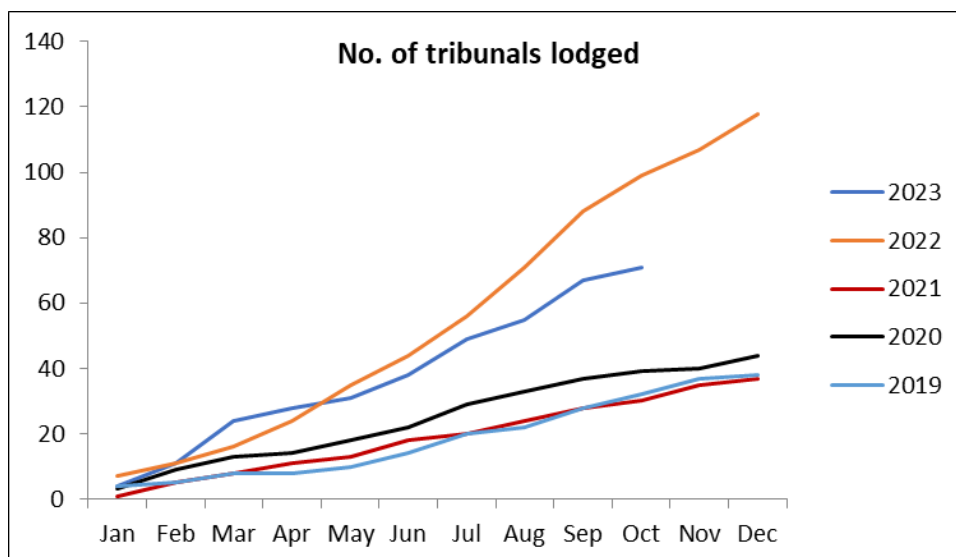
2021- 37 appeals lodged

2022- 118 appeals lodged.

Between January and 01 November 2023, Bristol has had 71 appeals lodged. This is a decrease of 28% when compared to the same period last year (99).

Of the 71 lodged this year, 52 have concluded and 19 are ongoing.

Hearings can be held up to 12 months+ after the tribunal is lodged. Consequently, the team have 5 ongoing Tribunal Appeals lodged in 2022.



The number of appeals will be a reflection of the volume of work against appealable decisions being made by the assessment (EHCNA) and Inclusion (annual review) teams, within the SEND Assessment, Planning & Review team.

Current factors acerbating the volume of appeals are availability of specialist provision places, and parental confidence in the statutory process, including the identification of the specialist educational provision and level of support and/or therapy required to meet a child or young person’s needs.

Reasons for appeals (grounds of appeal):

	2019	2020	2021	2022	2023
Refusal to Assess	12	5	<5	46	26
Refusal to Issue	6	7	8	10	10
Content of EHCP	15	29	28	61	31
Decision not to amend after review	0	0	0	0	<5
Decision to Cease	5	<5	0	0	0
Transfer of appeal from other LA	0	<5	0	0	0

*\*Where the number of cases is less than 5 the data has been suppressed to preserve confidentiality.*

Content appeals (Section B, F & I of the EHCP) still account for the highest proportion of lodged appeals (31) mirroring 2022. Typically, appeals received peak in March, each academic

year, following the Key Stage Transfer window.

Of these 31, ‘content’ appeals 29 include Section I (placement) and 7 of which are extended appeals’ involving health and social care.

Refusal to Assess is the second highest reason for appeals lodged (26).

So far in 2023, 985 EHC Needs Assessment requests have been received and 190 were declined to proceed to assessment. Therefore, the percentage of appeals lodged after receiving a refusal to assess is 13.7%.

Of these 26 appeals, all have been completed. 24 were resolved prior to hearing and resulted in an assessment for the child or young person, 2 went to a paper hearing and were upheld in favour of the appellant.

There is a continued emphasis on reaching resolution prior to hearing. The Tribunal Managers remain committed to this approach; with full consideration of each case undertaken with the link SEND Officer, early contact and working with parent/carers and young people to avoid progression to appeal wherever possible.

Of cases that do go to appeal, there is a continual emphasis on ongoing negotiation to reach full agreement or to reduce the outstanding points of dispute to be decided in hearing.

The Tribunal Managers remain committed to fostering a knowledge sharing environment and key learning points are shared widely through scheduled Learning & Development sessions.

Of the total Tribunals lodged (71) in 2023:

- 47 have been resolved prior to hearing.
- 5 have been to hearing, upheld (in favour of the young person/parent or carer)
- 19 remain live, currently.

Of those that have been to hearing regarding content (Sections B & F) it is often the case that agreement on outstanding points of dispute are negotiated between parties during the hearing.

### Rate of Appeals

The DfE calculates appealable decisions using the SEN2 data. The Total Appealable Decisions figure is calculated as the sum of the following:

Number of initial requests for Education, Health and Care (EHC) assessments refused.

Number of assessments completed, and a decision made not to issue an EHCP.

Number with an EHCP as of January each year.

Number of EHCP’s ceased because the special educational needs of the child or young person are being met without an EHCP.

In 2022, the rate of appeals in Bristol was 3%, above the national average of 2.3%; Bristol was



the third highest of core cities for rate of appeals.

*For Bristol, this rate was calculated using a record of 118 appeals lodged in 2022 and 4,015 appealable decisions.*

Core Cities	SEND Tribunal Appeal Rate	
	2021	2022
Bristol, City of	1.0%	3.0%
Birmingham	3.3%	4.9%
Leeds	1.5%	1.5%
Liverpool	2.7%	3.7%
Manchester	0.6%	0.7%
Newcastle upon Tyne	0.3%	0.5%
Nottingham	1.3%	2.5%
Sheffield	2.1%	2.6%

Tribunals lodged year to date is lower at 1.5%, and mirrors Leeds’ position 12 months ago.

Currently, Bristol is 0.8ppt below the national average of 2.3%.

*For Bristol this rate was calculated using a record of 71 appeals lodged so far in 2023 and 4,619 appealable decisions.*

It is important to recognise that whilst, Bristol’s rate of appeals has decreased, our appealable decisions have risen by 13% (604) on 2022.

*Core city data for 2023, unavailable at this time.*

### 3. Policy

*Not applicable*

### 4. Consultation

#### a) Internal

*Not applicable*

#### b) External

*Not applicable*

### 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion

or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) < Insert a note on how the public sector equality duties are relevant to the proposals and how these duties have been taken into account in developing the proposals. Where an equality impact assessment has been undertaken, summarise its findings here and provide link to full document, or include the equality impact assessment as an appendix. Where no equality impact assessment has been undertaken, give reasons why not>.

**Appendices:**

*None*

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

*None*

# People Scrutiny Commission

6<sup>th</sup> December 2023



**Report of:** Hugh Evans, Executive Director: Adults and Communities

**Title:** Adult Social Care Transformation Programme

**Officer Presenting Report:** Hugh Evans, Executive Director: Adults and Communities

## **Recommendation:**

Scrutiny notes the progress of the Adult Social Care Transformation Programme set out in this report.

### **The significant issues in the report are:**

The Adult Social Care Transformation Programme has been refreshed for 2023/24.

A Delivery Partner (Peopletoo) has been mobilised to increase pace procured and an initial diagnostic has been completed, identifying additional opportunities to achieve planned in-year savings and sustainable transformation.



## 1. Summary

A report was considered by [People Scrutiny on 27 September 2023](#) which outlined the context, scope, and approach for the Adult Social Care Transformation Programme for 2023/24. This report provides an update on progress to date.

## 2. Context

### 2.1. Programme Reset 2023/24

- 2.1.1. The Adult Social Care Transformation Programme was established in 2021/22 as a five-year programme, recognising that transformational activity would take time to deliver.
- 2.1.2. In response to additional financial challenges facing the directorate in 2023/24, the Adult Social Care programme was reset to accelerate activity to deliver within budget as part of a financially stable corporate position, whilst developing a sustainable model of care that builds upon community assets and improves outcomes.
- 2.1.3. A delivery partner (Peopletooo) has been procured to provide additional delivery capacity, increase confidence in the delivery of plans in progress and identify, evidence, and then deliver additional opportunities to achieve the planned in-year savings. The programme reset; the programme budget and procurement activity was approved by [Cabinet on 6<sup>th</sup> June 2023](#).
- 2.1.4. Peopletooo projects have now been mobilised and benefits are being tracked across the programme.

### 2.2. Programme Scope and Approach

- 2.2.1. The ASC Transformation Programme 2023/24 brings together all change activity within the ASC division, and building upon the progress and learning so far, will ensure strategic alignment and a single view of the benefits, risks, and issues.
- 2.2.2. Bristol’s vision for Adult Social Care

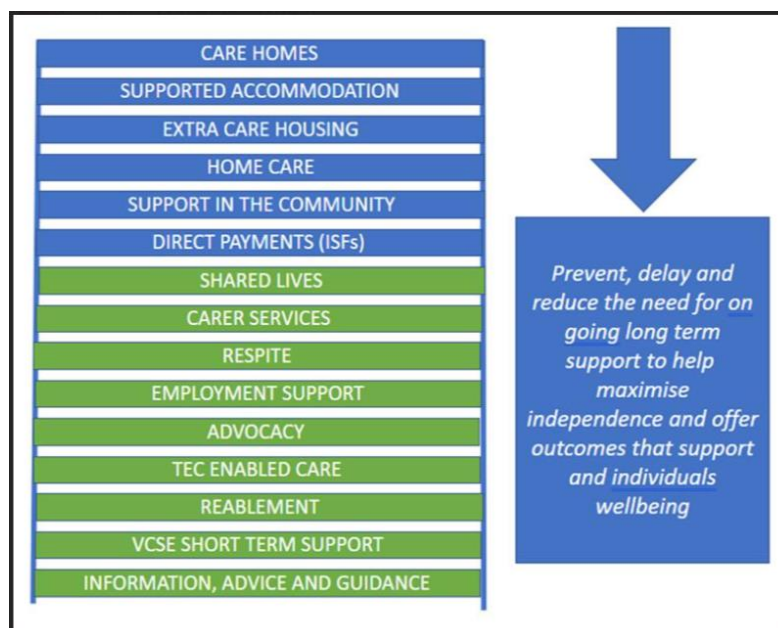
**Don't we all want to live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing what matters to us?**



[Social Care Future](#)

- 2.2.3. Partners in Bristol echo this national statement of aspiration underpinning Adult Social Care. Another way of describing this goal is that Adult Social Care intends to support people to lead [‘gloriously ordinary’ lives](#).
- 2.2.4. To do this, Bristol’s transformational approach promotes a **shift of emphasis** in Adult Social Care and broader health services.
- 2.2.5. Activity, service capacity, resources and system workflows will be shifted from high-level, institutional, and bed-based services, to concentrate on community-based, personalised services that make the most of people’s strengths and capabilities and empower communities and individuals to support each other as best they can.
- 2.2.6. The programme will continue to place consideration of the Care Ladder model at the heart of the transformation of adult social care. The Care Ladder concept was developed in the previous Transformation Programme as a framework for analysing activity and spend across the service, and therefore as a tool for change. The Care Ladder concept is as follows:

- The Care Ladder sets out the different types of care and support activity, starting with Tier 1 or Universal Advice and Guidance, up to Tier 3 or longer-term forms of care and support, such as that received in care homes.
- The ambition is for Adult Social Care to offer the right level of support at the right time to prevent, delay and reduce the need for on-going higher-level support and to maximise independence and achieve better outcomes, whilst managing cost more effectively. This brings broader benefits to the communities, through greater investment in community-based organisations and local infrastructure.
- The diagram below sets out the ‘rungs’ of the Care Ladder.



- Using the Care Ladder approach, over time there will be a reduction in demand at the higher rungs of the ladder, and an increase in activity at the lower level, accompanied by a reduction in unit costs of care.

- 2.2.7. The programme will review, develop, and transform the way we work to maximise the use of resources to achieve outcomes for those who draw upon ASC services. Workstreams have been designed to coordinate the activities necessary across ASC and with partners to jointly implement the Transformation Programme objectives.

## 2.3. Progress Update

### 2.3.1. Bringing overall Adult Social Care expenditure in line with budget

- Continued work to bring overall expenditure in line with budget including a proactive approach to debt recovery, resulting in an approved debt position when compared to the same time last year.

### 2.3.2. Meeting people’s care and support needs (Managing Demand)

- Better systems of assessment and care management decision-making practice to ensure optimal outcomes for new and reviewed cases.
- More robust scrutiny of long-term committed spend.
- Helping people to live at home, independently for as long as possible.
- Earlier intervention and prevention, and more effective working with children’s services, the NHS, and the wider system.

#### 2.3.2..1. Progress update

- The deadline for responses to the consultation on the Fair and Affordable Care Policy has been extended until the end of January 2024 in response to interaction with disability rights organisations.
- Process improvements are planned with the Transitions Project to better meet emerging needs through earlier joint working practice across all relevant council departments.
- Continue work to improve processes in place to monitor and control spend.
- Our delivery partner, Peopletoo have supported the programme to develop strategies to increase the number of timely reviews we conduct of care and support plans and extra social care practitioner capacity has been secured to conduct additional reviews.
- So far this year, 23 people have been enabled to access a home of their own as an alternative to supported accommodation.
- Peopletoo have kicked off a project at the front door of Adult Social Care and have delivered training to all front door staff on community alternatives to formal care and support.

### 2.3.3. Meeting people’s need for care and support (Managing Supply)

- Better systems of assessment and care management decision-making practice to ensure optimal outcomes for new and reviewed cases.
- More robust scrutiny of long-term committed spend.
- Helping people to live at home, independently for as long as possible.
- Earlier intervention and prevention, and more effective working with children’s services, the NHS, and the wider system.

#### 2.3.3..1. Progress update

- Adult Social Care is establishing a single commissioning framework to make contracting with third party organisations for the delivery of care and support simpler, more flexible, more innovative, and drive better value.
- The single commissioning framework tender closed on 14 November with 243 tenders received from the provider market.
- A Specialist team has been fully recruited and in place to negotiate with providers to reduced cost of commissioned placements delivering savings.
- Joint Technology Enabled Care Project with the NHS continues.
- Peopletoo have kicked off additional projects to renegotiate strategic contracts with providers of care and support.

#### **2.3.4. In-house service design and workforce**

- Organising available staff and resources to address the social care workforce crisis, concentrating on recruitment and retention.
- Reviewing operating model and organisational culture to support staff to optimise working practice and deliver more effective responses, first time, for those who draw on adult social care services.
- Review fees and charges to ensure that these are fair, and minimise debt by reviewing systems and processes. Consultation will take place as required.

##### **2.3.4..1. Progress update**

- Cabinet took a decision to close Concord Lodge on 05 September 2023. Closure is planned for 31 March 2024 and a Management of Change process is now underway for staff and move-on planning for people who are living at Concord Lodge.
- The programme developed the capability to take debt repayment over the phone and to date, 44 payments have been received via this method.
- Our delivery partner, Peopletoo have kicked off their support to design an updated Target Operating Model for Adult Social Care to redesign ‘the way we do things’ and address the findings of the Peopletoo diagnostic:
  - Clearly defined and co-designed Adult Social Care Vision with teams understanding their roles and responsibilities in delivery the vision. This vision will be co-produced with people with lived expertise of Adult Social Care services in Bristol.
  - Establish a workforce strategy to ensure the right mix of skills, access to training opportunities and expertise to deliver the vision.
  - Adapt processes to enable concise recording that ensures preventative steps are followed but also reduces admin time.
  - Use data and insights available to take an evidenced based approach to decision making and inform future planning for services.
  - Ensure practice and policies support the approach so that employees feel comfortable making changes to their ways of working.

## **2.4. Next Steps**

- 2.4.1. Continue to deliver the projects and transformative activity within the programme to

deliver both the required in-year efficiencies and income generation required in the Council budget.

- 2.4.2. Continue benefit tracking the Delivery Partner projects to accelerate the programme deliverables.
- 2.4.3. Continue to monitor and manage risks and issues, and where necessary identify mitigations to any under-delivery of savings.

### 3. Policy

3.1. The Adult Social Care Transformation Programme aligns with Bristol City Council’s [Corporate Strategy 2022-2027](#) and contributes towards the following building blocks and themes:

- 3.1.1. Good Governance (ED05): The Programme aims to ensure Bristol City Council Adult Social Care is financially competent and resilient, offering good value for money by taking safe but proportionate approaches to risk, performance, project, and contract management.
- 3.1.2. Health, Care and Wellbeing (HCW1): The Programme aims to ensure that provision of care and support contributes to Bristol City Council’s priority to support people to be as resilient and independent as possible, developing their assets to live fulfilling lives.
- 3.1.3. Effective Development Organisation (ED01): The Programme will deploy a One City Approach to take a collective, partnership-focused approach to city leadership to enable strong civic participation and the joining-up of activities by partners towards our common goals.

### 4. Consultation

#### a) Internal

Not applicable

#### b) External

The ASC programme activity set out in this report has savings targets to deliver set out in the 2023/24 budget and these were included in the [budget consultation](#).

### 5. Public Sector Equality Duties

- a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:



- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:
  - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
  - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
  - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:
  - tackle prejudice, and,
  - promote understanding.

A full Equality Impact Assessment (EqIA) was undertaken for 23/24 as the programme was reset. [Read the 2023-24 EqIA.](#)

**Appendices:**

None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None



# ASC Transformation Programme

Exec Director Sponsor & SRO: Hugh Evans

People Scrutiny 06 December 2023



# Programme Overview - challenges & target outcomes

Don't we all want to live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing what matters to us?



Strategic Vision

Challenges

Page 59

## Delivery challenge

- COVID-19, growing city and increased demand
- Major pressure on health systems
- Increased complexity
- Workforce challenges
- Incoming CQC inspection
- Duty to maintain sustainable, quality, sufficient care provision

## Financial Challenge

- Budget pressure in all areas
- Rising costs, 'high-cost outlier'
- General Fund Savings 2023/24

Outcomes

More people live independently & locally

More people receive care, support and housing appropriate to their needs, which is routinely reviewed

More people have increased control through direct payments

Young people are better supported into adulthood

Optimising benefit from in-house services

The council, with its partners, can meet needs within agreed budgets



- Adult Social Care Transformation Programme established in 2021/22 as five-year programme
- Programme reset in response to additional financial challenges in 2023/24
- Delivery Partner (Peopletoo) procured to:
  - Provide additional delivery capacity
  - Increase confidence in delivery of plans
  - Identify, evidence and then deliver additional opportunities to achieve the planned in year savings
- Peopletoo projects now mobilised, and benefits are being tracked across the programme

# Progress Update (1)

- **Bringing overall Adult Social Care expenditure in line with budget**
  - Proactive debt recovery
  - Improve processes to monitor spend
- **Meeting people's care and support needs (Managing demand)**
  - Fair & Affordable Care Policy consultation extended
  - Transition process improvements
  - Increase timely reviews
  - 23 people access home of their own as alternative to supported accommodation
  - Front door project delivered training to all front door staff

# Progress Update (2)

- **Meeting people's need for care and support (Managing supply)**
  - Single Commissioning Framework tender closed 14 November – 243 responses from providers
  - Specialist team recruited to reduce cost of commissioned placements
  - Joint TEC project with health
  - Renegotiate strategic contracts with providers of care and support
- **In-house service design and workforce**
  - Concord Lodge – Management of Change underway & move-on planning
  - Debt repayment over phone capability implemented – 44 payments received this way to date
  - Target Operating Model design - 'the way we do things'

# People Scrutiny Commission

6<sup>th</sup> December 2023



**Report of:** Hugh Evans, Executive Director: Adults and Communities

**Title:** Learning Disability and Autism (LD&A) Programme Update

**Officer Presenting Report:** Jonathan Wright

## Recommendation:

This report provides an update on the activity of the joint Learning Disability and Autism (LD&A) commissioning team. The team was established by the BNSSG Learning Disability and Autism programme board of the Mental Health, Learning Disabilities and Autism Steering Group of the Integrated Care Partnership, and by Bristol City Council's Cabinet in January 2023. The programme of plan work was originally brought to Scrutiny Committee in March 2023 and this report provides an update.

This team has been fully staffed since the summer. The team is beginning to target identified system improvements for the residents of Bristol, and the wider Bristol, North Somerset, and South Gloucestershire (BNSSG) area with a diagnosis of LD&A.

## The significant issues in the report are:

This primary focus of the team's work is to develop a better, more robust and sustainable market for the provision of quality care and support for people with learning disability and/or Autism. The system improvements targeted here follow those recommended in national legislation (both the [Care Act \(2014\)](#) and [SEND code of practice \(2022\)](#)), in addition to the [Bubb Report](#) and Bristol City Council's (BCC) own work into the current issues facing the local sector, specifically in relation to the supply of good quality housing and support in the community.

## 1. Summary

The projects within the programme can be summarised into key themes and tie heavily into the work within the wider Adult Social Care (ASC) Commissioning function to reshape the market and address known gaps in supply of accommodation and support provision. Typically, these are key factors that result in costs above national benchmarks, and overreliance on off-framework providers. The key areas include the following.

**Understanding the demand** – What is the current supply available to purchase within the city; what is the estimated demand from population growth; and how can we improve the information flow about young people transitioning into adult services.

**Improving process** – Both within BCC departments and when working with NHS partners and other key agencies and stakeholders with a focus on system efficiencies and better outcomes for people who use services.

**Development of Accommodation** – Developing new homes more suitable to meet needs specific to the cohort that ensure security and choice.

**Commission support that meets the needs of the cohort not the market** - Utilising the new ASC Single Framework to commission and develop strategic partnerships that take a more sustainable locality-based approach to support in the community that aligns with best practice principles.

## 2. Context

Since the initial report in March 2023, the programme team is now fully recruited and in place. All projects have commenced bar the ‘community support options’ element. This is being re-scoped and may well come into the ‘strategic partner’ project pending engagement and consultation with user groups. The individual project updates are summarised below.

### 2.1 Forecasting: LD&A Needs Analysis, Baseline Assessment and Transitions.

Forecasting projects to support the work of the overall LD&A programme by gaining a greater understanding of the needs of people with Learning Disability and Autistic People and existing provision for this cohort.

#### Transitions Forecasting:

- Meetings have taken place between LD&A team and Young Adults Team (YAT) to discuss how to best use forecasting information to inform decision making.
- Meeting with Children’s Improvement Programme (CIP) Manager has taken place to understand the wider project which is in progress around transitions and how the project can feed into this to ensure a live report is available which will support aims in predicting accommodation-based needs for young people with Learning Disabilities and Autism

#### Baseline assessment:

- Data has been gathered and mapped on over four hundred existing services, primarily within the BCC area to better highlight how much provision there is against what BCC currently commissions.



**Needs Analysis:**

- Developed and signed grant agreement with the National Development Team for Inclusion (NDTI).
- Launched meeting with BNSSG colleagues to establish key stakeholders, scope of the project and shared data access.

Next steps include working closely with Children’s Improvement Programme (CIP) to ensure that output includes a live reporting mechanism for predicting accommodation requirements, and work with the YAT team to develop a function to identify and RAG rate young people coming through from children’s and develop processes for supporting accommodation needs. With regard to the Baseline assessment there is ongoing data collation and mapping, in addition to collaboration with North Somerset (NS) and South Gloucestershire (SG) to include their provision. Finally with the Needs Analysis, development of co-production teams across BNSSG as well an analysis of co-production data and secondary data analysis (pop, health, accommodation, social care) is underway.

**2.2 Flourishing Lives Tender – Positive Behaviour Support**

Since the initial report in March, this project has been brought into the programme. Its aim are as follows.

- To meaningfully improve the quality of life and outcomes for the individuals involved in the pilot.
- To reduce restrictive practice in residential and community settings.
- To reduce the frequency, duration, and intensity of incidences of challenging behaviour among pilot participants.
- To reduce the number of people in inpatient settings.

We estimate 50 Service Users will benefit from this pilot during its term.

Progress to date includes an engagement event with the market to highlight the project aims via communications at the Provider Forum. The specification and contract have been finalised and all documents prepared and ready to go out in late November once the Single Framework tender window has closed.

**2.3 Commissioning of Strategic Care Partner for LD&A**

Implement a Strategic Partner call off contract to deliver a complete locality-based service model in Adult Social Care to support adults with learning disabilities and/or autism with eligible needs regardless of complexity in the community. Central to this will be work with clients from the Assuring Transformation (Transforming Care) cohort, across Bristol (North, West, Inner City & South).

This project is a significant step forward in how ASC aims to commission care in future, helping to shape the market to address gaps that currently lead to poor and unsustainable outcomes. Work to date includes a draft project initiation document (PID) currently being shared internally. Project management documents and a completed timeline along with resource allocation and a review of existing and previous data.

A number of test and learn pilot schemes have shown the value of this type of closer working arrangement that has allowed us to increase supply in areas where we currently struggle to

place.

The following activity is scheduled for the upcoming months while we look to scale up this type of approach.

- Stakeholder Management Mapping exercise with Terms of Reference (TOR) for partners including the steering and oversight groups.
- Analysis and data gathering has started for Community Support Provision
  - Consulting with finance to draft a methodology of savings to add to PID.
  - Legal request form completed and consulting on what is appropriate for formal consultation.
  - Consultation document drafted to meet with consultation team to talk through options for surveys, easy read etc.
  - Explore co-production opportunities or engagement with individuals with lived expertise.

#### **2.4 All-Age Dynamic Support Register (DSR)**

There is a requirement on all NHS commissioners to develop a register of all people with a learning disability and autistic people, including those considered to be at risk of admission to a mental health hospital (subject to individual consent for inclusion). This register must include a RAG rating to inform multi-agency approaches to support and services.

All partner agencies must be able to log information and concerns. Inclusion or notification on the register would trigger a Care, (Education) and Treatment Review, with the aim of avoiding inappropriate admission to a mental health hospital within targeted cohort.

Currently project documents are currently ready to be signed off through the Mental Health and Learning Disability Health and Care Improvement Group (HCIG) including PID, risk register, stakeholder map and project plan. Analysis of other areas that are currently undertaking similar work. Once this is complete the next step will be implementing stakeholder engagement and governance.

#### **2.5 Housing Development projects**

As part of the Programme the team includes a housing specialist with a focus on increasing the right housing supply for this cohort, especially for people with complex needs where specialist accommodation is required. There are currently forty-nine new units in the planning and development stage. The first of these is the Oldland Common site, which comprises six units of accommodation, primarily for the support of the most complex service users including the Assuring Transformation cohort who have been in long stay hospital. There has also been work started to consolidate all ASC development to include those schemes yet to be delivered under the old Better Lives at Home (BLaH) Programme. The team is reprofiling all specialist housing for ASC into one accessible (and trackable) list.

### 3. Policy

This approach aligns with the One City Plan and its aim to make Bristol a fair and sustainable city. The approach also links to the Health and Wellbeing theme, ensuring everyone in Bristol will have the opportunity to live a life in which they are mentally and physically healthy and addressing health inequalities.

This work also aligns with our Equalities and Inclusion Policy (2018-2023) by valuing diversity and tackling harassment, in particular the following objectives:

- E03. To provide inclusive services which actively address inequality and exclusion and enable all of Bristol's citizens to realise their potential and live safely.
- E04. To achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city's success.

### 4. Consultation

#### a) Internal

The Programme documentation and Appendix C has been circulated amongst internal colleagues including CLB.

#### b) External

As part of the market engagement work, the LD provider market was consulted through an away day and 1:1 engagement sessions. It is also the intention that the Strategic Partner project will require a full public consultation and engagement with co production groups.

The Programme documentation has been shared with North Somerset and South Gloucestershire commissioning colleagues, the Integrated Care Board (ICB), and Avon and Wiltshire Mental Health Trust Partnership (AWP) and Sirona colleagues via the Learning Disability and Mental Health Board.

### 5. Public Sector Equality Duties

The work discussed within this report is in direct response to the Local Authorities statutory duties in relation to Disability. It does not preclude other protected characteristics and as such consideration to equalities duties has been exercised in the relative workstreams discussed.

#### Appendices:

Online Reference: [ASC Commissioning Strategy 2023/24](#)

#### LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

#### Background Papers:

None

# People Scrutiny Commission

6<sup>th</sup> December 2023



**Report of:** Hugh Evans, Executive Director for Adults and Communities

**Title:** Direct Payments: Update on transformation under the Personalisation Steering Group

**Officer Presenting Report:** Catherine Martin – Transformation and Commissioning Lead – Community Care and Support

**Recommendation:**

For People Scrutiny Commission to note the report and feedback on the proposals

**The significant issues in the report are:**

Direct Payments (DPs) remain an Adult Social Care Transformation Priority. Direct Payment numbers in Bristol have decreased over the last three years and currently sit at 22% compared to 26% England Average. A transformation project has been established to understand the root cause, create clear project objectives and measure progress towards objectives and overall all Direct Payments numbers. The project has achieved a number of successes and other proposals are planned for the subsequent 12 months to work towards the strategic aim. Overall progress of the project sits under the governance of the Adult Social Care Transformation Programme.



## 1. Summary

- a. Enabling people who draw upon care and support to have choice and control through a personal budget is a transformation priority in Adult Social Care. Adult Social Care wants to increase the uptake of Direct Payments (DPS) in line with the national average (26%) with an aspiration to exceed this target in future years. A Direct Payment is ‘money given to individuals by social services departments to buy the care and support they have been assessed as needing’<sup>1</sup>. DPS not only offer choice and control but if managed well ‘produces positive outcomes for people across different population groups’<sup>2</sup>. This is because it places the person at the centre of decisions relating to their care and support needs. Historically, Bristol had a higher than average population of DPS users compared to other Local Authorities, supporting a large number of people with complex needs to live in the community. However over the years other Local Authorities have surpassed Bristol’s success. One reason for this is due to Local Authorities thinking about the different ways DPS can be offered to people with lower levels of need. Today Bristol DPS uptake is lower than the national average (22% vs England average of 26% in 21/22<sup>3</sup>) and has been in decline for the last three years.

## 2. Context

- a. To achieve this transformation ambition and embed sustained change, we have created the following objectives in line with Think Local, Act Personal (TLAP) best practice<sup>4</sup>. These objectives were also developed based on analysis of the current way Bristol assesses and supports people to access DPS:
  - i. Simplify and coordinate the Direct Payment process to the benefit of both people who draw upon care and support and practitioners.
  - ii. Improve communication and information about direct payments including addressing cultural and language needs for both people who draw upon care and support and practitioners.
  - iii. Use direct payments to meet a wider range of care and support needs, including specifically introducing them at a lower level of needs (less than 10 hours).
  - iv. Ensure that people who draw upon care and support are provided with the appropriate short and long-term support in order to effectively set up and make best use of their direct payment.
  - v. Ensure that recommendations from the recent Direct Payment audit are considered throughout this work and embedded into any new process / proposals

<sup>1</sup> [Direct payments: Question 01. What is a direct payment? \(scie.org.uk\)](https://www.scie.org.uk/direct-payments/question-01-what-is-a-direct-payment/)

<sup>2</sup> [Better-Direct-Payments.pdf \(thinklocalactpersonal.org.uk\)](https://www.thinklocalactpersonal.org.uk/better-direct-payments.pdf)

<sup>3</sup> [Measures from the Adult Social Care Outcomes Framework, England, 2021–22 – NHS Digital](https://www.nhs.uk/press-releases/2022/03/16/Measures-from-the-Adult-Social-Care-Outcomes-Framework-England-2021-22-2022-03-16/)

<sup>4</sup> [Better-Direct-Payments.pdf \(thinklocalactpersonal.org.uk\)](https://www.thinklocalactpersonal.org.uk/better-direct-payments.pdf)

- vi. Create opportunities for other personalisation options such as individual service funds<sup>5</sup>.
- b. Progress against objectives is reported back to the Adult Social Care transformation programme via the Personalisation Steering Group. The Personalisation Steering Group is a multi-disciplinary group representing different service areas with a stake in increasing the uptake of Direct Payments. It is important to note that the project is operating with no additional transformation investment. Progress against the project is focused on increasing activity (i.e. number of service users) meaning improvements against the uptake target will occur at a slower pace.
- c. The Personalisation Steering Group has achieved the following successes:
- i. **Development of a Direct Payment Support Hub** - Group have managed to secure additional resource for DP specialism to support more social workers seeing DP as a genuine first alternative before domiciliary care and other more traditional forms of care. DP hub practitioners will provide much needed extra practice expertise and enable DP's to be promoted and set up in a more effective and timely way.
  - ii. **Increasing practitioner confidence, knowledge and skills** – Group championed the development of mandatory e-learning for all social work staff including a Direct Payment Café where social care staff have an opportunity to get support and advice on how to support people who draw upon care and support to make use of a Direct Payment.
  - iii. **Increasing the Direct Payment Personal Assistance (PA) rate** - Group championed strategic application of 23/24 uplift to promote the sustainability and growth of the DP market. DP PA rate increased in 2023 from £12.50 to £15 an hour to better support real living wage for self employed carers, stimulate the growth of the PA market thus giving DP recipients more choice, control and options.
  - iv. **Personalisation Lot on the Adult Social Care Single Framework** - Group supported commissioning to create a separate lot on the new ASC single framework dedicated to personalisation. The purpose of this lot is to drive more choice and support an underdevelopment market. The personalisation lot also future proofs BCC to be able to commission further services that may develop to support personalisation – such as new innovations in technology.
  - v. **DP provider reviews pilot** - Group sponsored a test and learn pilot with DP support provider WECIL to explore trusted assessor reviews. This enables DP recipients to have a more timely review, provides a solution where we lack our own resources to do so and is positive action to address our low DP review rate
  - vi. **Improving accessibility by working with communities** – Group supported the development of a DP video for people who draw upon care and support. The aim of the video is to explain what a Direct Payment is, how someone can use it to have more choice and control and your roles and responsibilities. Information and resources are also available in a number of different languages to support the diverse communities of Bristol.
  - vii. **Development of services to support personalisation:** Group championed the development and use of Introductory agencies to support the matching of people needing care support and self-employed people wanting to provide care and

<sup>5</sup> [Individual Service Funds guide Aug2020 \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

- support.
- d. The Personalisation Steering Group aims to achieve the following over the next 12 months and beyond to increase uptake in Direct Payments:
    - i. **Tender the Direct Payment Support Contract** – Recommission the Direct Payment Support contract to create an approved supplier list. This will create more choice and diversity for people and to clarify roles and responsibilities between providers, service users and Local Authority
    - ii. **Tender Introductory Agency Contract** – Create an approved suppliers list of Introductory Agencies to enable people to match their care and support needs with a self-employed care and support worker. The approved supplier list will enable us to work with more Introductory Agencies both on a local and national level.
    - iii. **Commission Individual Service Funds Pilot** – Commission a pilot to test and learn how individual service funds can be used to support more people to have greater choice and control of their personal budget. The pilot will focus on disabled people with a learning disability and aligning with the learning disabilities and autism priorities within the commissioning team.
    - iv. **Evaluate the DP provider reviews pilot and embed learning** – Conduct a cost/benefit analysis of the DP provider reviews pilot to ascertain whether there is a business case to embed the approach in practice and whether embedding reviews in our service specifications will improve our DP reviews targets.
    - v. **Collaborate with people with lived expertise on the DP Policy** – Review and refresh the DP policy using co-production principles with people with lived expertise.
    - vi. **Evaluate the impact of the DP Support Hub** – Evaluation on specific metrics including a) increasing practitioners confidence b) DP specific training c) supporting a specific number of DPs to be successful. The findings from the evaluation of the hub will support a business case to extend the funding of the DP support hub posts.
    - vii. **Further embed and improve social work staff knowledge and skills** – Explore opportunities through the education pipeline for newly qualified social work and occupational therapy staff, ensuring that Direct Payment training is front and centre of their training from the beginning.
  - e. The project has experienced many opportunities and challenges since inception including:
    - i. Opportunities
      1. Range of innovative best practice on personalisation for this project to draw upon.
      2. Corporate buy in to drive improvements in increasing Direct Payments uptake as a project sitting within the Adult Social Care Transformation Programme.
      3. Skilled members of staff with the passion, knowledge and experience to make a difference.
      4. Co-produce the solution with people who draw upon care and support. People who draw upon care and support are experts by their own experience. There are opportunities during the project to embed co-production principles within the different proposals, making use of wider work taking place around co-production within Adult Social Care.
    - ii. Challenges
      1. Internal systems and processes – Often our own systems and processes can hinder success. The project will continue to explore ways to make the

- experience easier for practitioners and people who draw upon care and support
2. Transitions between adults and children’s direct payments – Legislation between Children’s social care and Adult social care differs. This will impact peoples experience as they transition between a Direct Payment provided under children’s social services and adults. Broader work is taking place around transitions in the respective adult and children transformation programme.
  3. Social Care workforce – Availability of personal assistance and services that will support people via a Direct Payment play an integral part in enable people to have choice. The social care workforce, including the recruitment and retention of staff remains a challenge.
- f. Progress against the project objectives will continue to be monitored through the Adult Social Care Transformation Board. It should be noted that despite the variety of achievements and activity planned over the next 12 months, transformation will be challenging, especially without transformation investment. Transformational investment will help accelerate the uptake of Direct Payments and personalisation.

### 3. Policy

The following policies relate to this proposal:

- Adult Social Care Commissioning Strategy<sup>6</sup> - this strategy sets out our Adult Social Care commissioning strategy, including our vision, operating principles and key areas of focus. Operating principles 1 - Targeted , 3 – Co-Produced and 5 - Innovative make explicit commitments to personalisation
- Direct Payments – Policy and Procedure<sup>7</sup> - this policy sets out the responsibilities of Bristol City Council and responsibilities of people who draw upon care and support and unpaid carers to ensure appropriate management of the Direct Payment scheme to maintain adequate levels of care and support which meets eligible needs and outcomes
- Corporate Strategy – Transforming Care under the Health, Care and Wellbeing theme - Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control.<sup>8</sup>

### 4. Consultation

#### a)Internal

- a.1. Care Management operational teams

#### b)External

- b.1. Not Applicable

<sup>6</sup> [Key information for social care providers \(bristol.gov.uk\)](https://www.bristol.gov.uk/key-information-for-social-care-providers)

<sup>7</sup> [Direct payments: Living your life with choice and control \(bristol.gov.uk\)](https://www.bristol.gov.uk/direct-payments-living-your-life-with-choice-and-control)

<sup>8</sup> [Corporate Strategy 2022–27 \(bristol.gov.uk\)](https://www.bristol.gov.uk/corporate-strategy-2022-27)



## 5. Public Sector Equality Duties

- 5a) All proposals within this report take due regard of the Equality Act (2010) and the associated Public Sector Equalities Duties (PSED) . All commissioned contracts make specific reference to the PSED and Equalities questions are asked during the procurement of services which is assessed by the equalities and inclusion team within the council. Adult social care will not contract with providers who are unable to sufficiently demonstrate their knowledge and competency around the Equalities Act (2010). An Equality Impact Assessment (EQIA) has been completed in relation to the recommissioning of the Direct Payment Support Contracts. The key findings from the EQIA are as follows:
- Direct Payments are accessed by a significant number of people from Black and Minoritised communities.
  - 73.4 % of Direct Payment users are of working age (18-64 years)
  - Significant numbers of Direct Payment users live in the more deprived wards of the City.
  - There are gaps in data relating to the protected characteristics of DP users
  - Primary support reason for DP users requiring support are Learning Disability Support (20%), Social Care (16%) and Physical Support (51%)
  - Future proposals will have a positive impact on all citizens as the future contract seeks to address known gaps and issues through the development of future service specification, procurement process and ongoing contract monitoring.
  - Further specific work is needed to understand why black and minoritised communities are overrepresented in the Direct Payments population and what we will need to do in response to this through our commissioning activity.

### Appendices:

**Appendix A:** Equalities Impact Assessment – Direct Payment Support Contract Recommissioning

### Online References:

[Better-Direct-Payments.pdf \(thinklocalactpersonal.org.uk\)Corporate Strategy 2022-27 \(bristol.gov.uk\)](#)

[Direct payments: Question 01. What is a direct payment? \(scie.org.uk\)](#)

[Direct payments: Living your life with choice and control \(bristol.gov.uk\)](#)

[Individual Service Funds guide Aug2020 \(skillsforcare.org.uk\)](#)

[Key information for social care providers \(bristol.gov.uk\)](#)

[Measures from the Adult Social Care Outcomes Framework, England, 2021-22 – NHS Digital](#)  
[People at the Heart of Care: adult social care reform – GOV.UK \(www.gov.uk\)](#)

## LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

### Background Papers:

Equalities Impact Assessment – Direct Payment Support Contract Recommissioning



# Equality Impact Assessment [version 2.12]



Title: Remodelling of the Direct Payments Support Provision	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: People	Lead Officer name: Paul Housden
Service Area: Adult Social Care	Lead Officer role: Transformation and Commissioning Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](http://sharepoint.com).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the Equality and Inclusion Team early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The proposal is that the current model of support provision to Direct Payments recipients be reviewed and revised. The current services have proven to be overly complex, difficult to understand for both citizens and professionals tasked with their support, incomplete in terms of the desired levels of quality assurance and potentially not cost efficient. The revised model will make things simpler and easier to administer for citizens and the local authority and will be more responsive to need. The intention is to develop a new service specification, a new schedule of charges and new contracts that will be in line with the Single Framework approach being adopted across Adult Social Care. This initial EQIA is for the overall proposal to remodel the current service provision and the new service specification will require a separate EQIA once completed, to establish and understand the impact.

### 1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input checked="" type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments: This service will be available to any Direct Payment recipient who has indicated that they may need additional support to manage their Payment. As a result it will directly impact on those individuals as well as the existing providers of Direct Support provision.		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

**Yes**                       **No**                      [please select]

Current citizen choice around who supports them with their Direct Payment is limited to two providers. If there are issues with that support then there is currently limited scope for alternative provision. The new model should encourage a wider tranche of providers with expanded opportunities for delivering more culturally appropriate services that better meet the needs of our communities. The new model should also offer enhanced support for those citizens with complex or specialist needs that are not currently encompassed by existing provision. This should in turn improve choice and control and supports the ambitions that we hold within the personalisation agenda.

## Step 2: What information do we have?

### 2.1 What data or evidence is there which tells us who is, or could be affected?

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: [How we measure equality and diversity \(bristol.gov.uk\)](http://bristol.gov.uk/equality-diversity)

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](http://sharepoint.com/Data-statistics). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](http://sharepoint.com/HR-Analytics-Power-BI-Reports) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<a href="#">2021 Census Profile for areas in England and Wales - Nomis (nomisweb.co.uk)</a>	General population data for Bristol based on 2021 census
<a href="#">Care Act 2014 (legislation.gov.uk)</a>	A local authority must establish and maintain a service for providing people in its area with information and advice relating to care and support for adults and support for carers.
POWER BI Data <a href="#">Direct Payments - Power BI</a>	Direct Payments are accessed by a significant number of citizens from BME communities (39.66%)
POWER BI Data <a href="#">Direct Payments - Power BI</a>	73.4% of Direct Payments recipients are of working age (18-64 yrs)
POWER BI Data <a href="#">Direct Payments - Power BI</a>	Significant numbers of Direct Payments recipients live in the most deprived areas of the City. Frome Vale (45), Lockleaze (43), Lawrence Hill (36), Hartcliffe & Worthywood (31).
POWER BI Data <a href="#">Direct Payments - Power BI</a>	63.3% of current Direct Payments Support is delivered by two providers

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
POWER BI Data – Physical Support <a href="#">Direct Payments - Power BI</a>  POWER BI Data – Learning Disability Support <a href="#">Direct Payments - Power BI</a>	193 (22%) service users use Direct Payments for Physical Support.  70 (8%) use Direct Payments for Learning Disability Support
POWER BI Data <a href="#">Direct Payments - Power BI</a>  <a href="#">Direct Payments - Power BI</a>	13.9% of current DP recipients use their payment to employ a Carer. There are also 130 (15% of all DP recipients) Carers receiving a Direct Payment
POWER BI Data <a href="#">Direct Payments - Power BI</a>	The primary support reasons for those on a DP requiring support are Learning Disability Support (20%), Social Support (16%) and Physical support (51%).
<ul style="list-style-type: none"> <li>• <a href="#">Commissioning Strategy</a></li> <li>• <a href="#">Corporate Strategy</a></li> <li>• <a href="#">One City Plan</a></li> </ul>	Proposals align with corporate strategy, commissioning strategy and One City Plan.
<a href="#">Implementing direct payments in mental health (summary) (jrf.org.uk)</a>	Impact/best Practice in implementing Direct Payments for service users with mental health issues
<a href="#">SCIE Guide 10: Direct payments: Answering frequently asked questions - summary</a>	FAQ's re Direct Payments
<p><b>Additional comments:</b></p> <p>The nature of the current Direct Payment system means that we have limited data in terms of service user satisfaction/dissatisfaction other than knowing that our overall numbers of citizens taking on a DP is reducing. We are trying to understand why that might be.</p> <p>There will be a deeper dive once the new service model is designed and demonstrate impact that way .</p>	

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

Due to Direct Payments being a "service of choice" quite often taken by citizens because they believe that the Council don't have an appropriate service for them, there are some gaps in Data. For instance, when a citizen opts for a DP to finance their support from a personal assistant, we have limited intelligence on the way that DP is being managed as the contract is between the citizen and the PA. Equally, we don't have information collating the equalities info relating to those PA's at this time.

There are gaps in overall diversity data at a local and national level for some characteristics e.g. gender reassignment – especially where this has not historically been included in statutory reporting e.g. for sexual orientation. As council we rarely monitor marriage and civil partnership. There is a corporate approach to diversity monitoring for service users and our workforce, however the quality of available evidence across various council service areas is variable. No robust data on gender identity exists. Gaps in data will exist as it becomes out of date or is limited through self-reporting.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing a change process or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

We will be engaging with our existing Direct Payment Support Providers regarding the proposed changes to the service model which will undoubtedly impact upon their organisations/workforce. We will also be engaging Healthwatch as they conduct a citizen engagement exercise around the implementation of the Single Framework and hope to have some specific questions relating to Direct Payments and the support provision offered, within that process. We will also be engaging with the Equalities Forum to put our plans to them for feedback. The Direct Payment lead is consulting with The Somali Forum to seek to create greater accessibility for the Somali Community. There is also work being undertaken with help from Birmingham City Council to produce a video that will help to explain the use and purpose of Direct Payments for citizens who find that format easier to understand.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

We will continue to engage with internal and external stakeholder during the course of the service remodelling. Work has already been undertaken with Change Services and a Direct Payment support Project Team that includes representatives from Care Management, Client and Carer Finance and Brokerage Teams. Governance is managed by oversight from our Personalisation Steering Group. We intend to begin engagement/consultation with our existing providers to manage expectations, seek feedback on plans and encourage them to view the changes as an opportunity to simplify and consolidate existing mechanisms. Work has already begun by the Direct Payment Lead on engaging with BME communities around their use of Direct Payments with a view to encouraging further take up and ensuring that information is made available in appropriate formats for them. This focus is because BME communities are significantly over-represented within the take up of the Direct Payments offer to citizens.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
The planned remodelling of Direct Payments Support should have a considerable positive impact across all citizens with protected characteristics. The goal is to have a service specification that people find easier to understand, and have contracts in place for those providers delivering the service that ensure clarity of purpose, and stronger accountability for that service delivery. The changes should result in greater citizen choice across a wider section of the population as well as realistic support options for those with highly complex/specialist care and support needs	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Working age people have higher rates of accessing Direct Payments so any changes could have an impact
Mitigations:	The proposed changes to the Service Model will ensure that DP's become easier to access, manage and understand for all age groups especially those who have a higher uptake of DP's, which includes young people.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	See above
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Disabled people (and their carers) form a significant proportion of those taking up the Direct Payments offer and so any changes to the current system could mean disruption and impact.
Mitigations:	We will be working closely with organisations that represent the rights of Disabled people led groups to fully identify potential impacts and mitigate for them and ensure that there are positive impacts for these citizens (WECIL). The proposed changes to the Service Model will ensure that DP's become easier to access, manage and understand for everyone, including these groups.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	See above
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	See above
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	See above
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	See above
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	As previously mentioned there will be a significant impact upon those communities that traditionally use Direct Payments to source care and support for their families, carers etc., (See Section 2.1 for data) and BME communities are over-represented in this service.
Mitigations:	See above. Direct Payments already used by a disproportionate number of service users from BME communities, therefore there is already targeted work going on to support this community through any changes and to listen to their needs. Work has already been initiated by the DP Lead within care management to address any barriers/issues being reported by BME communities who use DP's and DP support. We have also addressed the Direct Payments pathway within the "Make It Work" Programme, working with 12-15 smaller BME organisations and held workshops on the use of Direct Payments and Individual Service Funds. We expect that by remodelling the service, we will be able to

	make Direct Payments Support more accessible to these communities by making them clearer, easier to administer and understand going forward.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	See above
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	See above
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Section 2.1 data indicates the numbers of people accessing Direct Payments from wards where there are high levels of deprivation (these also correlate to wards with high representation from BME communities) which means there is the potential for any changes to cause disruption and have an impact.
Mitigations:	See above: Direct Payments already used by a disproportionate number of service users from deprived areas, therefore expect DP Support Provision to correspond to that. We expect that by remodelling the service, we will be able to make Direct Payments Support more accessible to these communities by making them clearer, easier to administer and understand going forward.
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Section 2.1 data indicates the numbers of people accessing Direct Payments who use them to employ carers or who are Carers themselves. This means that any changes could cause disruption or impact.
Mitigations:	We expect that by remodelling the service, we will be able to make Direct Payments Support more accessible to these communities by making them clearer, easier to administer and understand going forward.
<b>Other groups</b> [Please add additional rows below to detail the impact for any other relevant groups as appropriate e.g. asylum seekers and refugees; care experienced; homelessness; armed forces personnel and veterans]	
Potential impacts:	
Mitigations:	

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our [Public Sector Equality Duty](#) to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

The proposed remodelling of Direct Payment Support Services will ultimately result in the provision of a better service for all citizens. Having a simpler more responsive service will improve the support options for a number of people across the City, offering them enhanced choice where it did not exist before. This is especially relevant to those from BME communities and those with support needs such as Disabled people (Learning Disabilities), Mental Health and Physical support needs.



## Step 4: Impact

### 4.1 How has the equality impact assessment informed or changed the proposal?

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

how the proposal is proportionate, necessary, and appropriate despite this.

<b>Summary of significant negative impacts and how they can be mitigated or justified:</b>
remodelling of the Direct Payment Support Services is mitigated fully by the intention to have a more effective, easier to use process that offers more clarity and accountability for citizens, practitioners and providers alike. Working in co-operation with existing providers there will be no service interruption as a result of the changes as we hopefully make a smooth transition from the old provision to the new model.
<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
Having a new model of support provision should assist with market development for the PA/Micro provider market as a result of more people being happy to take on a Direct Payment and take support for managing them

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Engagement with BME communities (through BSWN) to better understand reasons for taking on/opting out of Direct Payments	Paul Housden	By August 2023
Engagement with existing providers to assess issues/barriers to implementing new model	Paul Housden	By August 2023
Once the new service specification has been designed, a separate EQIA will be completed and submitted to establish and understand the impact	Paul Housden	TBC

### 4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

We will conduct robust service performance monitoring meetings with partners to ensure that we/citizens are receiving the level of service outlined in the specification and Key Performance Indicators. Regular feedback and governance will be sought from the Personalisation Steering Group to ensure we are complying with our predetermined Strategies and procedures. Once the new model is implemented we will conduct regular provider forums to obtain feedback on progress and deal with any issues arising. Regular monitoring through tools such as Power BI will assist in ensuring we are achieving our stated goals.
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## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <b><i>Reviewed by Equality and Inclusion Team</i></b>	<b>Director Sign-Off:</b> Richard Hills
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<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

Date: 28.04.2023	Date: 01/05/2023

**Bristol City Council - Scrutiny Work Programme 2023 / 2024 (Formal Public Meetings)**

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
<b>July 23</b>					
<b>August 23</b>					
<b>September 23</b>					
<b>27.9.23, 6pm</b>		<b>14.9.23 5.00 pm</b>	<b>28.9.23 5.30pm</b>		<b>4.9.23, 3pm</b>
Annual Business Report		Annual Business report	Annual Business Report		Annual Business report
CQC Update		Parks funding	WECA / BCC Infrastructure Update (Transport)		Report from Climate Change Working Group
SEND Update: Standing Item		Parks and Green Spaces Strategy pre-consultation update (including Allotments and Food Growing Strategy)	Strategic CIL (Community Infrastructure Levy)		Quarter 4 Corporate Performance Report
Adult Social Care Transformation Programme Update: Standing Item		Update on Tree and Woodland Strategy	Temple Quarter Update		Latest Corporate Risk Report
Children and Education Transformation Programme Update: Standing Item		Quarter 4 Performance Report	Quarter 4 Performance Report		Goram Homes
Q4 Performance Report			Quarter 1 Risk Report		Mayor's Forward Plan – standing item (will be included for each meeting)
Adoption West Annual Report (noting only)					WECA Forward Plan / WECA Scrutiny minutes – standing item (will be included for each meeting)
<b>October 23</b>					
	<b>11.10.23 4.30pm</b>				
	Healthwatch Updates (Standing Item) To include: <ul style="list-style-type: none"> <li>Menopause services in Bristol</li> <li>'Local Voices' report</li> </ul>				
	Access to Dentistry				
	Strengthening hospital discharge processes (reducing number of patients classed as 'no criteria to reside')				

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	<i>(Possible joint item with PSC)</i>				
	Update from ICB: Winter Resilience Framework engagement with local primary and community services				
	Update on stroke programme from ICB/NB NHS Trust (Information Paper)				
<b>November 23</b>					
		<b>20.11.23 5.00 pm</b>	<b>27.11.23 5.30pm</b>	<b>21.11.23 4.00 pm</b>	<b>2.11.2023, 6pm (TBC)</b>
		Libraries update – focus on innovation report/lessons learnt and library utilisation/opportunities for co-location	High Streets update Including Business Improvement Districts (BIDS)	Annual business report	Quarter 1 Performance Report
		Welcoming Spaces and Community Resilience Fund update/lessons learnt	Bristol Local Flood Risk Management Strategy (Statutory Item)	24-25 Council Tax Reduction Scheme consultation outcomes	Bristol Beacon
Page 84		Update on community toilets scheme	Bristol and Avon Flood Strategy	Collection Fund surplus/deficit report	City Leap
		Risk Report	Planning Service Update	Council Tax base report	
		Quarter 1 Performance Report	Quarter 1 Performance Report	Digital Transformation programme progress update	
				Quarter 1 Performance Report	
<b>December 23</b>					
<b>6.12.23, 6pm</b>	<b>7.12.23 4pm</b>			<b>8.12.23 &amp; 15.12.23</b>	<b>04.12.23</b>
Learning Disability Update	Healthwatch Updates (Standing Item)			8.12.23 - 2.30 - 5.30 pm: scrutiny of 24-25 budget proposals/consultation (part 1);  15.12.23 - 9.30 am - 12.30 pm: scrutiny of 24-25 budget proposals/consultation (part 2)	Transformation programme overview
Direct Payments and Community Care	Children's Health: <ul style="list-style-type: none"> <li>Child and Adolescent Mental Health Services (CHAMS)</li> <li>Hospital Education</li> </ul>				
SEND Update: Standing Item	Autism Spectrum Disorder (ASD) Assessments - Sirona Care & Health – Autism Assessment Criteria				
Adult Social Care Transformation Programme Update: Standing Item					

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Children and Education Transformation Programme Update: Standing Item					
Quarter 1 Performance Report					
<b>January 24</b>					
				<b>30.1.24 4.00 pm</b>	
				Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 1	
<b>February 24</b>					
<b>19.2.24,</b>	<b>7.2.24, 4pm</b>	<b>27.2.24 5.00 pm</b>	<b>26.2.24 5.30pm</b>	<b>1.2.24 4.00 pm</b>	
Permanent Exclusion, Suspensions and the Inclusion of Pub	Healthwatch Updates (Standing Item)	Community Safety Partnership annual report	Culture. (to include Cultural Investment Programme (CIP))	Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 2	Companies' – performance
Extra-Familial Harm	Health Improvement Teams - To include Dementia Care	Community Asset Transfers update	Strategic Transport Update, to include: <ul style="list-style-type: none"> <li>• Strategic Corridors</li> <li>• Liveable Neighbourhoods</li> <li>• Active Travel</li> </ul>		Scrutiny Annual Report
'Transitions' (education to employment) Inquiry Day: Outcome and Action Plan		Progress on Ecological Emergency (could involve inviting partners to attend)	Growth & Regeneration Capital Programme Update		Risk Report
SEND Update: Standing Item					
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
<b>March 24</b>					
<b>April 24</b>					
					BCC Business Plan and performance framework
					Companies Business Plans (including City Leap)

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<b>Provisional / To be scheduled</b>					
	Quality Accounts: Sirona; AWP; NBT; UHBW; SWAS (April-May 24)		Property Programme (Transformation Programme)	Corporate Performance reports	Clean Air Zone Early closed briefing followed by joint public session with G&R and Health.
			Major regeneration projects: <ul style="list-style-type: none"> <li>Western Harbour (TBC – watching brief)</li> <li>Frome Gateway (TBC – watching brief)</li> </ul>	Corporate Risk reports	Corporate Performance reports
				Finance Monitoring reports and quarterly savings monitoring reports	Corporate Risk reports
				Integration of carbon assessment alongside financial business cases/carbon impact of Capital Programme – joint with G&R	
Page 86				Implementation of the new Procurement strategy; Procurement Bill / procurement waivers; Implementing social value policy across strategies and procurement	Relationship with WECA / WECA scrutiny (informing work planning)
				Corporate debt/arrears report – mid-year report	One City Plan refresh
					Clean Air Zone – Enforcement (TBC)
<b>Other Scrutiny Activity</b>					
Adult Social Care Transformation Programme Scrutiny Workshops		Landlord Services Task Group: <ul style="list-style-type: none"> <li>Adaptive Homes</li> <li>Housing IT System</li> <li>Housing Allocation</li> <li>Temporary Accommodation</li> <li>Refugees</li> <li>Fire Safety</li> <li>Decent Homes (damp and mould)</li> <li>Decarbonisation</li> </ul>	Parking Strategy (including Workplace Parking Levy) – Working Group or Inquiry Day	Finance Task Group – 24/25 budget preparation and MTFP; first meeting July – financial outlook; regular meetings from August/September (joint sessions where necessary, e.g. with People Scrutiny). To include (autumn): Council Tax Base report; Collection Fund surplus/deficit report	Workshop – Scrutiny Handover
Children and Education Transformation Programme Scrutiny Workshops		Waste ID (note – to be linked in with OSMB): <ul style="list-style-type: none"> <li>Future policy</li> <li>Collection methodology</li> </ul>			
'Transitions' Scrutiny					
<b>Member Briefings</b>					

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Fostering / Adoption (All Member Briefing)	Issues relating to Black women/BAME communities, their pregnancies and known poor health outcomes. (Further info TBC in August)	Houses in Multiple Occupancy		Public Health grant & budget – joint with Health – to be included as part of Finance T&F work	City Leap progress
Teen Pregnancy (to include reference to Youth Homelessness). Joint with Health.	Update from AWP (Avon and Wiltshire Partnership) on Riverside CAMHS inpatient unit.			Cyber security and business continuity / financial risk – with Audit (Nov/Dec)	Equalities and Inclusion Strategy
Family Hubs	Update from BNSSG ICB / locality partnerships – Community mental health framework up-date (written update or briefing)			Approach to performance data	Bristol Waste Update
Ofsted Improvement					

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<b>Bristol, North Somerset &amp; South Gloucestershire - Joint Health Overview &amp; Scrutiny Committee (BNSSG - JHOSC)</b>	
<b>Agenda/s TBC</b>	<b>Date/s TBC</b>
Integrated Care Strategy - BNSSG Integrated Care Board (ICB) <i>TBC if JHOSC or HOSC</i>	
To include:	
<ul style="list-style-type: none"> <li>Up-date on Strategy &amp; Delivery</li> <li>Forward Plan</li> <li>Role of integrated Care Partnership (ICP) and Integrated Care Board (ICB)</li> </ul>	
BNSSG ICB – approach to tackling geographical health inequalities and local planning ( <i>timing and details TBC</i> )	
Update from BNSSG ICB / locality partnerships – Community mental health framework (plus potential briefing).	