

# People Scrutiny Commission Agenda



**Date:** Monday, 19 February 2024

**Time:** 10.00 am

**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

**Issued by:** Bronwen Falconer, Scrutiny  
City Hall, PO Box 3167, Bristol, BS3 9FS  
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**Date:** Friday, 9 February 2024



# 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 agree the minutes of the previous meeting as a correct record.

(Pages 7 - 13)

## 5. Action Tracker

## 6. Chair's Business

To note any announcements from the Chair

## 7. 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 **13<sup>th</sup> February 2024**

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 **16<sup>th</sup> February 2024**

- 8. ASC Transformation Programme - Standing Item**
- 9. Our Families Transformation Programme - standing item**  
**(Pages 14 - 24)**
- 10. EHCP Update - Standing Item**
- 11. PSC Workshop Report - Education to Employment Transitions**  
**(Pages 25 - 43)**
- 12. Permanent Exclusions, Suspensions and Inclusion Hub**  
**(Pages 44 - 52)**
- 13. Extra-Familial Violence**  
**(Pages 53 - 67)**
- 14. Q3 2023-24 Corporate Risk Report**  
**(Pages 68 - 85)**
- 15. Q2 2023-24 PSC Performance Report**  
**(Pages 86 - 105)**
- 16. Scrutiny Work Programme - Consideration of future topics**  
**(Pages 106 - 110)**



# 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).

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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

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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.

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The privacy notice for Democratic Services can be viewed at [www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services](http://www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services)



## Bristol City Council Minutes of the People Scrutiny Commission

6 December 2023 at 6.00 pm



### **Members Present:-**

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

### **1 Welcome, Introductions and Safety Information**

The Chair welcomed the attendees. Health and Safety information was provided.

### **2 Apologies for Absence and Substitutions**

Apologies were received from Chair Cllr Townsend and the meeting was Chaired by VC Cllr Sarah Classick.

### **3 Declarations of Interest**

No declarations were received.

### **4 Minutes of Previous Meeting**

The minutes were approved as an accurate record.

**RESOLVED; That the Minutes of the previous meeting be approved.**

### **5 Chair's Business**

No Business was submitted.



## 6 Public Forum

Public Forum questions and statements were published prior to the meeting and can be viewed [here](#).

**RESOLVED; That the Public Forum be noted.**

## 7 Q1 2023-24 Performance Report

The Performance Advisor for Children's Services presented the Q1 Performance report. It was noted that 97% of Actions were on target or better, and 55% of business plan priority measures were on target or better.

In regard to P-CYP1.3 (supporting fostering services to recruit foster carers) a Member noted the commentary of the efforts in place for retention including a 'good offer' and various 'activity events', and requested further details of the offer and events. This included activities specifically for foster families (days in the park, Christmas parties, etc), while some events were on a rolling programme to support foster carers. The offer had both a formal and informal structure of support; each child and family would have a social worker and access to therapeutic support services.

In regard to P-CYP4.2 (increase retention of social workers by reviewing pay) further detail around the timescales for pay review was requested. This was in progress; paperwork had been completed with a proposed job description and evaluation out for consultation due to be completed 19<sup>th</sup> December 2023. Funds were also available for international recruitment. It was confirmed that following the pay review that salary would become more competitive and in line with neighbours.

The social worker apprenticeship scheme was noted, and it was thought that 12 apprentices were on the programme at that time; a new cohort had recently been recruited.

For BPPM266 (Increase the percentage of adults with learning difficulties known to social care who are in paid employment), the decrease was noted. Officers confirmed that the data reporting on this was being interrogated to ensure accuracy. Officers agreed to provide further information on this once analysis had been completed. The work of the We Work for Everyone programme was noted, as well as organisations that provide employment opportunities such as Stepping Stone.

Members were pleased to see that BPPM307 (Increase the number of people enabled to live independently through home adaptations) was performing significantly above target, and requested further information on the reasons for this. Officers agreed to provide this.

The Performance and service area officers were thanked for the report and their work.

**RESOLVED; That i) the report be noted, and that ii) further analysis regarding the performance of BPPM266 and BPPM307 be provided.**





## 8 'Our Families' Transformation Programme Update - standing item

The Director for Children and Education Transformation presented an update against the Our Families Transformation Programme outlining the continued financial pressures and plans for mitigations. This included work on developing the sufficiency of children's placements within Bristol, including children's homes and supported accommodation. Further details on plans for provision for 16-18 year olds were provided.

It was noted that the challenges had increased over the 2022/23 and 2023/24 year, with children and young people presenting with more complex needs. It was also confirmed that the increasing demands were a national issue.

A Member noted the cost efficiency of foster carers, and how this could be supported and encouraged financially. The Director for Children and Families stated that some financial allowances had been provided, with fuel allowance also looked at. There had also been some creative thinking around how to reach out to people who might otherwise not have been able to foster, such as providing support around property extensions.

Officers confirmed that work was being conducted with neighbouring authorities in developing local provision.

Members thanked the officers for their work, and welcomed the creative thinking and working evident across directorates.

**RESOLVED; That the People Scrutiny Commission note the report.**

## 9 Education Health & Care (EHC) Performance Update - standing Item

The Director for Education and Skills presented an update against the performance of Education, Health and Care Needs Assessments.

It was noted that at the end of October 2023 there had been a 20% increase in EHC Needs Assessment requests compared to the same period the previous year; this also reflected a national increase.

Some improvements in timeliness of EHC Plans issued within 20 weeks had been seen, with Bristol performing above the average for the region and nationally. A key pressure came from the tension between finalising new EHCNA requests and legacy requests already outstanding.

Reduced capacity in the Educational Psychology Services was expected to have an impact. The extent of this was expected to be known by Q1 2024/25.

It was confirmed that the pressure in the Educational Psychology Services was national. Officers understood the local offer to be good resulting in good retention and recruitment.



It was noted that the Local Authority did not have capacity to attend all reviews and it was queried whether there was a relation between those reviews that had not been attended and subsequent tribunals. While this data was not held, the Local Authority did prioritise certain demographics and risk factors.

Members raised the impact on schools to collate information for EHCs where the Local Authority could not attend. Officers recognised this and hoped to show improvement over time, while acknowledging that schools were partners in the process.

Officers were thanked for the report.

**RESOLVED; That the People Scrutiny Commission note the report.**

## **10 Adult Social Care Transformation Programme Update - standing item**

The Executive Director for Adults and Communities presented an update against the Transformation Programme.

An overview of the Transformation Programme was given, noting the 'programme reset' in 2023-24 to address additional financial challenges and the procurement of a delivery partner to build capacity and identify further opportunities.

Officers highlighted a number of areas in which progress had been made, including proactive debt recovery. This involved making systems more efficient, such as making it easier to pay debts (ie. by telephone).

The Fair and Affordable Care Policy consultation had been extended following engagement. Engagement with people with lived experience had been a priority, with an aim to be more co-productive.

The work in managing needs had supported 23 people in being able to access a home of their own instead of supported accommodation.

A single commissioning framework was established to simplify contracting with third party organisations. The tender for the SCF closed on 14 November 2023. The next step would be to evaluate and move forward with the successful tenders. The scale of the SCF was emphasised, with the capacity to encompass £200m per year. It was hoped that this would help to shape the local market, supporting contracts with local providers.

A benefit was expected to be improved monitoring, with tighter terms of reference. In terms of financial impact more astute commissioning could drive better arrangements, and avoids vulnerability to the market where all commissioned items were separate purchases. The aim would be to move to fewer providers, with more community based.

Members thanked officers for the report, and were pleased to see details of the Single Commissioning Framework.



**RESOLVED; That the People Scrutiny Commission note the report.**

## **11 Learning Disability & Autism Programme Update**

The Executive Director for Adults and Communities and the Transformation and Commissioning Lead for Adult Care Commissioning introduced the Learning Disability and Autism Programme update. The joint Learning Disability and Autism (LD&A) commissioning team had been established in January 2023; this item was requested as a progress update against the programme of work following a report presented during the 2022-23 year. The team was fully staffed in 2023 and had started to identify system improvements.

The ASC Single Commissioning Framework discussed in the previous item was noted as relevant to this item, as the projects within the programme tied closely to the ASC commissioning function to address gaps in accommodation supply and support provision. The SCF consolidated commissioning activity with less spot purchasing.

The Executive Director for Adult Social Care highlighted the innovative work of the team and particularly thanked Transformation and Commissioning Lead for his work. It had enabled local providers to invest in property for bespoke housing solutions and had produced good outcomes; an example was given of an individual who had been in hospital accommodation for 20 years who was now able to access their own home.

The team was integrated with the Integrated Care Board to conduct joint commissioning with Health services.

All land and property asset disposals were being examined for suitability. Cllr Massey identified a potential local site she was aware of and agreed to share the details with Transformation and Commissioning Lead for further consideration. It was clarified that a 'single council approach' was being taken with site disposals, where the most appropriate cohort in need was considered in deciding best use. The 'whole system' approach was supported by the Transformation Programme Portfolio.

Members welcomed the work of the LDA team.

Older people were raised as a cohort who may have varying degrees of support needed as part of their accommodation. It was confirmed that the accommodation team also had this cohort in mind.

The types of property disposals most appropriate for supported accommodation use were discussed.

Officers were thanked for their report.

**RESOLVED; That the People Scrutiny Commission note the report.**

## **12 Direct Payments and Community Care**



The Transformation and Commissioning Lead for Community Care and Support presented a report on Direct Payments, the term used for money paid directly to individuals to allow them to buy the services they are assessed as needing. A presentation was delivered with the key points being:

- There was a priority within the ASC Transformation Programme to bring Direct Payments in line with national benchmarking (26%) as Bristol were underperforming after having initially performed well.
- The project objectives, having been developed with stakeholders, were outlined, with achievements including the development of a Direct Payment Support Hub, improvements in accessibility, increasing the DP Personal Assistance rate, and development of services to support personalisation.
- Planned future activity was outlined. It was acknowledged that there was a challenge as the project was operating without additional transformation investment

There was evidence that Direct Payments provided good outcomes both in terms of quality of care and financially. Progress of the project was being monitored through the ASC Transformation Programme.

The Direct Payment Cafes introduced as part of the project where social care staff and receive guidance around Direct Payments were discussed.

The increase in personal assistance rate was identified as a key achievement, as this was where most payments would be made, and the previous rate had made it difficult to recruit. This was considered a success. A Member was pleased to see the increase in this rate, and provided an example where inflexibility on this had led to a frustrating piece of case work.

Introductory Agencies, in which people with particular care and support needs were matched with self-employed carers, were discussed. These were new to the sector. Planned future work included creating an approved suppliers list. Organisations with an innovative approach to personalisation were discussed.

The Direct Payment Support contract was expected to be recommissioned following the Single Commissioning Framework. A consultation would form part of this process.

The Individual Service Funds Pilot was discussed. ISF was considered a middle ground between commissioned services and Direct Payments, offering greater control of a personal budget. The pilot was to focus on disabled people with a learning disability. IS Funds had been shown to be a creative solution.

The balance between encouraging Direct Payments without pressuring a client for whom it would be inappropriate was discussed, with a Member providing an example. Officers agreed; the focus was on equipping staff to understand the offer and encourage where appropriate to do so.

Members would welcome examples of stories from people with lived experience for future reports. This was noted.

**RESOLVED; That the People Scrutiny Commission note the report.**



### **13 Scrutiny Work Programme**

The Work Programme was noted.

Meeting ended at 8.30pm



# People Scrutiny Commission

19<sup>th</sup> February 2024



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

**Title:** Children and Education – Our Families Programme Update

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

## **Recommendation:**

For the People Scrutiny Commission to note the update report and progress for Our Families (non-Dedicated Schools Grant) programme. Provide comment and feedback on any additional opportunities we may wish to consider managing the demands and pressures to mitigate further against the financial challenges Children and Education face due to national and local picture.

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

None – just an update on progress.

## 1. Summary

- 1.1 This report seeks to provide the People Scrutiny Commission with an update on key priorities for Our Families Programme and status/progress against these. Our Families Programme forms part of the Council top 5 Transformation Portfolio: Dedicated Schools Grant Deficit Programme; Adult Social Care Programme; Property Programme and Temporary Accommodation Programme.
- 1.2 This report does not cover Dedicated Schools Grant Deficit programme but does outline the systemic relationship with that programme.

## 2. Context

### 2.1 Our Families Programme – background

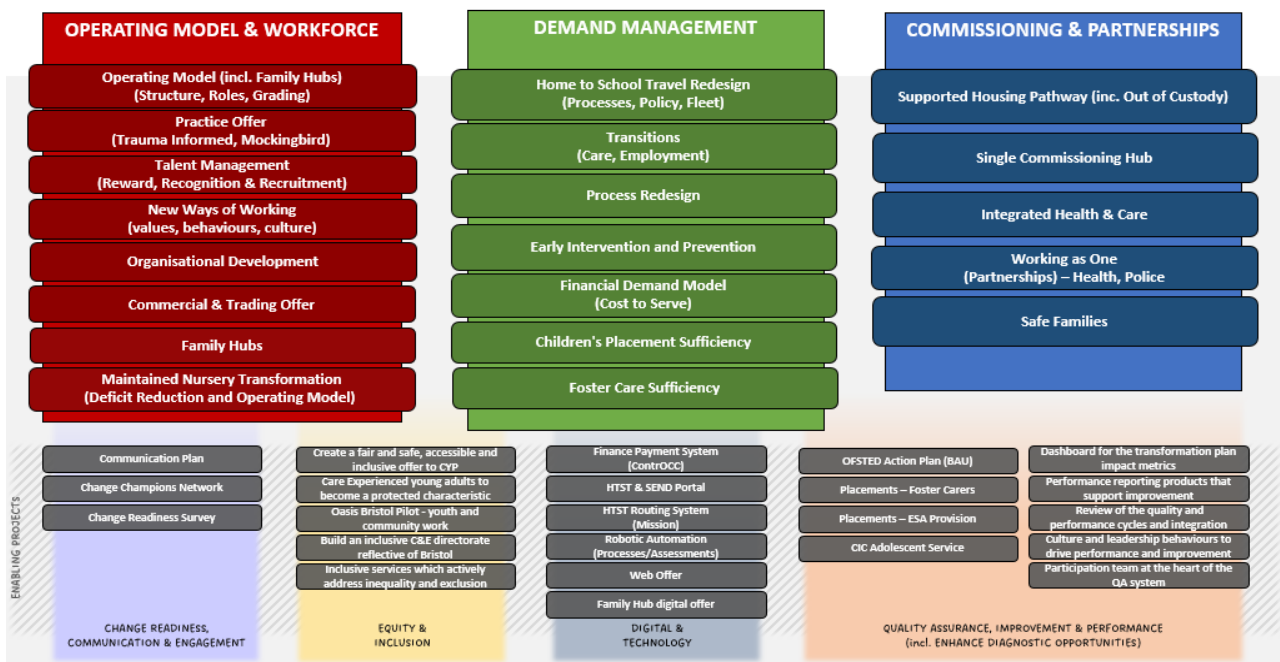
- 2.1.1 The programme will design effective services with, and for, children, young people and families; and efficiency of delivery will improve as a result through a whole system change. There is a systemic relationship between the programme areas of focus and deliverables because greater stability will not be achieved by focusing on one area alone.
- 2.1.2 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.
- 2.1.3 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 Current Status

- 2.2.1 The programme is structured through 3 workstreams with a suite of projects associated to each workstream. The workstreams are enabled through a series of digital and technology, equity and inclusion and quality assurance, improvement and performance projects. The 3 workstreams being:

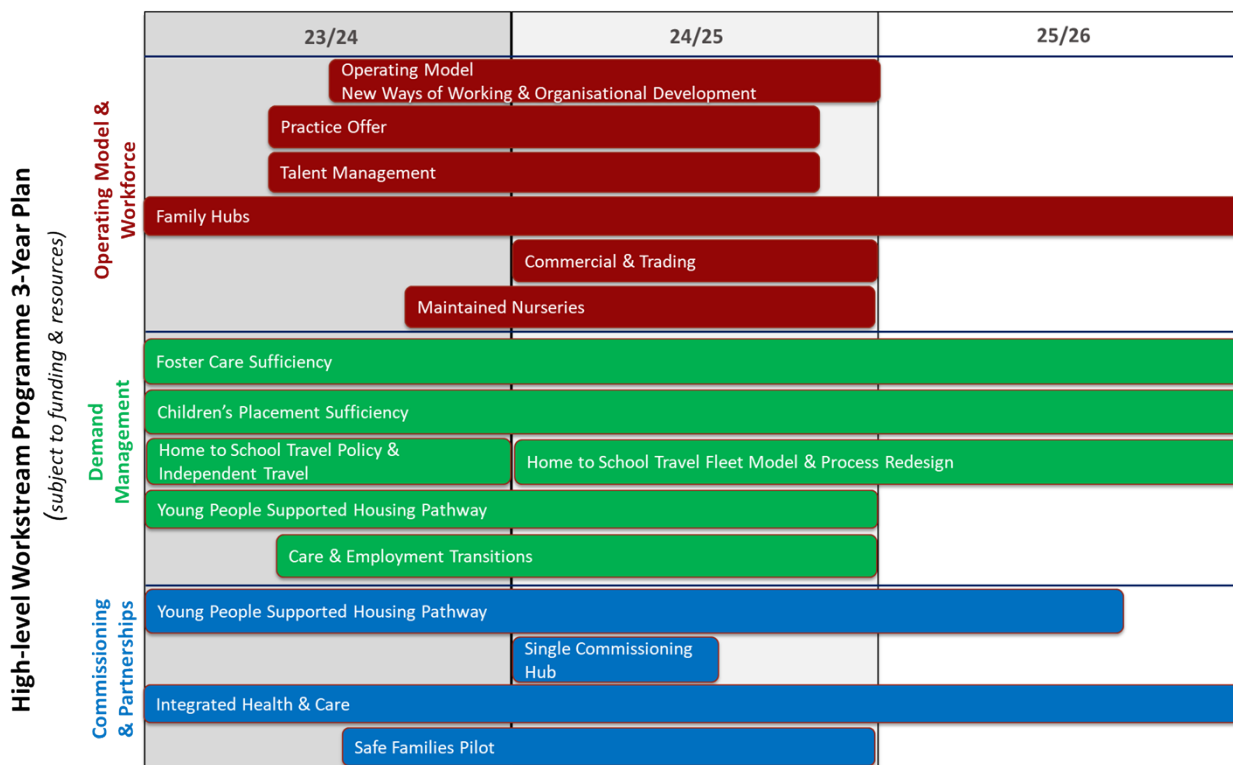
- Operating Model and Workforce: A system-wide approach where good Children Services and Education is the foundation for meeting a wide range of needs.
- Demand Management: Achieving efficiencies that reaches beyond the boundary of Children and Education and the organisation.
- Commissioning and Partnerships: Harnesses the power of our partnerships to enrich the lives of the children, young people and families we work with to deliver the goal of better early outcomes for children/young people with increasingly greater efficiency. Alignment and efficiencies in the wider integrated care system.

2.2.2 The following below outlines the suite of projects against each workstream and the enabling projects.



2.2.3 The current timeline of the programme is outlined below. This remains subject to ongoing review, funding and resources.





2.2.4 The following table provides an update on current lifecycle status of work within the programme:

<b>Workstream</b>	<b>Lifecycle Stage</b>	<b>Narrative</b>	<b>Links to associated public documents</b>
<b>Operating Model &amp; Workforce</b>	<i>Delivery</i>	Children and Education operating model and restructure Phase 1 completed December 2023. Phase 2 currently case for change is under development on proposed structures under each Head of Service subject to consultation with staff February 2024. Culture change programme to be developed in parallel with Phase 2 to rollout April 2024 onwards. The development of an assessment programme for management teams, with a specific focus on leadership competencies, values and behaviours, financial acumen to be delivered April 2024.	<i>None</i>
	<i>Delivery</i>	Practice Offer – Trauma Informed is grant funded 1 day a week to raise awareness and support staff wellbeing across Childrens, Adults and Health services. As part of our workforce development, we have provided training to over 600 people across the Bristol Trauma Informed network and delivered a compassionate leadership course. Looking to use a framework for a local approach and pledge for integrated	<i>None</i>

		care system partners to commit to.	
	<i>Planning</i>	Adopting the ‘Mockingbird’ programme. This is an innovative method of delivering foster care using an extended family model which provides sleepovers, peer support, regular joint planning and training, and social activities. The programme improves the stability of fostering placements and strengthens the relationships between carers children and young people, fostering services and birth families.	<i>None</i>
	<i>Delivery</i>	Talent Management – strengthen our talent management (recruitment and retention) framework through alternative models such as apprenticeships, international recruitment, social work academy: <ul style="list-style-type: none"> <li>Reviewed of all social worker pay grades, evaluation of job paperwork. Consultation with 150 staff (closes end of January 2024). Increase pay grades in line with regional salaries.</li> <li>International Social Worker team manager in place. Agency procured to manage the recruitment of international social workers, aim to start work from April 2024.</li> <li>Systemic practitioners recruited and will be in post in April 2024, and commence degree course at university in September.</li> </ul>	<i>None</i>
	<i>Delivery</i>	Behavioural workshops taking place on 3 identified opportunities (proof of concept: School Attendance, Foster Carers, Sufficiency and Family Hubs/Early Education.	<i>None</i>
	<i>Delivery</i>	Family Hubs – 3 physical hubs went live in June 2024. Working on defining scope for 2 new workstreams – digital and youth (exploring how we can add value to the youth provision in the city).	<a href="#"><u>Cabinet approval September 2022 Family Hubs and Start for Life</u></a>
<b>Demand Management</b>	<i>Delivery</i>	Children Homes Placement Sufficiency – extension to current capital programme mandate to develop children’s placement sufficiency in the city; children’s homes, including crisis homes and disabled children’s homes, and supported accommodation to address revenue base budget pressure in 23/24. Subject to approvals at Budget Cabinet 23 <sup>rd</sup> January 2024. Full Business Case for approval July 2024.  This will:	<a href="#"><u>DfE Capital Funding to develop two new Children’s Homes</u></a>  <a href="#"><u>January 2024 Cabinet Approval - x2 Children Homes</u></a>  <a href="#"><u>Cabinet approval March 2023 Sufficiency</u></a>

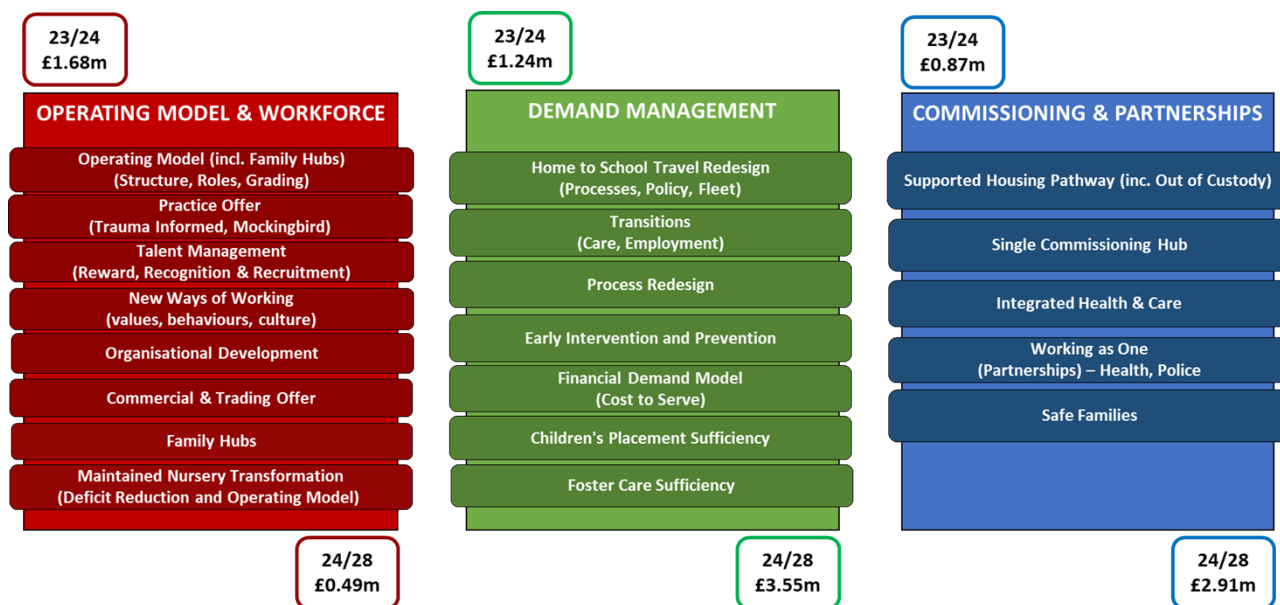
	<p><i>Delivery</i></p>	<ul style="list-style-type: none"> <li>• Increase local sufficiency for children in care and care leavers.</li> <li>• Improve stability for children in residential care and the ability to ensure these homes remain safely at full capacity best utilising the resource.</li> <li>• Reduce usage of high-cost unregistered placements.</li> <li>• Reduce of 16- and 17-year-olds coming into care through the availability of crash pad/assessment provision.</li> <li>• Increase availability of provision to support children and young people to transition smoothly from residential provision, or for those with more complex needs.</li> <li>• Focus development of a service supporting children to move out of hospital (or similar) into suitable registered accommodation.</li> <li>• Increase availability of suitable provision in Bristol for Unaccompanied Asylum-Seeking Children (UASC)</li> </ul> <p>Fostering Sufficiency – digital campaign, and Southwest Fostering Recruitment Hub April 2024. Fostering grant scheme for extensions and adaptations to homes subject to approvals at Budget Cabinet 23<sup>rd</sup> January 2024. Full Business Case and Policy for approval July 2024.</p> <ul style="list-style-type: none"> <li>• Greater local sufficiency for children in care in fostering services.</li> <li>• Greater stability for children in residential care and the ability to ensure these homes remain safely at full capacity best utilising the resource.</li> <li>• De-escalate the use of residential and high-cost placements for children in care and significantly increase our cohort of local foster carers and reduce the use of more expensive distant placements and the use of Independent Fostering Agencies.</li> </ul>	<p><a href="#">Strategy for Children in Care and Care Leavers 2023-2024</a></p> <p><a href="#">Children's Independent Fostering Agency Framework – South Central</a></p>
	<p><i>Delivery</i></p>	<p>Home to School Travel – Post-16 and Pre-16 policy went out to consultation in December 2023 for implementation in September 2024. Subject to approval at Cabinet in March 2024.</p>	<p>None</p>
	<p><i>Planning</i></p>	<p>Home to School Travel - Independent Travel Training Programme being developed and exploring pick up points and handheld devices for</p>	<p>None</p>

	<i>Delivery</i>	Escorts. Options for hybrid electric vehicle fleet - options to be scoped and costed, including social enterprise model.	<i>None</i>
	<i>Delivery</i>	Maintained Nurseries – aim to secure an in-year financially sustainable operating model for 12 Maintained Nursery Schools in Bristol and establish a clear payment plan to address the historical deficits. A strategy developed and workshops with Headteachers in October 2023 Meeting with Bursars in January to analyse financial reporting.	<i>None</i>
	<i>Delivery</i>	Transitions - mandate signed off through the Adult Social Care Programme Board July 2023. Young people 13+ involved in transition pathway. Data cleansing exercise of almost 2000 records from many sources across social care and education. Merged data from social care and finance systems and now broken down into subsets. AS IS processes and pathway mapping completed. TO BE workshops commenced January 2024. Outline Business Case developed and subject to approval at Adult Social Care transformation board in February 2024. Performance reporting requirements will be requested through the Ful Business Case from summer 2024. Full Business Case by July 2024 for complex or high-cost change items.	<i>None</i>
<b>Commissioning &amp; Partnerships</b>	<i>Delivery</i>	Safe Families – procured the implementation of a 2-year pilot with families who link children with volunteers to provide support such as respite. Offers bespoke packages of support, delivered through a network of volunteers providing support to families in crisis or in need. The direct support is provided by volunteers and may take the form of hosting, befriending and practical resources. Safe Family manager recruited and now recruiting volunteer – 1 approved and 6 more in the process. Just received our first referral.	<i>None</i>
	<i>Delivery</i>	Development of alternative arrangements and frameworks for strengthening our children/young people’s commissioning of provision - draft Supported Housing Delivery Plan developed. Decision pathway process March 2024.	<i>None</i>
	<i>Planning</i>	Options appraisal for Single Commissioning Hub	<i>None</i>
	<i>Planning</i>	Create an environment that promotes and encourages to be more commercial through	<i>None</i>

		<p>providing the necessary foundations - stronger partnerships with our partners, agencies, communities, Voluntary and Community Sector (VCS) in a systemic way to create solutions to deliver better outcomes at a lower cost. Maximising and pooling of knowledge through self-service tools to assist with trading / income generation.</p> <ul style="list-style-type: none"> <li>• Mentoring and or a commercialisation academy that internally supports directorate(s).</li> <li>• Increase number of successful grants and improve toolkits to support grants.</li> </ul>	
<b>Enabling</b>	<i>Delivery</i>	Change readiness – engaged a number of Change Champions across Childrens and Education to support and embed the changes being delivered.	<i>None</i>
	<i>Planning</i>	Developing shared approaches to co-production, participation, engagement, and collaboration across Education, Social Care and Health	<i>None</i>
	<i>Delivery</i>	Technology – looking at ways we can improve processes by replacing onerous manual task with systems and applications. Home to School Travel re-tender of new routing system and looking at new additional functions – parent/carer/supplier portal, integrated invoicing.	<i>None</i>
	<i>Delivery</i>	Single view of transformation performance across Children and Education (outcomes and impact) – developed an Our Families programme scorecard which correlates with the formal performance reports that are produced every 3 months with are reported publicly through Bristol City Council Cabinet and Scrutiny Commissions.	<i>None</i>

2.3 **Savings**

2.3.1 Projected financial benefits £10.7m over the five period 23/24 to 27/28 of which, £2.831m per annum are recurrent thereafter. Does not include savings proposed as part of [Budget Recommendations Cabinet Report 23rd January 2024](#).



2.3.2 Further stretch cashable saving opportunities in the pipeline for 2024 to 2028 to reduce costs on placement and provision of accommodation:

- 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).

2.4 Risks

2.4.1 Risk and issues are monitored through the programme team and escalated to the Our Families Programme Board where appropriate and registered on corporate risk register if required. The key programme risks/issues and associated mitigations is outlined below.

<b>Risk/Issue Description</b>	<b>How risk/issue is being mitigated and monitored</b>
Scale of transformation and cashable savings is unachievable within required timescales.	Robust governance through Our Families Programme Board and Corporate Leadership Board. Clear individual accountabilities and responsibilities, benefits management, effective issue and risk management and prioritisation framework
Cashable savings not fully realised due to increase in costs, inflation etc.	Robust financial governance to monitor cashable savings, forecasting of any projected increase in costs. Programme is continuously reviewing further opportunities for savings to bridge any shortfalls and pressures.

Business as usual does not operate effectively during transformation and lack of capacity and/or expertise to drive the Transformation Plan	Adequate capacity will need to be in place so that BAU roles do not become diverted. Balanced use of dedicated programme team members and current service delivery resources with backfill as appropriate. Robust resource planning programme resourced with suitable skills and capabilities
Performance baselines for services are not reviewed during the programme to reflect any changes on those services i.e. increase in demands due to economic climate or changes in legislation then benefits realisation for performance may be less than expected	Monitor as a risk during the time of the phase and adjust any performance benefits realisations accordingly. Raise at Our Families Programme Board on key changes in performance
Potential lack of capacity within key corporate services e.g Finance, legal, HR, Communications to support the delivery of the programme	Approval of programmes resources, including corporate services against what internal capacity can be provided. Buy-in from Corporate Services to support the delivery of the programme
Family Hubs model, solutions/approaches are not considered as part of the wider Children and Education model then Family Hubs will become financially unsustainable, as Department for Education grant funding is only available until 2025.	Seek long term sustainability outside of Department for Education funding through the new operating model as part of the Early Years offer. Working closely in line with the Digital Transformation Programme and Citizen’s Services, prioritising utilising existing internal infrastructure/systems/technology on Council infrastructure.
Any delay to the implementation of the new Operating Model beyond April 2024 will impact 24/25 target savings.	Weekly meetings with key stakeholders to review progress, discuss issues and risks and remove blockers.
Funding for 24/25 not yet approved – may have to halt some projects if there is insufficient funding for resources to deliver all the projects/workstreams.	All current projects and workstreams being reviewed and assessed in terms of priority for Corporate Leadership Board approval.

### 3. Public Sector Equality Duties

- 3a) 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.
- 3b) [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 2023. [Budget 24/25 Equality Impact Assessments](#) completed for proposed new savings for 24/25 as outlined in the Budget Cabinet Recommendations report 23<sup>rd</sup> January 2024. Any new proposed savings will have an Equality Impact Assessment. Where we have a policy change, or a restructure change a separate Equality Impact Assessment will be completed.

**Appendices: None**



# People Scrutiny Commission

19<sup>th</sup> February 2024



**Report of:** People Scrutiny Commission

**Title:** Report from PSC Workshop examining the pathways available for Children with SEND from Education to Employment

**Officer Presenting Report:** Bronwen Falconer, Scrutiny Advisor

**Recommendation:**

- The People Scrutiny Commission is asked to note this report and recommend it be directed to the relevant Policy Committee(s) for the 2024/25 year for consideration of any further action required.

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

- This report reflects the information collated from services across Bristol City Council and West of England Combined Authority as well as the outcomes and issues raised in the course of the workshop meeting
- The report should be considered as a baseline map of the landscape and record of current thinking around the pathways available for Children with SEND from Education to Employment



# EDUCATION TO EMPLOYMENT PATHWAYS FOR CHILDREN WITH SEND

Report to People Scrutiny Commission following Workshop

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## Introduction

This report was compiled for the purpose of providing a baseline account of the current landscape in regard to the support available to children and young people with Special Educational Needs as they age out of education and into employment as an adult.

## Key Background Information

Special Educational Needs and Disabilities (SEND) is the term for a child who requires additional support in schools due to a disability or learning difficulty. This support is co-ordinated in schools by the Special Educational Needs Co-ordinator (SENCO), with the child added to the SEN register. For children with SEND where the support available in-school does not sufficiently address the need they may be referred for an assessment for an [Education, Health and Care Plan](#). EHC assessments are conducted by the Local Authority and identify education, health and social needs and set out the additional support to meet those needs. EHCPs apply until a child finishes education or up to the age of 25, and the [SEND Code of Practice](#) states that from Year 9 the plan must include the provision to assist in preparation for adulthood, with a stated outcome of the EHCP to 'move into employment or higher education'.

Nationally<sup>1</sup> and locally<sup>2</sup>, the numbers of adults with Learning Disabilities in paid employment is low. In Bristol City Council a Priority Metric for the 2023/24 year was to "increase the percentage of adults with learning difficulties known to adult social care who are in paid employment"<sup>3</sup>, and this has been monitored through regular reporting through the quarterly Performance Reports.

It is important to note that the responsibility for the Adult Education Budget and ensuring that careers guidance in schools meets local needs is not held by Bristol City Council but by the West of England Combined Authority (WECA) as part of the Employment and Skills remit.

## People Scrutiny Commission and this Report

During the 2023-24 year the People Scrutiny Commission (PSC) expressed an interest in a piece of work examining the pathways and support available to children with Special Educational Needs and Disabilities as they progress from education to employment, mindful of the low numbers of adults with Learning Disabilities in employment. The transitional nature of this pipeline necessitates the involvement of multiple service areas, programmes and organisations, and it is recognised that support to employment is only a small proportion of the work of the services that do support transition to adulthood. Due to the number of services involved at different stages and the complex nature of the work it was agreed there would be a benefit in a mapping exercise; collating information from across services in Bristol City Council and the West of England Combined Authority in order to;

- Establish at what point different services were involved in the pathways of children with SEND progressing from education to employment

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<sup>1</sup> [The employment of disabled people 2023 - GOV.UK \(www.gov.uk\)](#)

<sup>2</sup> The breakdown by Local Authority can be found in table LMS008 in the following data file [employment-of-disabled-people-2023.ods \(live.com\)](#)

<sup>3</sup> BPPM 266 [Microsoft Power BI](#)

- Understand the transitions between services to feel confident in the planning for adulthood work taking place
- Understand the pathways available to all cohorts, including children with SEND who were not on Education, Health and Care Plans
- Establish what other initiatives, improvement work, projects and strategies were in place or in the process of being developed.

To support these aims information was requested via submission of a form with standardised questions from a number of Bristol City Council staff prior to a workshop held on 31<sup>st</sup> January 2024, where further detail was provided and People Scrutiny Commission Members raised questions for clarification.

This report reflects the returned information as well as the outcomes and issues raised in the course of the workshop meeting, and should be considered as a baseline map of the landscape and record of current thinking.

**The People Scrutiny Commission is asked to note this report and recommend it be directed to the relevant Policy Committee(s) for the 2024/25 year for consideration of any further action required.**

## Participants

Thanks are extended to the members of staff who submitted information regarding their area. These areas included;

- SEND Assessment, Planning & Review Team
- Employment, Skills and Lifelong Learning
- Pathways to Independence Project
- Young Adults Transitions Service

Additional information was also submitted in discussion with representatives from the West of England Combined Authority and Adult Care Commissioning.

The Workshop held on 31<sup>st</sup> January 2023 was attended by the following Bristol City Council staff;

- Director for Education and Skills
- Executive Director for Adults and Communities
- Director for Children's Transformation
- Head of Service Skills City - Education, Skills and Learning
- SEND Team Manager
- SEND Manager – Post 14
- Transformation and Commissioning Lead - Adult Care Commissioning
- Specialist Services Manager - Disabled Children and Specialist Services
- Project Manager -Adult Social Care Transformation Programme
- Project Manager – P2IP
- Strategic Programme Lead – Children and Education
- Operations Manager – Adult Social Care

The meeting was also attended by People Scrutiny Commission members, and by the Cabinet Members for Children and Education and the Cabinet Member for Adult Social Care.

A West of England Combined Authority representative sent apologies to the workshop but held a subsequent discussion with the PSC Chair following the meeting, and that discussion has been incorporated into this report.

Thanks are extended to the multiple staff members who held informal discussions prior to the workshop as part of the development of this project.

## Relevant Service Area and Project Remits

The remits of various areas and projects are outlined below and include descriptions of how they support children and young people both with and without EHCPs as they transition to adulthood.

### The SEND Assessment, Planning & Review Team (SEND Team)

The SEND Assessment, Planning & Review Team is a statutory service that has responsibility for the co-ordination of the EHC Needs Assessment and Annual Reviews of the Education, Health & Care Plan (EHCP) for children and young people, 0-25.

#### **For children and young people with EHCPs**

The EHCP format has been revised in the past two years to incorporate the Preparing for Adulthood (PFA) outcome themes/areas. These are included, within the statutory document, from inception; regardless of age of child or young person. Children and Young People who were within the service prior to this change will see the inclusion of the PFA areas from Year 9 onwards.

In 2023 the service was able to incorporate the capability of capturing a child and young person's progress towards their long-term outcomes (as stated in their EHCP), within the electronic system. This will enable a better overview of progress and impact of provision in place for planning now and the future. The reporting aspect is in development in conjunction with other SEND focused projects.

The SEND Officers will focus attendance, where capacity allows, at transitional reviews. Educational establishments are supported and encouraged to update/suggest amendments to a child or young person's EHCP ensuring the right support is identified for the upcoming phase transfers and beyond, including where a young person is moving between statutory school to Further Education.

The SEND Assessment, Planning & Review Team is structured between Pre 14 and Post 14 Inclusion Teams. Prior to a young person commencing Year 9 they will be allocated a Post 14 link SEND Officer who has the skills and expertise to hone pathway planning into adulthood through the Annual Review process: changing the focus to independence and employment in the future, rather than education steps towards. This is also a cultural change, supporting the changing style of planning with broader options available and influence the change of conversation with schools, young people and their families. Young people having a voice and control of their future pathways and steps to achieve their goals. This also includes ensuring the wider skills for adulthood have been identified and captured within the EHCP in regard to needs, outcomes and provision.

The team will support young people and their families by signposting toward appropriate onward education/training settings and how to apply; this process varies within Post 16 education/training settings.

The SEND Link Officers will also work with Post 16 providers to extend and vary the educational offer both at an individual and systemic level to meet the needs of young people in preparation for adulthood.

### **For children and young people without EHCPs**

For those who may or may not have EHCPs, Bristol's [SEND Local Offer](#) contains dedicated pages regarding education options for young people with SEND after age 16. These pages include information on; Post 16 learning options, course levels and qualifications needed, how schools can support preparation for a young person's transition to Post 16 learning, guidance on SEN support and financial support for young people over 16 years old.

Bristol's SEND Local Offer also links to [Bristol's Post 16 Directory](#): available to all young people and their families. This directory details information about and contacts for school sixth forms, sixth form colleges, further education colleges and training providers offering post 16 education, training and apprenticeships in and near Bristol.

Pathways available to young people with an EHCP include further education, supported internships, traineeships and apprenticeships and specialist colleges.

### **Employment, Skills and Lifelong Learning (ESL)**

ESL provides a range of integrated services to support young people with post 16 pathways, apprenticeships, employment support and adult and community learning.

The team is responsible for meeting the Council's statutory duties in relation to Post 16 Participation through regular tracking of all 16/17 year olds living in Bristol (and up to 25 with an EHCP). The team also contributes to the delivery of the Council's statutory duties to support Disabled people with Learning Difficulties into paid employment (Adult Social Care Outcomes Framework (ASCOF) KPI and target).

ESL works with young people aged 11-19 (and up to 25 with an EHCP) most at risk of being Not in Employment, Education or Training (NEET), including those with SEN Support and with EHCPs. They also target their 18+/19+ services at all Disabled people with few or no qualifications and with employment support needs – either through directly managed courses, career coaching and programmes and through referrals to specialist partner providers.

The Post 16 Team works closely with the SEND team and through their data tracking they monitor the breakdown of young people requiring support, including those requiring SEN Support and those with an EHCP.

All young people pre-16 who are at risk of becoming NEET or are NEET, including those with SEND who do not have a EHCP, are contacted by the Post 16 Team with an offer of support, including 1-to-1 support from a Post 16 Career Coach.

Disabled young people with a learning difficulty or autism both with and without an EHCP are able to join the second phase WE Work for Everyone Programme (see below) at age 18.

Disabled young people and those requiring additional learning support both with and without an EHCP are able to enrol on the Community Learning (19+) and On Site Bristol construction apprenticeship programmes (16+).

In late 2023, the ESL Team were successful in applying for £206K DfE funding to run one of 12 national pilot supported internship programmes for young people with SEND aged 18-25 without an EHCP, to be delivered between January 24 to March 25.

## We Work for Everyone

The [We Work for Everyone Programme](#) (WWFE) is an initiative funded by the West of England Combined Authority and administered on behalf of the region by Bristol City Council (Employment, Skills and Learning Team).

ESL/WWFE supports Disabled young people with learning difficulties and autism into paid employment, including those with an EHCP and without, from age 14 up to retirement age. The programme is delivered in Bristol and across the West of England with neighbouring authorities. The first phase programme (2020-2023) was funded through a mixture of European Social Funding (ESF), West of England Combined Authority and Bristol City Council General Fund and High Needs Funding. ESF funding enabled the project team to work with young people aged 14-18, as well as those 18+. From January 2024, the WE Work for Everyone Programme has been extended for 12 months through a UK Shared Prosperity Fund grant from the West of England Combined Authority and some match funding through the General Fund and High Needs Block Funding.

The WE Work for Everyone model reflects the social model of disability. A team of dedicated and specialist navigators work with clients who self-refer or are referred by their family, support professional, or a local organisation. Each client is supported to identify their future employment aspirations, skills, motivation and access requirements. Each person has a personalised action plan and budget to support their progression into paid work. Some clients undertake skills training, others work on their work readiness whilst others are supported to apply for supported internships or paid jobs.

The WE Work for Everyone team procures a number of specialist employment support, supported internship programmes and other training and support from trusted providers – including Sixteen Co-operative Job Coaching, Work Placements and Training with Step and Stone and Disability Equality Training for Employers with WECIL.

The outcomes achieved by the phase 1 WE Work for Everyone programme in Bristol are:

WE WORK for Everyone: Bristol Data				WE Work for Everyone - Bristol Participants aged 16 – 25 years old		
	Target	Actual	%			
<b>Total Starts</b>	740	<b>707</b>	96%	Total starts of 16-25 year olds 289		
<b>Total Jobs</b>	120	<b>164</b>	137%	<b>Results</b>		
				Into paid employment	86	30%
				Into job search on completion	122	42%

WE Work for Everyone case study was circulated to PSC Members. This was very recently included in the LGA submission to the [House of Lords Public Services Committee inquiry into the transition from education to employment for young disabled people](#). Based on this submission Bristol City Council were invited to participate in an oral evidence panel session on 7<sup>th</sup> February.

## Bristol WORKS

[Bristol WORKS](#) was established in 2016/17 as part of the [Learning City Partnership](#) to provide targeted experience of work for young people most at risk from becoming NEET – including those with SEND support and with EHCPs in both special schools, alternative learning and mainstream

education settings. Without core funding, the team has had to rely on generating external funding for this work. In relation to young people with SEND, this has included:

**Pre-16 element of the WE WORK for Everyone programme** - Through the first phase WE Work for Everyone Programme 2020-23, the Bristol WORKS Team collaborated with Sixteen Co-operative to deliver a bespoke engagement package for SEND pupils aged 14-18 attending Knowle DGE, Northstar, Kingsweston and New Fosseway. This included a 10-12 week pre employment programme as well as activities with parents and carers and teaching professionals to help support learners with special educational needs to have greater awareness of pathways and preparation work for next steps. This first phase activity resulted in young people being referred to the We Work for Everyone programme including supported internships – since September 2023, 30 were referred directly into the WE Work for Everyone programme.

Due to loss of European Social Funding and the reduced funding available for the WE Work project, the second phase programme which is now funded primarily through the West of England Combined Authority does not include dedicated resources for the work with 14-18 year olds. However, from January 1<sup>st</sup> 2024 the WORKS team are using some one year West of England Combined Authority Mayoral Skills Priority funding for NEET/Risk of NEET activity to maintain and provide targeted experience of work for young people with SEND – including those with an EHCP.

**WORKS in other Local Authorities** – Between 2021 and 2023 the WORKS Team was funded through the West of England Careers Hub to deliver a pilot project across 6 special schools and alternative learning provisions in neighbouring local authorities to support them in accessing experiences of work opportunities, working to improve their local employer engagement and develop their careers offer where typically they do not have a programme in place. From 2023/24, this work targeting young people with SEND is receiving continuation funding from the West of England Combined Authority with agreement that it can also include three Bristol schools.

## Pathways to Independence Project (P2IP)

The Pathways to Independence Project was launched as part of the DSG Management Plan to help the Local Authority reach an in-year balance on the Dedicated Schools Grant. The aim of the project is to develop and deliver a plan to address gaps in provision, improve support for families of young people with SEND, and support young adults to become independent.

### Project objectives

1. To ensure there is a consistent offer linked to the Out of Area Placements (OAP) and consistent delivery of the Graduated Response in and across education settings.
2. To map the support pathways and support services for families who have a child and/or young person receiving SEN support.
3. To identify gaps in provision for families who have a child and/or young person receiving support.
4. To map pathways and support needs for young adults with SEND from Birth to Primary to Secondary to Post-16 and Employment.
5. To develop and deliver a plan to address gaps in and access to services.

### Project Outputs

1. Analysis of current provision including gaps.
2. Pathway maps.



3. Plan for sharing information.
4. Service and business development and delivery plan.

**Approach**

A Pathways to Independence Delivery Group has been established with oversight of delivery of the project. This group is made up of representatives from across Bristol including Bristol City Council, Integrated Care Board and Sirona.

Two working groups are in place for Nursery aged children and also for Post-16. An additional group to cover Primary and Secondary age young people was to be relaunched in January 2024. Each working group has a lead who is a specialist in their area and is made up of key stakeholders. For example, the Post-16 group has representation from DWP, City of Bristol College, BCC and Health. Each working group has flexibility to focus on the areas which are most important to that cohort and will complete the work required to deliver the above project outputs.

In addition to the working groups there are two cross-cutting themes planned, relevant to all the working groups. The first, Communications Group, will explore how to better communicate available provision. This group is expected to cover redevelopment of the Local Offer website and may also include other methods such as leaflets, QR codes, Community Navigators, etc. depending on the outputs of the group.

The final group is for Parent/carers. This will allow to the project to help identify areas where there are perceived gaps in the support available for families to help support their child's development, particularly in terms of development needed to move from Early Years to Primary to Secondary to further education and ultimately employment. The group would also be used to explore and test ways of better communicating available provision including the Local Offer website.

Timeline

Dec 23	Jan 24	Feb 24	Mar 24
	Map pathways		
	Gap identification and analysis		
		Service and business development	
			Delivery planning
	Develop communication methods		

[West of England Combined Authority \(WECA\)](#)

The West of England Combined Authority holds the responsibility for the 19+ Adult Education Budget. It also provides support to schools to ensure careers provision meets local needs.

The West of England Combined Authority supports young people through work with careers leads in all schools, including SEND/Special schools. While there is not a specifically SEND remit, it would be

expected that appropriate careers advice takes all needs into account. There are 8 Gatsby benchmarks to achieve for good careers advice, including to address the needs of each pupil, with experience of workplace also relevant. Significant progress across the region has been made on the number of schools achieving different benchmarks.

There has been a recent focus on raising awareness of apprenticeships (including the Apprenticeship Levy Sharing Fund) and there has been a general decrease overall in number of residents in apprenticeships from 5 years ago, but improvement is being made.

The West of England Combined Authority has a number of different funding initiatives. This includes the devolved Adult Education Budget worth approximately £16m when including National Skills Fund Level 3 (NSF L3).

### **West of England Combined Authority funded initiatives**

- Skills Connect – A service to help identify skills, training and careers support available in the region. It can support those aged both Pre-19 and 19+. The Skills Connect spokes provision more intensive community based support,
- City of Bristol College (see below) receives significant funds and is the largest funded provider of AEB in the region.
- Mayoral Priority Skills Fund
  - As described above, from January 1<sup>st</sup> 2024 the WORKS team are using some one year WECA Mayoral Skills Priority funding for NEET/Risk of NEET activity to maintain and provide targeted experience of work for young people with SEND.
- UK Shared Prosperity Fund
  - This is a needs based fund to support employment related activity and is likely to have SEND representation in the participants.
- Skills Boot Camps
  - Employer driven provision; funds are distributed on behalf of government (£7m).
- Future Bright
  - Programme with the aim to sustain those in employment and help them to progress
- Apprenticeship levy share funding
  - WECA funds scheme – ensures that as much apprenticeship levy is used across the region as possible.
  - The advent of the apprenticeship levy appears to have changed the proportions of the different cohorts (by age) of those undertaking apprenticeships in the region.

### **West of England Combined Authority Employment and Skills Plan**

The [West of England Employment & Skills Plan \(westofengland-ca.gov.uk\)](https://www.westofengland-ca.gov.uk) holds an action against the stated outcome to 'Enable all young people to achieve their potential' which specifically references SEND.

## **City of Bristol College**

City of Bristol College is the largest regionally funded provider of Adult Education Budget in the region and receives significant funds from the West of England Combined Authority.

Bristol City Council has worked extensively, for a number of years, with City of Bristol College developing the opportunity for young people to access local college courses alongside a residential

training offer. The college now has two successful operational residential training centres, within the city, aimed at supporting young people's further education journey and preparation for adulthood. The underpinning principle is to support and encourage young people to acquire the skills and confidence to live and work independently, within their local community, and access local further education college courses equipping young people for their future.

Through partnership work with City of Bristol College courses have been guided by the needs of Bristol's young people with an EHCP. As such the college now offers the 'Skills for Life and Employment' programme with five distinct pathways. These pathways offer a range of local learning and training opportunities from Sensory Learning through to Supported Internships and incorporate skills for work and life alongside academic accreditations and vocational options. This programme was devised with young people (over the age of 18) with EHCP's as the primary focus. However, in keeping with being an inclusive city it is available to young people with SEND without an EHCP between the ages of 16 and 18. Students on these courses, along with EHCP students on mainstream, Level 1, 2 or 3 courses may have the opportunity to access life skills training within the residential learning centres, as part of their college offer.

Project Rainbow is a joint Bristol City Council and City of Bristol College residential offer for eligible young people which can support preparation for adulthood and moving out of home alongside their college course. The Young Adults Transitions Service would support out of this placement following referrals made by the SEND service.

## Young Adults Transitions Service (YATS)

The Young Adults Transitions Service (YATS) is being developed with support from a project. The team currently assess approximately 150 young people a year who come from Children's Social Care or Education Services through to Adult Social Care, who may require an assessment to support their transitions to adulthood.

Up to 20% of young people referred to transitions present with a primary need of Learning Disability.

This is a statutory Service; assessments are completed under the Care Act 2014. All young people who potentially require adult social care support will be referred to the Transitions Service and so all cohorts could be included.

Care Act domain eight is assessed as a need for all of the young people who are assessed through the transitions service - accessing and engaging in work, training, education or volunteering.

The Transitions Service would work with the young person and families to carry out the assessment (including Domain Eight) - this is recorded in the persons care plan on LAS. Reporting from the care plan is not possible as this is written for the individual rather than as a data set.

The **Transitions to Adulthood** project is working on developing clear pathways for young people who may be eligible for Care Act Assessment to improve planning for young people transitioning to adult services from children's and education services. There are multiple teams (cross directorate) and organisations linked together depending on the needs of the young person. One project workstream is developing a high-level pathway map, which is currently scheduled on the plan from 29/07/24 to 06/09/24.

The task is to ensure there are high level pathways mapped for young people who transition between Children's and Education Services into Adults Services and also to highlight other key

pathways that are just outside of these but may be appropriate for young people in Bristol. For example, a young person may have a pathway from Children's Social Care into Health via CAMHS rather than straight to ASC. The aim is to provide additional clarity on where referrals are best directed to support the young person being with the right service at the right time to help them. This will include work with external agencies such as CAMHS, Adult Mental Health and others. It will also draw on existing pathway mapping that has been carried out through other projects in Education and Children's Services along with process pathway development through the Young Adults Transitions Service design work.

## External Providers and other support

Some external providers commissioned by or who work with Bristol City Council include:

- [Princes Trust](#) – This is a charitable organisation which provides skills and employment development for young people aged 16-31.
- [SPEAR](#) – The SPEAR Programme provides a six week course for young people to support them into work or education
- [Weston College Traineeships](#) – A work placement course available for those aged 16-24.

The WE Work for Everyone team procures a number of specialist employment support, supported internship programmes and other training and support from trusted providers, including;

- [Sixteen Co-operative](#) Job Coaching. The Bristol WORKS Team has collaborated with Sixteen Co-operative to deliver a bespoke engagement package for SEND pupils aged 14-18 attending Knowle DGE, Northstar, Kingsweston and New Fosseway.
- [Step and Stone](#) Work Placements and Training
- [WECIL](#) Disability Equality Training for Employers

### [The Hope Virtual School](#)

The HOPE is an online only virtual school for children and young people who are in the care of or a care leaver of Bristol and either educated in Bristol or by another local authority, supporting children aged 2 to 18 and continuing guidance to care leavers aged 18 to 25 if they have an EHCP or are still in education.

## Work in development

### **Employment, Skills and Lifelong Learning Plan**

The ESL Plan is in development and expected for approval at a March 2024 Cabinet. This plan is intended to influence the work of the ESL Service and partners, and also influence local commissioners to unlock future funding. As part of this plan, there has been consultation with SEND young people and their parents/carers with the outcomes available to PSC Members.

### **ESL DfE Supported Internship Pilot Programme.**

In late 2023, the ESL Team were successful in applying for £206K DfE funding to run one of 12 national pilot supported internship programmes for young people with SEND aged 18-25 *without an EHCP*, to be delivered between January 24 to March 25. The **SEND Employment Forum** is a new forum which is being established by the Employment Support Team as part of this pilot.

## **SEND Strategic Partnership Plan**

The SEND Strategic Partnership Plan is in development and expected to be finalised in July 2024. This supports the [BCC Belonging Strategy](#). One of the six themes for priority areas will be Transition to Adulthood.

### **Adult Care Commissioning**

Following the development of the Single Commissioning framework for Adult Social Care the upcoming call-off contracts are expected to involve more locality based commissioning. As part of the consultation for this Adult Care Commissioning will be examining what community support looks like with a strong inclusion on employment support as part of the standard offer from ASC.

### **Transitions to Adulthood Project – developing the Young Adults Transitions Service (YATS)**

As detailed above, the Transitions to Adulthood project is working on developing pathways for young people who may be eligible for Care Act Assessment to improve transitions planning. One project workstream is developing a high-level pathway map, scheduled from 29/07/24 to 06/09/24.

### **Call for Evidence: Transition from education to employment for young disabled people**

The House of Lords Public Services Committee launched the above call for evidence with a submission date in 2023.

The Questions can be found here: [The transition from education to employment for young disabled people - inquiry launch - Committees - UK Parliament](#) Progress with the Inquiry can be found here: [The transition from education to employment for young disabled people - Committees - UK Parliament](#)

Bristol City Council were invited to participate in an oral evidence panel session on 7<sup>th</sup> February following the inclusion of a WE Work for Everyone case study as part of a LGA submission.

## **Cross Working**

The importance of understanding the working taking place across services, departments and organisations was recognised by the People Scrutiny Commission as a vital part of appropriate transitional support. Services were asked to highlight the cross working taking place within their areas.

### **Identified by SEND Team**

The SEND Team work together with both Childrens Social Care and the Young Adults Transitions Service on an individual young person basis, to capture needs, outcomes, and provision during a statutory EHC Needs Assessment & Annual Review of the EHCP to ensure a child or young person's needs, provision and outcomes are accurately, reflected within their EHCP.

The SEND Team has established strong links with [The Hope Virtual School](#); Officers from both teams work together for individual young people to promote engagement and success in education, and able to progress onto the next steps, whether that is further education, training, or employment.

The Local Authority has established points to joint plan integrated education and care placements with both children's and adult social care, for looked after children and for young people, where their needs cannot be met within the local offer available.

The services come together to plan and/or make decisions (within a multi-agency approach) where a young person is in a complex circumstance or situation in which requires a jointly planned approach

to either remove barriers and/or forward plan to resolution or for an improved outcome. This could be, for example; Childrens Social Care, Adult Social Care, Youth Justice Service, The Hope, Health professionals, education representatives.

When a young person approaches the end of their educational journey and will require ongoing support from an adult social care perspective the SEND Team will be ceasing the EHCP.

Where the schools identify a person with social care needs an invite is sent to the social care teams and who will contribute to that individual review. This key transitional Annual Review is the basis for planning past education and towards support from adult services. Typically, this transition support is initiated by the educational establishment.

The Participation Team will work with schools, colleges, and other post-16 providers, as well as other agencies, to support young people (16-18) to participate in education or training and to identify those in need of targeted support, especially when a young person is not in education, employment, or training.

In addition, when young people come to the end of their educational journey and are seeking employment their link SEND Officer is able to signpost to programmes such as 'We Work for Everyone' that offers support from employment navigators for this transition from education to employment.

Young people on supported internships have continued contact from their job coach once the internship finishes, for seeking active employment.

When a young person is accepted into higher education place the Link SEND Officer makes a copy of the young person's EHCP available to the higher education establishment and to the assessor for Disabled Students Allowance, provided the Officer has permission from the young person. Typically, young people would receive this support from their current educational establishment.

Where a SEND Officer has concerns or a parent/carer or young person expresses difficulties within a social care domain the link SEND Officer can signpost to or (if appropriate) refer to Adult Social Care via Care Direct, provided the link SEND Officer has permission from the young person. Following this referral the Link SEND Officer would receive notification of contact with the young person and their family and the outcome of this contact. Any support agreed would be included in the EHCP, at the appropriate point.

## Identified by ESL

The Bristol WORKS Manager chairs a Careers Best Practice Group which involves and engages careers leads across specialist and alternative provision. WORKS also collaborates with SENCOs in schools to develop and implement experience of work programmes.

SEND post 16 tracking and support functions are split across the SEND Team (who lead on supporting young people with an EHCP into post 16 education or training) and the Post 16 Team (who lead in relation to supporting young people with SEND without an EHCP into EET, and those with an EHCP directly into employment). This requires close communication and joint planning across teams. While the Post 16 Team Manager can access children and young people records, including EHCP records, they do not have access to progression outcomes from post 16 education/training programmes, including those that receive an allocation of high needs block funding to provide learner support needs.

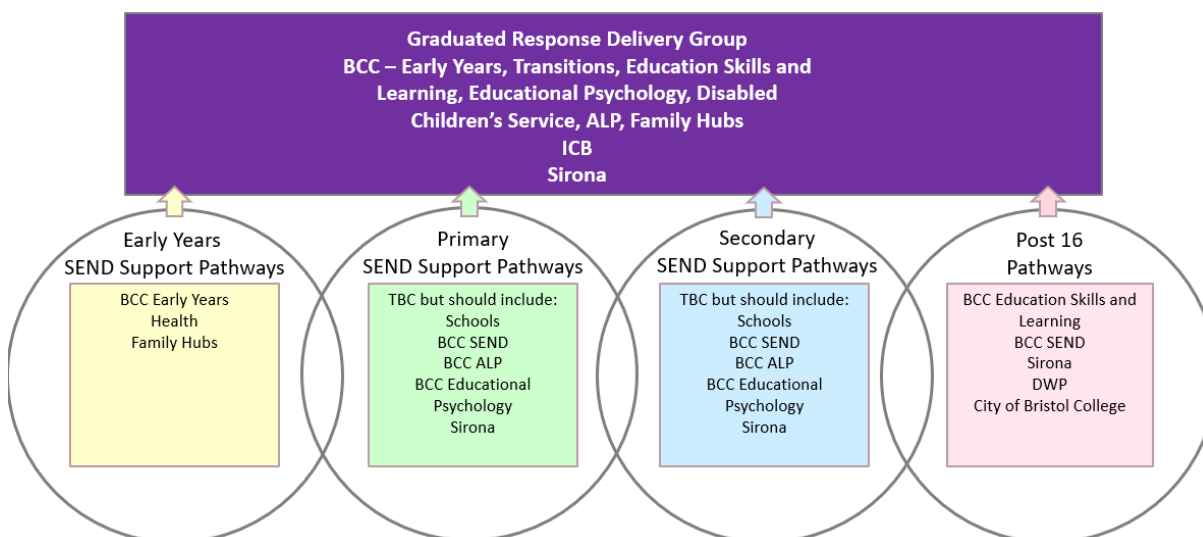
The Post 16 Team also works closely with specialist children’s services to improve post 16 outcomes, including the Alternative Learning Provision Team, the Youth Justice Team, Children in Care and Care Leavers Team/Hope Virtual School. The Post 16 Manager runs an **Into Learning Network** which enables frontline workers and post 16 providers to consider places required by young people, and also supports a number of Transition Panels to improve transition from pre to post 16 provision. A weekly ‘Into Learning’ meeting is open to BCC Teams (including the SEND service), providers and wider professionals. This meeting is an opportunity to share information, advice and resources aimed at supporting young people who need support to overcome barriers to engagement.

The Director of Adult Social Care and the Cabinet Member for Adult Social Care have acted as champions for the We Work for Everyone programme, with information being shared regularly with ASC managers, however there have been very low referrals of potential clients into the programme from the service. The new ASC Director has supported an increased focus and a joint management plan to increase referrals in Phase 2 and is building this into the new operating model.

The Head of Service ESL is the lead officer for BCC on the WECA Skills Officer Group which enables close strategic and operational collaboration. The West of England Combined Authority is funding a number of services that meet the needs of young people both with and without an EHCP – pre-16 risk of NEET; post 16 NEET, employment support, and community learning. WE Work Programme Phase 2 funding is coming to an end in March 2025. It is critical that some longer term dedicated skills funding is identified for both pre-16 and post 16 pathways to paid employment for young Disabled people and those with SEN, including those with and without an EHCP.

## Identified by P2IP

The P2IP project is focussed on development of children and young people from Birth to Primary, Primary to Secondary, secondary to post-16 and ultimately employment. This can be seen in the below diagram which also outlines the representatives from various services in each group.



## Outcome of Workshop held 31<sup>st</sup> January 2024

### Summary of discussion

The workshop was introduced with a number of presentations demonstrating additional details regarding the work of the SEND Team, ESL, P2IP, We Work for Everyone, and Bristol WORKS.

#### Further Information

During the course of the discussion some further information and data points were requested and agreed to be provided. These included:

- A breakdown of NEET children and young people with SEND by those who have or do not have an EHCP
- Of the how young people who had an EHCP from the introduction of the WWfE, how many of this group have been able to enrol with and participate in WWfE, and how many have not.
- The number and percentage of those adults participating in We Work For Everyone who required statutory support from Adult Social Care 25+
- The number of young people with SEND the Bristol WORKS team engaged with (with an EHCP/or with SEN Support), and how many are expected following the ending of We WORK funding
- The percentage of children with SEND who go on to the Young Adults Transition Service and from there to Adult Social Care intervention

#### Education and Work Experience

A Member reported on feedback received from City of Bristol College that they felt more support could be provided as part of transition plans from schools into colleges. They suggested earlier contact with students to ensure i) students were aware of the offer, and 2) the transition had sufficient planning time.

A Member noted the difficulty in obtaining Work Placements, even in mainstream schools. This work had been undertaken with Bristol WORKS, with a bank of 200 employers committing to inclusive work. It had been found that while employers were keen to provide work experience it did require some support to ensure that this was appropriately accessible. It was stated that Bristol City Council continued to exert pressure on the Combined Authority to invest in the Bristol WORKS offer. It was clarified that the types of employer / work experience on offer was wide ranging.

It was clarified that EHCPs did not continue to provide support into University level education; funding at this level would be provided by the Disabled Students Allowance.

#### Vulnerable Cohorts

It was confirmed that while the We Work for Everyone programme had specific areas of work focusing on children and young people, work with users with a learning disability diagnosis could continue until retirement age.

It was queried whether political pressure would be beneficial in drawing attention to emerging issues as vulnerable cohorts age. It was stated that the Transformation Programme holistic approach of creating a sustainable model was intended to address emerging issues.

#### YATS and ASC



Work was being conducted around stabilising and building capacity within the Young Adults Transitions Service, with an expectation of further work around pathway mapping to improve referrals into employment services. The Transition to Adulthood Project to capture young people who may be eligible for Adult Social Care was discussed.

Data sharing between the WWFE programme and Adult Social Care was discussed. ASC were looking to track both the number of adults in employment and the number of referrals made, acknowledging that only a small percentage of adults referred to the service may end up in full time employment.

Data quality was discussed, with a tracking exercise being conducted and tracking panels being developed to improve referrals. Employment records were expected to feature in this.

#### West of England Combined Authority

Officers drew attention to the potential gap that was likely to occur following the withdrawal of the European Social Funding which had allowed the We Work For Everyone Programme to work with 14-18 year olds. It was not yet apparent how work with this cohort would be progressed. The responsibility to address the gap lay with the Local Authority, and while the West of England Combined Authority had suggested that this cohort would be supported through the West of England Careers Hub, Bristol City Council Officers felt that the [Participation of young people in education, employment or training statutory guidance 2016](#) suggested the responsibility to address the funding gap remained with the Combined Authority.

The West of England Combined Authority remit for the 19+ services was discussed. It was noted that almost all 19+ services were commissioned by the West of England Combined Authority as the resources for Bristol City Council to provide a non-statutory offer had been significantly reduced. It was agreed that a broader understanding of the West of England Combined Authority offer would be useful, both for the 19+ range and at the 16/17 ages in ensuring appropriate careers guidance for those with SEND. Further understanding of the relationship between the Employment and Skills and Transport remits was raised.

### Additional West of England Combined Authority Input

A discussion was held with the People and Skills Programme Manager from the West of England Combined Authority on 5<sup>th</sup> February 2024 where the following points were raised.

In response to broad discussions around how WECA can identify vulnerable cohorts (ie. Care Leavers, SEND, NEET) as they progress to 19+ and are likely to become adults in need of support into employment / users of 19+ Adult Education Budget we established:

- In mainstream schools where the West of England Combined Authority supports careers guidance to meet local needs there is no presumption of how many students are likely to transfer into the AEB. AEB recipients are usually adults who have been unemployed long term, or those who are in employment, rather than young adults who have recently transitioned from mainstream education.
- It was not thought that the West of England Combined Authority held data on the students who were likely to go on to use services provided by the AEB. While it was recognised that the vulnerable cohorts most likely to use this were known, the education data held by the West of England Combined Authority begins at the age of 19 and generally tracks the outcomes of funded services.

- It was recognised that the vulnerable cohorts identified at school age were likely to continue as the users most likely to require Employment and Skill support, but the differences in statutory resources were noted as a potential barrier in working across the services, and the West of England Combined Authority only has devolved powers to support adults.
- It was suggested that a recommendation for 2024/25 may involve work between the Bristol City Council Head Service Skills City (Employment, Skills and Lifelong Learning) and the WECA representative to consider the 'skills' landscape as it related to vulnerable cohorts.

In response to questions raised about how the Employment and Skills and Transport services worked together to understand how young people may move across the region during transitional periods, and how planning around, for example, public transport, took the expectation of access to various education provisions into account we established that the Planning and Transport leads of WECA would be able to comment on the factors taken into account as part of planning, but this was outside of the remit of Employment and Skills. The West of England Combined Authority offered to direct the PSC to a relevant contact within Planning.

In response to questions around governance and data monitoring we established that:

- Oversight is conducted through the Business and Skills Board which includes Bristol City Council Cabinet Member representation.
- A key data reporting tool on the make-up of learners is provided by the DfE
- Performance management of funded services is regularly conducted over the course of a year to ensure they are adhering to funding rules and delivering against their plan.
- Individual Learner Records are monitored and it was noted that Bristol City Council had recently undertaken an audit check for its Adult Education Budget provision.
- Part of the Employment and Skills Plan involves commitments to: "Utilise learning from Reboot West (BCC – engaging care leavers) evaluation... to develop approaches to supporting other marginalised groups" / "Co-design with partners a region wide programme to support young people most at risk of becoming NEET with transition support and employer engagement activity." / "Identify funding opportunities to support NEET young people into employment and/or training in collaboration with LA partners." Information on where these commitments were monitored was requested.

In response to questions around work conducted with the younger cohort (16/17) of those Not in Education, Employment or Training we established that

- This cohort was likely to share vulnerable characteristics, such as SEND
- Work has been conducted with Bristol City Council around data tracking young people who are at risk of NEET. The UK Shared Prosperity Fund, administered by the West of England Combined Authority, included £600k of funding earmarked for Local Authorities to address NEET provision. In Bristol this is used to support the NEET service and buy alternative needed provisions.
- The definition of 'NEET' was discussed, and while those who are NEET are also likely to meet other criteria for vulnerability.

The loss of the European Social Funding to We Work for Everyone leaving a potential gap in supporting 14-18 year olds was highlighted. It was established that the West of England Combined Authority cannot mitigate against this via the UK Shared Prosperity (the replacement funding stream) beyond the NEET funding noted above. The work being conducted through the West of England Careers Hub to address those at risk of being NEET would support this age group.

## Conclusion

### Summary

- The People Scrutiny Committee was pleased to see that the work being undertaken in supporting children and young people in their transition to adulthood, including to employment, has been extensive and that the We Work For Everyone Programme, Bristol WORKS, Pathways to Independence Programme, and Young Adults Transition Services projects are engaging in cross working in a comprehensive way, while acknowledging there is further work to be done
- There was an interest in understanding how the users of various services were broken down by cohort; Officers have agreed to provide further data to facilitate this understanding
- The gap following the withdrawal of the European Social Funding which allowed the WWFE to work with the 14-18 range was identified as a concern, and will require further discussion between Bristol City Council and West of England Combined Authority.
- While the West of England Combined Authority remit as a funding body is well established (We Work For Everyone being an example of a funded programme), Members remained unclear around some of the movement and responsibilities across the 'skills' landscape as it relates to vulnerable cohorts.

### Recommendations

The People Scrutiny Commission is asked to:

- Note the contents of this report and submit it to Bristol City Council Cabinet for consideration.
- Submit this report to the relevant Policy Committees (Children and Education Committee, but may also have relevance to the Adult Social Care, Economy and Skills, and Public Health and Communities Committees) once formed in the 2024/25 year for consideration of future action. Members of those Committees would then be asked to:
  - Note the information in this report provided to create a 'baseline' understanding of the current landscape around the education to employment pipeline for children with SEND, including areas of concern
  - Consider facilitating discussions between the Bristol City Council Employment, Support and Lifelong Learning team and the West of England Combined Authority Employment and Skills team in order to identify further areas of improvement work
  - Continue a watching brief of the 'Work in development'
  - Develop the relationships between the Leaders and Members of Boards and Committees within both Bristol City Council and West of England Combined Authority to ensure appropriate joint working and a broad overview of workstreams of different sources.

# People Scrutiny Commission

19<sup>th</sup> February 2024



**Report of:** Reena Bhogal-Welsh, Director for Education and Skills

**Title:** The Inclusion Hub and Permanent exclusions

**Officer Presenting Report:** Mark Kennedy

**Recommendation:**

For the People Scrutiny Commission to note the report.

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

- The Alternative Learning Provision (ALP) Hub is changing its name to The Inclusion Hub.
- The ALP Hub had become synonymous with provision of ALP and managing children at the point of permanent exclusion.
- The Inclusion Hub will focus on Early Intervention to ensure that Children remain as long as possible in their mainstream schools.
- The number of permanent exclusions has been low in recent years however a large number of children have moved out of their school settings through Bristol Inclusion Panel (BIP)
- The operation of BIP has been reviewed to remove the provision to move children out of their schools without statutory process.
- The review of BIP has resulted in an increase in permanent exclusions but a reduction in the movement of children.



## 1. Summary

The ALP Hub will now be known as the Inclusion Hub. For several years, the ALP Hub has worked with families and schools to provide advice, support and guidance on alternative Learning Provision, and alternatives to permanent exclusion. The ALP Hub alongside Bristol Secondary schools established Bristol Inclusion Panel (BIP) in 2017. BIP was established as a forum to discuss alternatives for children who were at the point of permanent exclusion. However, BIP had become a vehicle through which a large number of children were moved between schools and into full-time ALP. This, whilst reducing the number of permanent exclusions, increased the movement of children.

The Inclusion hub has removed the option to move children without thorough process and has the specific aim of keeping children in their mainstream schools.

## 2. Context

### The Inclusion hub (formerly ALP Hub)

The team formerly known as the ALP hub will now be the ***Inclusion Hub***.

#### **Why the change?**

Well, we think that advice around Alternative Learning Provision (ALP) is just a part of what we can offer as a local authority. As you know, as part of the *Belonging Strategy* we are fully committed to supporting the Inclusion agenda for children across our city. Evidence shows that certain minority ethnic and disadvantaged children are disproportionately excluded or suspended from our schools. For too long we have focused on the crisis end of this issue in finding alternatives to permanent exclusion once a child reaches that threshold. We believe that targeted **early intervention** will reduce the levels of suspension and exclusion for these groups and all children who face challenges at school.

We will therefore shift our focus to supporting schools to address the needs of children as soon as challenges arise. We think that a focus on ***Inclusion*** rather than Exclusion is the right long-term direction for us and have identified several strategies to support you to intervene earlier in a child's journey through school. A focus on Early Intervention will allow us to more effectively allocate resource to impact the maximum number of children and families who need our support.

We also acknowledge that there are children at crisis point who need support and that focus on ***early intervention*** will take time to embed. We will still be available to support but consider that for too long we have been engaged at the firefighting end of the crisis continuum. We know that outcomes are better for those who stay in their schools and therefore want to work together to keep children in their local school wherever possible.

#### **What are we going to do?**

We have been listening to you about what is needed, and believe we have a tiered approach that will meet the needs of all schools.

Tier 1 – School Based – support to ensure that the school is demonstrating a fully graduated response.

Tier 2 – Triage and Treat – provision and support to ensure that any extra support is targeted and effective.

Tier 3 – Turnaround Provision – Short term placements off-site to address specific identified needs.

Tier 4 – Long term Provision – A more thorough investigation into the needs of a child in an AP setting.

### **What are we offering?**

There are several ways that you can access help and support from the team through the usual communication routes but also:

- Daily drop-in sessions from 3:00 – 4:00 p.m. to discuss inclusion with the team.
- Surgery slots to discuss individual cases with a multi-agency group of professionals.

As part of our new commissioning framework, and because of the feedback you have given, we will also offer resource including:

- Access to Educational Psychology, SALT, OT, and Autism support.
- In-school mentoring and tutoring.
- Trauma and mental health support and training.
- Parent support.
- Professional advice, guidance, and supervision.

### **What about Exclusion and Suspension?**

It remains the ultimate sanction for a Headteacher to suspend or permanently exclude a child from their school. We understand that both suspensions and exclusions will happen, but we are committed to supporting you so that, wherever possible children do not reach this threshold.

Both suspension and exclusion are supported by robust and effective legal process that allow the school, child, and families to understand the reasons for the removal of a child from their school. We believe that this process protects all stakeholders and should be the route through which a child is taken if their place at the school is at risk.

As detailed in the most recent suspension and exclusion guidance from the DfE, schools can use off-site direction for time-limited focused intervention and ultimately can consider a Managed Move for a permanent transfer to another setting. We are happy to discuss how this might most effectively be used to avoid suspension or exclusion.

### **Bristol Inclusion Panel (BIP) and Permanent Exclusions**

A review of the Bristol Inclusion Panel (BIP) has changed the way in which children are being moved from school to school and into full-time Alternative Learning Provision. In 2022-23, 218 children were moved from schools and not allowed to return to their registered setting through BIP. These were children who were defined as ‘at risk of permanent exclusion’ by their schools and voted by the Panel of secondary schools to be removed from their current school with a guarantee that they would not return. In the first year of BIP in 2017 a total of 311 referrals were seen by the panel and numbers have remained consistently high. In the last years of full operation of BIP in 2020-2022, a total of 557 children were moved out of their mainstream settings.

The views of parents and carers were not fully considered in this process and removed the statutory right to appeal.

The current format of BIFAP requires schools to attend a multi-professional surgery to present any referrals, where the graduated response is challenged, and alternatives to moving the child are

sought. This approach has seen a reduction in the number of children at risk of permanent exclusion moved through panel from 210 in 2021-22 to 127 in 2022-23.

The surgery structure that currently exists has resulted in very few referrals to Full-time ALP, and this year only 4 children have been through this process. It is perhaps best to refer to the number of children that have been permanently moved out of their local schools this year. This number is currently 78. (For reference 210 were moved through PEX and BIFAP in 2022-23) We are therefore projecting a significant reduction in the movement of children out of their mainstream setting this year.

The number of permanent exclusions has however increased over recent years, partly due to the removal of the ‘easy’ route to remove children from roll through BIP. We have consulted with both the primary and secondary sector and are poised to launch the types of supportive interventions that schools need, to focus on Inclusion and Belonging as opposed to the focus of exclusion and crisis management. Where children are excluded, we are using our Pupil Referral Units (PRUs) to understand the specific needs of children before re-introducing them to the most appropriate setting, with the supportive measures need to ensure success in place.

Our vision to focus on, support, and develop Inclusive practice will result in more children staying in their schools, and less reliance on full-time ALP. By reducing the use of ALP by 20 places in this academic year, we will be able to support over 400 children through early intervention work.

### Permanent Exclusion Analysis

There have been national increases in permanent exclusion rates across the country this year. Permanent exclusion has risen by:

Secondary Schools +48%

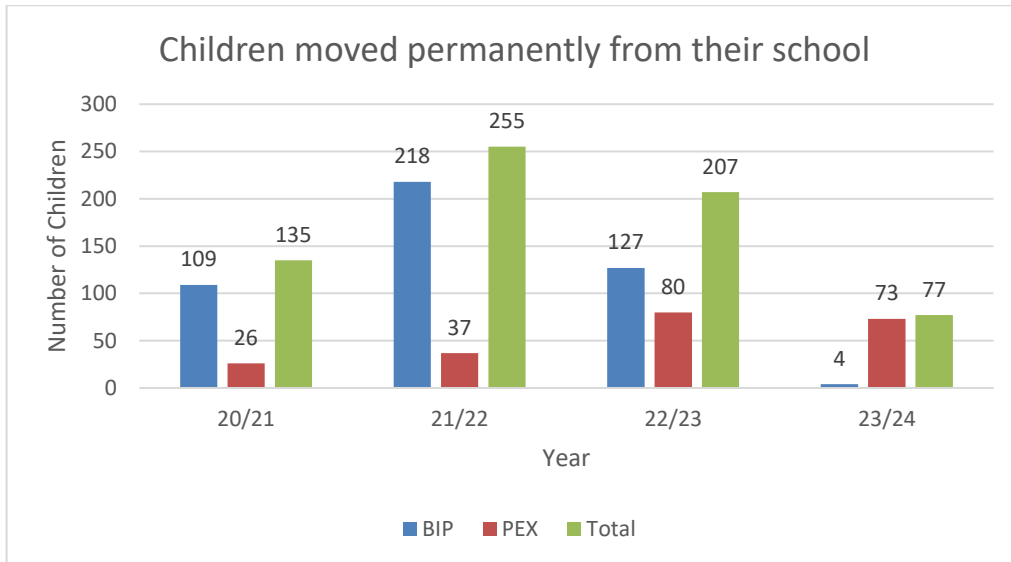
Primary Schools +67%

Special Schools +96%

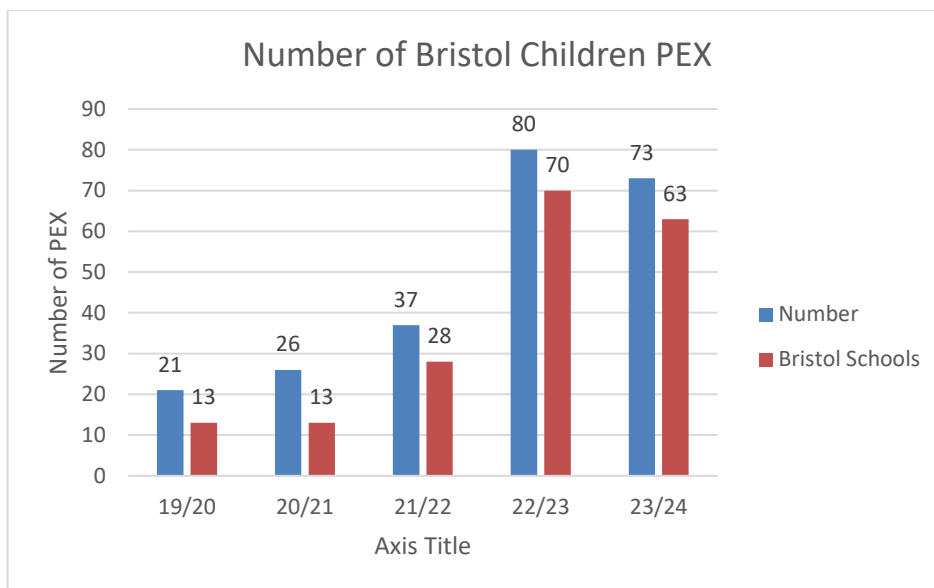
For Bristol it is useful to consider the number of permanent exclusions alongside the total number of children who were moved out of their schools through BIP.

Year	BIP referrals	PEX Total	Primary	Secondary	Special	Post-16
2020-21 (Covid)	109	26	4	22	1	0
2021-22	218	37	8	29	4	4
2022-23	127	80	11	69	3	0
2023-24 (to date)	4	73	5	68	1	1

- It is also useful to note that two Bristol secondary Schools have accounted for 24 of the 69 permanent exclusions in secondary in 2022-23, which equates to 35% of PEX from 9% of the secondary school population.

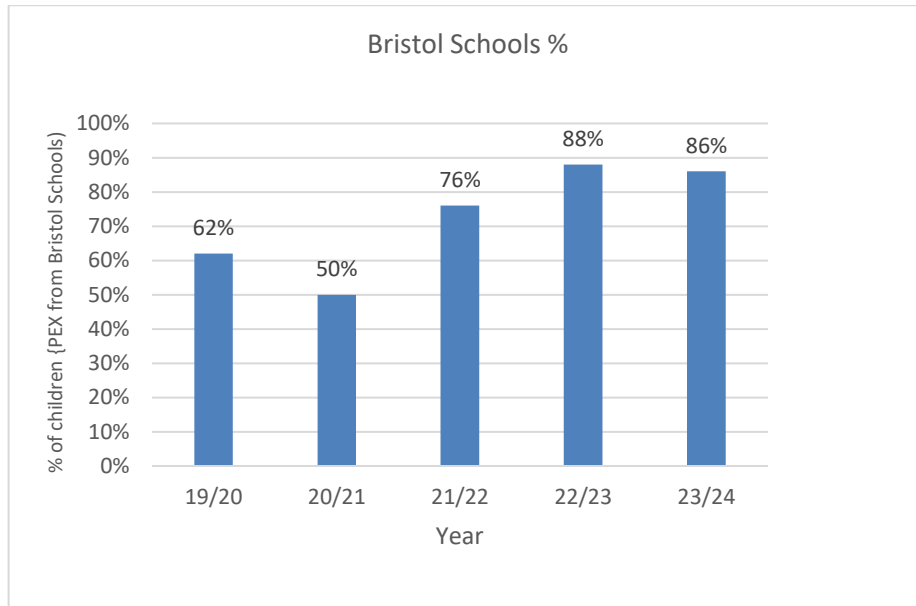


- Although the number of permanent exclusions has seen a steady rise since 2020, the number of children who have been permanently moved out of their schools has shown started to decrease over the last two years.
- We will continue to support schools with inclusive practice and early intervention to address challenges at an earlier stage and reduce the need for suspension or exclusion.



- Since the inception of BIP, the number of Bristol Children permanently excluded from Bristol Schools remained low.
- There was an increase in 2021-22 academic year as schools returned to normal after the COVID lockdowns.
- The significant increase in exclusions from Bristol Schools has taken place since the Safeguarding review into the operation of BIP and the 44 recommendations were implemented.
- The number of Bristol Children excluded from schools outside of Bristol has remained fairly constant in number the schools from which children are excluded.





### Rates of Permanent exclusion

- As the numbers of Permanent exclusion were artificially low for a number of years, the comparison of Permanent Exclusion rates to national data appeared to be very positive. Bristol had a very low PEX rate for a number of years, and to this end, BIP was a very successful project.
- Since the review and subsequent changes to BIP there are some trends that require some further investigation and strategic consideration.

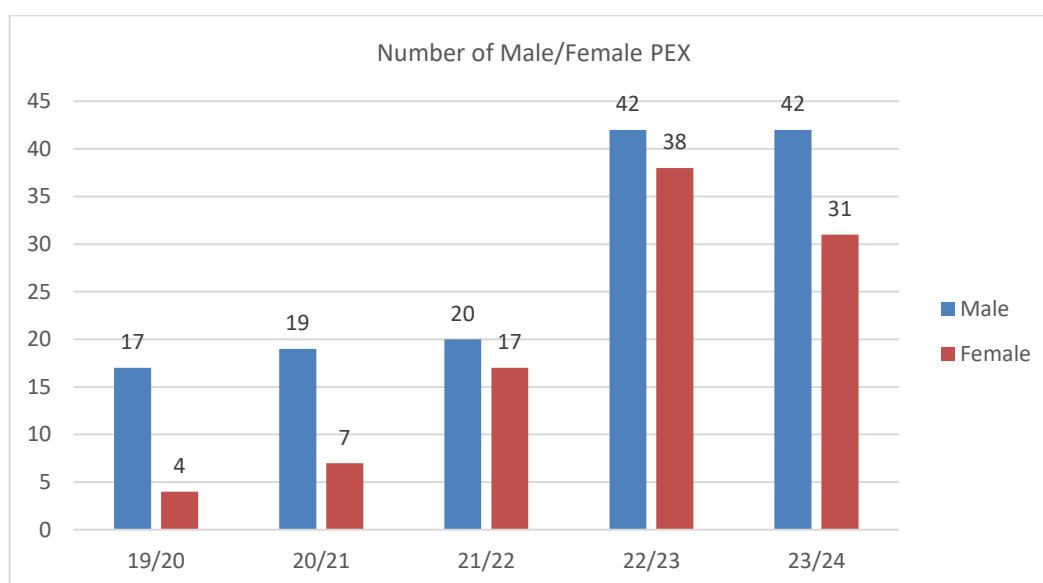


- Since 2021, there has been a more accurate analysis of the exclusion rates for all groups of children in the city.
- The Permanent Exclusion Rate for White British children has remained at a rate comparable to the national data at around 0.04 permanent exclusions per 10,000 children.
- The PEX rates for ethnic minorities is significantly higher than for white British children, and while the numbers of children permanently excluded are higher for white British children, there is a significant difference in exclusion rates.

- The rate of PEX for the group identified (Black Caribbean, White and Black Caribbean, Gypsy Roma, and Traveller heritage) group is currently at 0.75. The national figure for this cohort is 0.11.
- The cohort size for this group of ethnicities 3119, and the number of permanent exclusions so far this year is 12.

### Boys and girls

- There has been a noticeable increase in the proportion of girls being permanently excluded from schools.
- Schools have also anecdotally reported an increase in peer-on-peer abuse, particularly in girls.



The data for each of the groups identified and further breakdowns are below:

	2019/20			2020/21			2021/22			2022/23			2023/24 (Terms 1-3)		
	No	Bristol Rate	National Rate	No	Bristol Rate	National Rate	No	Bristol Rate	National Rate	No	Bristol Rate	National Rate	No	Bristol Rate	National Rate
<b>Number</b>	21			26			37			80			73		
<b>EHC</b>	0	0.00	0.10	0	0.00	0.08	0	0.00	0.05	2	0.07	0.05	6	0.08	0.07
<b>CiC</b>	0			0			0			0			1		
<b>Male</b>	17			19			20			42			42		
<b>Female</b>	4			7			17			38			31		
<b>Primary</b>	6			4			8			11			5		
<b>Secondary</b>	15			22			19			69			68		
<b>Special</b>	1			1			4			3			2		
<b>Bristol Schools</b>	13			13			28			70			63		

Bristol Schools %	62 %			50 %			76 %			88 %			86 %		
WBritish	12	0.02	0.04	11	0.01	0.04	17	0.01	0.02	53	0.01	0.03	46	<b>0.02*</b>	0.04
BC/MWBC/GR/Trav	1	0.03	0.14	6	0.05	0.16	10	0.32	0.10	6	0.19	0.12	12	<b>0.75*</b>	0.11
Other Ethnicities	8	0.04		9	0.04		10	0.05		21	0.10		15	<b>0.14*</b>	

Year Group	No	+ / -	No	+ / -	No	+ / -	No	+ / -	No	+ / -	
1				0		0	1	1	1	0	
2	1		0	-1		0	1	1		-1	
3	2		1	-1		1		-2	1	1	
4	2		0	-2		2	2	5	3	-4	
5	1		2	1		3	1	1	-2	0	
6			1	1		1	0	3	2	0	
7	4		1	-3		2	1	11	9	-6	
8			3	3		6	3	15	9	-6	
9	5		8	3		6	-2	13	7	4	
10	3		9	6		10	1	21	11	-2	
11	3		1	-2		1	0	9	8	6	
11+				0		4	4	0	-4	1	1
	21		26			37		80		73	

### 3. Policy

The inclusion hub is working with the aims of the Belonging Strategy at the core of its vision. We are determined to keep children in their most local, appropriate education setting, and wherever possible, in their local mainstream school.

### 4. Consultation

#### a) Internal

The plan for the Inclusion Hub has been widely shared with teams across the local authority.

#### b) External

Bristol Inclusion Panel Steering Group  
 Bristol Association of Secondary Headteachers (BASHP)  
 Primary Heads Association of Bristol (PHAB)

### 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) There are specific groups of children who experience significantly more exclusion and suspension from schools. By working with schools and ALP settings we are now gathering evidence and data to inform strategic decision making about how we target early intervention and support to vulnerable groups.

**Appendices:**

None

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

**Background Papers:**

None

# People

## Scrutiny Commission

### 19<sup>th</sup> February 2024



**Title:** Children and Families Services Response to Extrafamilial Harm

**Officer Presenting Report:** Fiona Tudge – Director, Children and Families Services

#### Recommendations:

For People’s Scrutiny Commission to note the report and make comment on the services’ current provision and plans to safeguard children from extra-familial harm

#### Summary:

- In 2023 Bristol City Council Children and Families Services received 1,385 contacts related to extra-familial harm, an 18.4% increase on the previous year
- Of these contact 46% were allocated to a social worker for further investigation or for safeguarding and support and 10% were allocated to the early help teams. This is 8% higher rate than our contracts across all contact types demonstrating that the service is taking our duty to safeguard children through statutory pathways seriously
- In 2023 97 children were open to a social worker due to child criminal exploitation and 118 children were open to a social worker due to child sexual exploitation across the year with an increasing rate of children being identified as victims of exploitation as compared to the previous year
- 27% of children are victims of exploitation have an EHCP and school inclusion remains a key area for improvement to support children to be safeguarded and recover from exploitation
- Bristol have launched a new Strategic Partnership with Barnardo’s to tackle exploitation and provide recovery services. A key aim of the partnership is to attract funding and investment in specialist interventions in the city
- Currently there is capacity to offer specialist support services to around half of the children open to children’s services who are victims of exploitation. These are delivered through Barnardo’s. Children who are unable to receive this support are support by their social worker and other services such as substance misuse teams and Safe Link ISVA services
- In the year 2022/23 Safer Options reached a total of 1,283 children, with 793 worked with via multi-agency detached youth work. The funding for serious violence prevention programmes through the Violence Reduction Partnerships ends in March 2025 and there is not currently government commitment on whether this will continue. Further work is required by the partnership to develop sustainability plans.
- Improvements in oversight of children’s plans by service managers have been made since OFSTED however further work is needed to develop the available performance reporting for the safeguarding partnership and senior leadership as part of the data and insight’s programme of work



# People Scrutiny Commission

19<sup>th</sup> February 2024



**Report of:** Fiona Tudge, Director Children and Families Services

**Title:** Children and Families Services Response to Extra-familial Harm

**Officer Presenting Report:** Fiona Tudge, Director Children and Families Services

## **Recommendation:**

For People's Scrutiny Commission to note the report and make comment on the services' current provision and plans to safeguard children from extra-familial harm

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

- The increasing numbers of young people being referred for services due to professionals identifying extra-familial harm and increase in child vulnerability to extra-familial harm due to poverty and inequality
- Assurance of the appropriate application of a statutory social work threshold for children experiencing extra-familial harm at the front door
- The launch of the new Strategic Partnership for Exploitation with Barnardo's bringing together a single recovery service for children and young adults experiencing sexual exploitation, criminal exploitation or being reported as missing reducing silos
- The reduction in capacity for children to access specialist recovery services for exploitation
- The work underway in children and families' services to review pathways for allocation and response to adolescents experiencing extra-familial harm as part of the Our Families model
- Commissioning of a new service to provide Independent Missing Return Conversations (part of the Strategic Exploitation Partnership) to address performance in offering children missing return conversations
- The risk associated with no current government commitment to continue Violence Reduction Partnership funding for serious violence prevention following March 2025

## 1. Summary

'Extra-familial harm' refers to a broad category of harm types including exploitation by criminal and organised crime groups and individuals (such as county lines and financial exploitation), serious violence, modern slavery and trafficking, online harm, sexual exploitation, teenage relationship abuse, and the influences of extremism which could lead to radicalisation. Harm can occur in a range of extra-familial contexts, including school and other educational settings, peer groups, or within community/public spaces, and/or online. Children may experience this type of harm from other children and/or from adults. Children of all ages can experience extra-familial harm however the majority are teenagers. Often, these different harm types share overlapping drivers, methods and consequences for young people. Many young people experiencing extrafamilial harm also experience harm within their home leading them to harm complex intersecting needs.

Working Together 2023 sets out the requirement for local authorities to safeguard children from extrafamilial harms as we would children abused within the home - 'Where children may be experiencing extra-familial harm, children's social care assessments should determine whether a child is in need under section 17 of the Children Act 1989 or whether to make enquires under section 47 of the same Act, following concerns that the child is suffering or likely to suffer significant harm' (Working Together 2023).

## 2. Context

### Scale

In the 2023 calendar year Bristol City Council received the following number of contacts to the First Response service where the **primary** referral reason related to extra-familial harm. Please note that other contacts may have included concerns about extra-familial harm alongside a primary referral reason related to harm within the home such as neglect or domestic abuse:

Harm Type	2023	2022	Percentage change between calendar years
Child Criminal Exploitation	426	379	+12.4%
Peer sexual abuse	314	278	+12.9%
Child Sexual Exploitation	303	243	+24.7%
Child substance misuse	191	168	+13.7%
Serious youth violence	141	94	+50%
Radicalisation	8	8	0%
<b>Total contacts</b>	<b>1,385</b>	<b>1,170</b>	<b>+18.4%</b>

The overall increase in contacts about extra-familial harm of 18.4% is significantly higher than the overall increase in contacts about all abuse types of 4.5% between 2022 and 2023. This demonstrates a significant increase in referrals from professionals and members of the public identifying concerns about extra-familial harm. It is thought that this increasing awareness of extra-familial harm reflects a growing awareness of extra-familial harm as a safeguarding issue as this has become increasingly explicit within each iteration of the statutory guidance. Furthermore national inquiries such as the Independent Inquiry into Child Sexual Abuse and the national profile of serious knife crime deaths and incidents have further propelled demand. However, the service is also mindful that this increase has occurred in the context of austerity and cost of living challenge and we recognise poverty to be a significant driver of a child's vulnerability to extra-familial harm (21% of Bristol's children live in poverty<sup>1</sup>)

<sup>1</sup> <https://www.bristol.gov.uk/files/documents/1530-jsna-deprivation/file>

and pressure on preventative services with national and local reductions in universal and targeted youth provision.

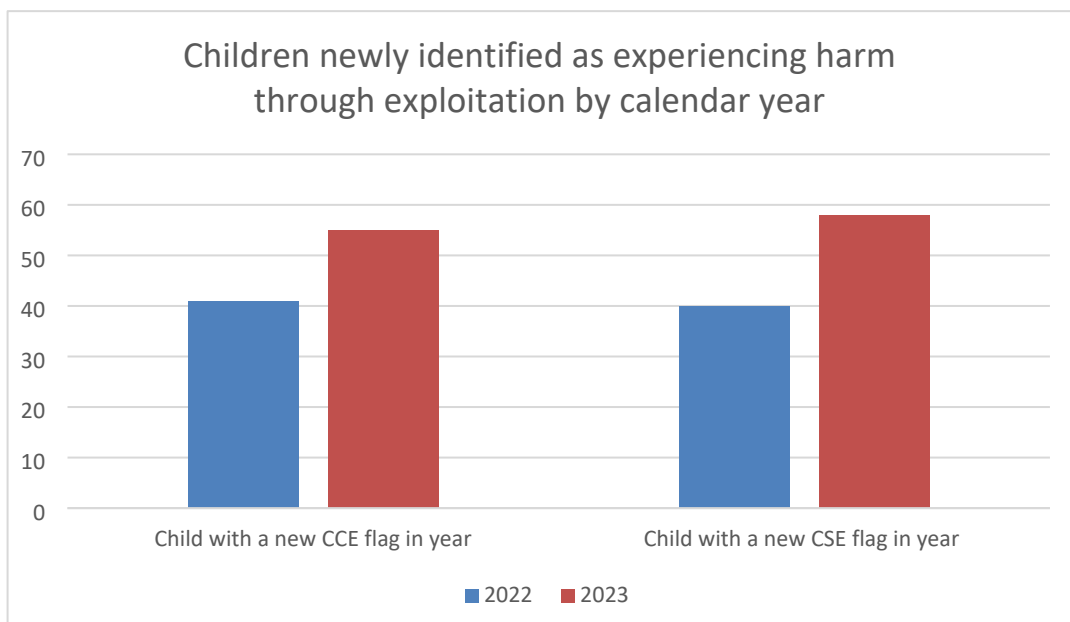
Children referred as a contact to the First Assessment Service have a range of needs from requiring advice and guidance, to early help and preventative services and specialist child protection and safeguarding. The following data demonstrates the pathway of support for children referred to the service.

- 26% Opened to social work team as a new safeguarding referral
- 20% Opened to social work team for investigation in the Multi-agency safeguarding hub (MASH)
- 10% Opened to early help team within children’s services for support
- 15% Advice, guidance and signposting
- 25% No further action assessed as required
- 4% Other outcome (eg information shared with existing involved lead professional)

These percentages when reviewed against data for the pathway for all contacts received in the year, demonstrate that 8% more contacts triaged by First Assessment about extra-familial harm are opened to social work teams and 2% more opened to the social work team in the MASH with 10% fewer provided advice and guidance. No further action rates of 25% are the same as for contacts to children’s services across all referral types. This provides good assurance of Children and Families’ services recognition of extra-familial harm as a significant child safeguarding issue. It also reflects the significant demand and role on Children and Families statutory social work services in responding to community and extra-familial harm issues.

Once allocated to a social worker a child is assessed and should exploitation be identified a hazard flag is added. In 2023 97 children were open to a social worker due to child criminal exploitation and 118 children were open to a social worker due to child sexual exploitation across the year.

The follow data reflects the proportion of children open to the service in 2023 who were assessed as requiring a safeguarding response due to extrafamilial harm related to exploitation meeting the threshold for an exploitation flag. This reflects again the increasing numbers of children identified as experiencing exploitation as compared to the previous calendar year.

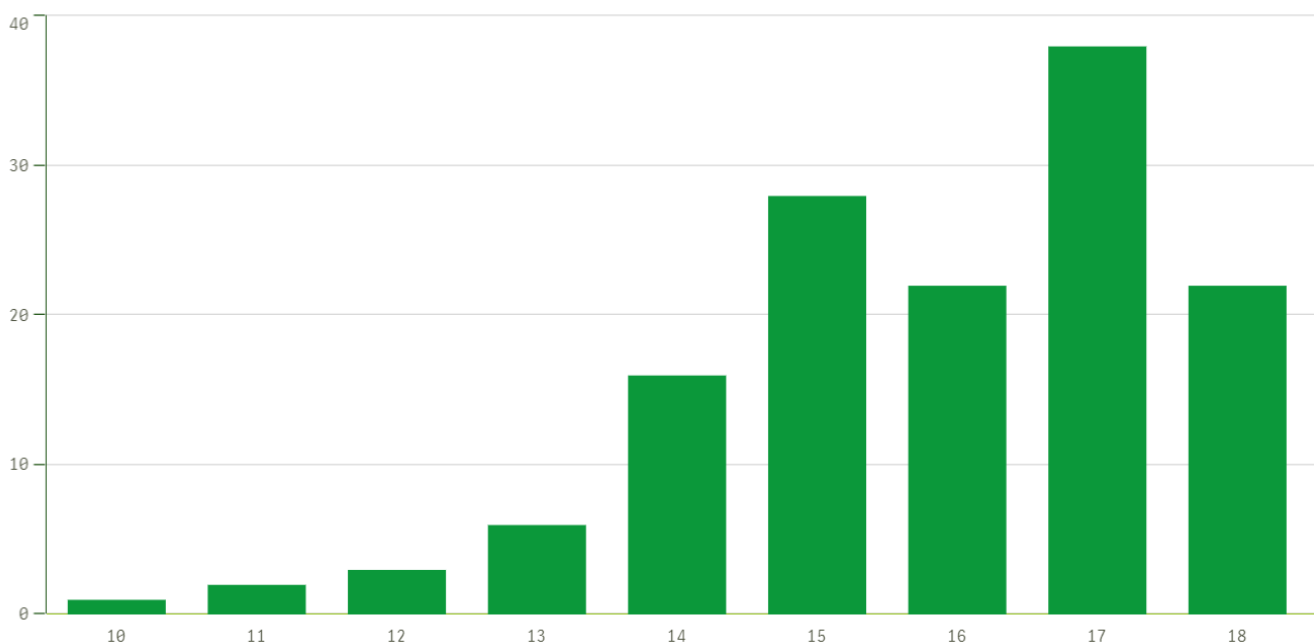


**Demographics**

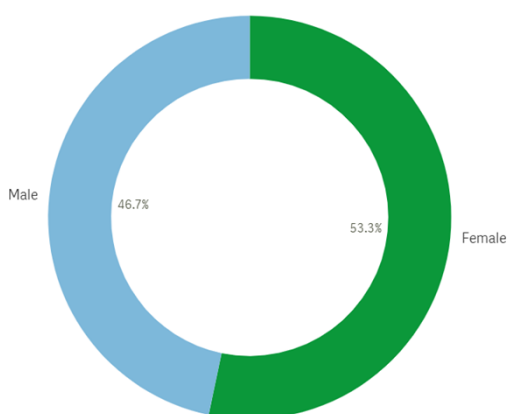


The following demographics reflect the snapshot of children with an exploitation hazard flag at the start of February 2024 open to the service.

**Current Age**



The majority of children open to the service experiencing exploitation are aged 14 and above.



Females are more likely to be identified as being exploited however the type of abuse experienced is highly gendered with 82.7% of children with an exploitation flag for child criminal exploitation being male and 86% of children with an exploitation flag for child sexual exploitation being female. This is broadly in line with national research.

27% of children with an exploitation flag have an EHCP reflecting national research that children with SEND are at more at risk of being exploited in the community.

Ethnicity of child with exploitation hazard*	Percentage
White British	63.2
White Other	4.9
White and Black Caribbean	12.3
Other mixed background	4.9
Black Caribbean	5.5
Other Black Background	4.9
Afghan	1.8
Asian	1.8

Other	1
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\*(please note some children will have both CSE and CCE hazards but they have only been counted once in this data so this reflects a total of 163 children)

Ethnicity data highlights that children from White and Black Caribbean backgrounds are disproportionately likely to be assessed as experiencing criminal and/or sexual exploitation.

**Our Protective Response to Exploitation**

Bristol City Council work with a multi-agency partnership to safeguard children from sexual and criminal exploitation. Children are supported by social workers and strengthening families workers alongside a multi-agency team of professionals including the Operation Topaz specialist police team who are working to disrupt and prosecute perpetrators of sexual and criminal exploitation and the Barnardo’s BASE and ROUTES support and recovery specialist services who offer victims of exploitation non-time limited trauma-recovery informed support from a multi-disciplinary team including social workers, youth workers, mental health practitioners and sexual health nurses.

In 2023 our contract with Barnardo’s running BASE and ROUTES ended and we procured a new jointly funded strategic partner for exploitation and missing with a pooled budget across Bristol Children and Families Service, Bristol Public Health, OPCC and Bristol Public Health. We are also partnering with South Gloucestershire Children’s Services delivering exploitation services cross-border. The BNSSG ICB committed ongoing funding to maintaining the sexual health services, embedded Forensic Psychologist and CAMHS nurse in the team. This Strategic Partnership was won by Barnardo’s and a newly designed integrated service which reduces the silos between different types of exploitation and extra-familial harm pathways for recovery and support will be launched in April. The new service further integrates Bristol City Council’s Children and Families Services and the specialist recovery services offered by Barnardo’s and the wider partnership including them moving onto recording on Bristol City Council’s recording system enabling closer joint working between the professionals coordinating the safeguarding and recovery support for the child.

Despite the financial challenges in the system, Bristol City Council have prioritised maintaining the funding levels for children accessing recovery services from the Bristol Strategic Exploitation Partnership although there has been no uplift since the previous contracts were awarded in 2017 meaning a real terms cut to service. Unfortunately the OPCC were unable to continue their investment in the Child Criminal Exploitation support and recovery team run by Barnardo’s ROUTES. This reduction in funding means that there is a reduction in specialist recovery services for children in Bristol. We have sort as a partnership to mitigate these impacts through BNSSG ICB Vanguard investment in group work for children and review of the model of delivery. We have also been successful in bidding to the Home Office for a specialist young women and girls worker until the end of 2024. However this is a significant risk for the partnership in ensuring that children receive the services that they need, particularly in the context of rising demand. The result is that some children are receiving specialist support later when their needs are higher and more complex requiring longer intervention. A key aim of the Strategic Partnership is to work to identifying opportunities for attracting investment to the service.

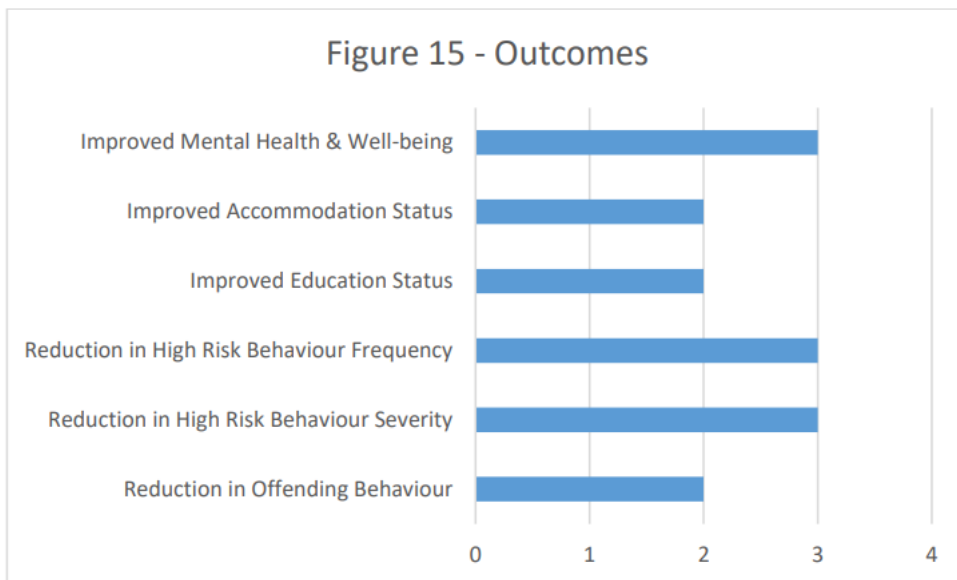
In Quarter 1 of 23-24 BASE/ROUTES were working with 86 children and young people experiencing exploitation, 50 experiencing and recovering from child sexual exploitation and 36 experiencing and recovering from child criminal exploitation. Outcomes for children experiencing sexual exploitation were positive exploitation with 100% of children closed in Q1 having achieved positive change in one or more identified areas of need. Outcomes for children experiencing child criminal exploitation are lower with 60% of those closed in Q1 experiencing positive change. This reflects the national picture where there is extensive research to identify “what works” in supporting young people to exit and recover from child criminal exploitation. The invention outcomes are broadly in line with national programmes.

In 2023 Operation Topaz had multiple successful prosecutions related to individual sexual offences against children. There has been one multi-victim prosecution with an adult perpetrator of sexual exploitation sentenced

to 18 years in prison for rape and sexual offences against five girls<sup>2</sup>. Prosecution of adults for criminal exploitation remains a challenge due to victims low confidence in authorities and low willingness to engage with providing evidence. Therefore we are working as a multi-agency partnership to utilise victimless approaches to disrupting criminal exploitation such as disruption of county lines drug dealing.

In 2023 we continued the roll out of the two year Safer Options Trauma Informed Consultation Service which is a Forensic Psychologist led service supporting the social worker, BASE/ROUTES worker, education and police team to formulate and structure their support for young people experiencing exploitation with the most complex needs. This service is led by AWP and funded through BNSSG ICB. This service is still in its early stages with young people continuing to receive support therefore there are only a small proportion of children who have reached the stage of review with outcome capture, however of these there are early signs of it improving outcome for these children. Additionally, where problems have arisen, it has been reported that these have resolved more quickly, and relationships have repaired more easily. This suggests increased resilience in the young people open to SOTICS, and the network of professionals and carers around them.

Outcomes for Children in SOTICS at Review Stage:



In partnership between Barnardo’s, Avon and Somerset Police and Bristol City Council, specialist exploitation workers from Barnardo’s join Avon and Somerset Police specialist police teams on late night patrols of hot spot areas for adult street sex work. Through this programme they engage with adult street sex workers supporting them to provide intelligence of children who may be being sexually exploited through street based sexual exploitation and also identify vulnerable children out in the community late at night and in the early hours of the morning who may be being abused through exploitation or at high risk. This work has been evaluated and found to significantly and meaningfully contribute to intelligence gathering and protection of children in the central areas of the city where the patrols happen.

The January 2023 OFSTED Inspection of Children’s Services in Bristol found that: ‘The response to children at risk of extra-familial harm, including when they go missing, is mostly strong. A well-established partnership approach means that early signs of exploitation are identified. Action is taken to reduce the risks that children face. Complex child protection strategy meetings help track and monitor risks to groups of vulnerable children. Weaknesses in the accuracy and use of data do, however, limit the ability of managers to identify and have oversight of some of the most vulnerable children’. The Safer Options manager has continued to develop processes to address

<sup>2</sup> [Curtis Otley jailed for rape and sexual abuse of girls - BBC News](#)

management oversight of the cohort including creating a weekly leadership oversight briefing where the cohort of children identified as at most need and risk are shared with each locality management team. Further work with the data team is required to strengthen performance reporting in the partnership and moving self-serve data tools into Power BI as part of the data transformation. Timescales for this are being established with the data and insight team through the Our Families Programme.

Auditing through the Keeping Bristol Safe Partnership in Quarter 3 of 2023-24 highlighted further work is required to strengthen pathways for quicker access to services and strengthen the multi-agency case management of children’s plans. Through the DfE Enhanced Diagnostic Programme we have funded a full review of our pathway and work allocations for adolescents including those harmed through extra-familial harm and exploitation. We are using these findings to inform phase two of the Our Families Programme Operating Model design to improve young people’s outcomes and experience of services. We recognise that demand and capacity remains a risk to the effectiveness of these plans and therefore the continued investment in preventative services is key as is the One City approach to addressing inequalities, poverty and deprivation. The work outlined below through Safer Options and the Violence Reduction Partnership is fundamental to this, as is the police’s strategy for the prosecution and disruption of sexual offenders and organised crime groups, however funding for Safer Options and the regional Violence Reduction Unit ends in March 2025 with no clarity over ongoing government commitment to extend the programme and therefore Children and Families Services are working with partner agencies to try and identify sustainability options.

### Children reported missing to the police

Children who are reported as missing to the police are at increased risk of harm in the communities. Therefore under statutory guidance Bristol City Council are required to offer all children who go missing an independent missing return conversation. This is in addition to children receiving a police missing prevention interview and engagement with their existing network and therefore some children choose not to take up the offer in which case advice and guidance can be given to the network or parent/carers.

Performance in this area has been variable over recent years with teams within the council struggling to provide the return home conversation consistently within statutory timescales of 72 hours in the context of workforce vacancies and competing demand from court work or duty and increase rates of children being reported as missing to the police. Performance for children not allocated a social worker who received the service from an independent provider was much better and more consistent. The service therefore balanced the risk of introducing a further professional into the child’s life and ensuring a consistent offer and determined that commissioning all missing return conversations to be delivered by an independent service provider integrated into our exploitation specialist service. This service went live in December 2023 so is in the early stages of delivery. We hope this will improve our offer to children.

<b>Quarter</b>	<b>Percentage of episodes where child was offered a missing return conversation</b>	<b>Percentage of offered missing return conversations accepted</b>	<b>Number of individual children reported missing 1 or more times in the quarter</b>	<b>Number of total missing episodes in the quarter</b>
Q1 22-23	92	62	194	360
Q2 22-23	81	57	150	277
Q3 22-23	87	64	133	291
Q4 22-23	82	64	171	354

Q1 23-24	75	57	195	370
Q2 23-24	76	61	161	318
Q3 23-24	80	63	150	391

In 2023 the Keeping Bristol Safe Partnership have been working with colleagues from Durham University on the Building Safety research, a programme designed to review and rethink the approach to missing children in care in the city given that children in care are disproportionately likely to be reported as missing to the police. This disproportionality is due to both their increased vulnerability with some children coming into care having learnt to cope with trauma at home by going missing in the community or due to being exploited in the community, and due to the protocols in place which can be applied more rigidly for children in care than children living at home leading to more children in care having police involvement when they miss their curfew or other normal behaviour by teenagers. The findings of this research are being published later this year and are informing the development of new tools to aid foster carers and residential staff to be proportionate in reporting children to the police, implement effective safety strategies and build young people’s confidence in returning home.

### Serious Violence

Avon and Somerset Strategic Needs Assessment has provided a definition of Serious Violence as being “public space violence for under 25’s (children and young people); including homicide, attempted homicide, robbery, wounding, grievous bodily harm, knife and gun crime, alcohol and drug related violence and areas of criminality where serious violence or its threat is inherent, such as county lines and modern slavery.”

Information from the latest Problem Profile, completed by Safer Options in 2023 for the year 2022 demonstrates that 4274 Serious Violence Offences were recorded in 2022, a slight decrease since 2021 (1%). This decrease comes even though the final national lockdown was in place between January-February 2021, while the Night-Time Economy (NTE) was shut until July 2021.

National data for Violence with Injury Offences (which accounts for the majority of Serious Violence offences) shows a 5% increase in 2022 across England and Wales ([Crime in England and Wales: Appendix tables - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/crime-in-england-and-wales/appendix-tables)) so it is positive to see this decrease in the context of a national increase.

Central Ward accounted for 22% of total offences in the last year- this includes offences that are linked to the Night-time economy. Robbery of Personal Property and Wounding with intent to do Grievous Bodily Harm (GBH) Offences dropped by 9% and 13% respectively. Conversely, Robbery of Business Property offences increased significantly, by 73%.

Through our Safer Options meetings, detached youth work and community intel we can identify hotspot areas across the city that may not be identified through police data due to non-reporting. In response to this we can deploy our multi-agency detached youthwork teams to those areas to engage young people.

The harbourside remains the area of primary concern with high rates of serious violence. This is linked particularly around the Night Time Economy. We continue to have late night detached youth work in this area on Friday and Saturday nights which has supported a reduction in exploitation and has worked in collaboration with the GRIP funded response by the police.

Across all age groups, 190 serious knife crime offences were recorded last year- this is 27% lower than 2021. ‘Serious Knife Crime’ here relate to offences where injury has been caused and a knife flag has been applied. Offences where a knife has been seen or threatened have been excluded. 72% of offences took place during

night-time hours last year and 39% were recorded on weekends (65% and 44% in 2021 respectively). Central and Lawrence Hill were the two highest wards for serious knife crime in both last two years.

There are ongoing concerns of young people continuing to carry weapons out of a misplaced sense of safety or protection. Anecdotally young people are telling us they are carrying knives as they are feeling unsafe in certain areas and communities, this is mainly because of the negative online and media coverage not necessarily first-hand experience. We hypothesise that this is being re-enforced by national reporting of youth violence. We also see many young people exposed to violence between peers with videos of fights and similar on social media. These young people would not have been exposed to this previously and social media appears to be exacerbating some children's perceptions of being unsafe in communities.

### **Our Preventative Response**

Safer Options is the name we give to a co-ordinated whole system response to prevent serious youth violence and exploitation. Safer Options is every intervention and change made intentionally by communities, professionals and organisations to contribute to reducing serious youth violence and exploitation. Safer Options is designed to support what changes we make which are most likely to reduce and prevent serious violence in the city sustainably. Safer Options brings together over fifty organisations across the city all committed to contributing to reducing serious violence and exploitation. Safer Options Hub is a small team of practitioners who coordinate the partnership response to serious violence and oversee the commissioning strategy and public health informed response to serious violence. It is funded through the Avon and Somerset Violence Reduction Unit which has a constabulary wide hub and spokes model.

During 2023 the Safer Options hub and Youth Justice Service have continued to contribute to the partnership approach to manage and reduce Child Exploitation and Serious Youth Violence. In January 2024, the Avon and Somerset VRP Strategic Needs Assessment was submitted. This outlines the definition of Serious Violence, the partnership approach to tackling this and the goals for the Violence Reduction Partnership across the region. The SNA outlines the spend profile for the region, and the city of Bristol, and evidences the achievements in terms of numbers of children worked with over the period.

In the year 2022/23 Safer Options reached a total of 1,283 children, with 793 worked with via multi-agency detached youth work. Over 350 children were discussed at Safer Options meetings over this period with over 75 going on to receive tailored individual support. 793 young people were reached through multi-agency detached youth work teams, including Bristol Drugs Project, Bristol Horn Youth Concern, Creative Youth Network, Learning Partnership West, Local Partners. The importance of this community response has been further evidenced following the tragic deaths of Max Dixon and Mason Rist at the end of January 2024 in Knowle West where the Safer Options Hub worked in partnership with South Bristol's Senior Youth and Community Worker who coordinated an immediate youth work response supporting children in the local area within hours of the incident and across education and local community settings.

Improving education outcomes is at the heart of our preventative response recognising that children's education outcomes strongly correlate to their safety in the community and longer-term vulnerability to extra-familial harm and involvement in serious violence. Education Inclusion Managers funded through Safer Options are the main link between Bristol schools and Local Authority Children's Services for the improvement of educational offers and plans for children at risk of exploitation and serious violence. They are trusted professionals with key relationships with senior leaders at Bristol schools. They contribute to the contextual safety planning arrangements for children who have been identified as vulnerable to or are involved in criminality and exploitation. This includes working with Local Authority teams to build and improve educational offers for children who are missing education as well as advocating for children who are receiving inadequate educational offers, providing challenge to schools. They have also led on the development of policy and practice to develop school's safety planning and reporting procedures to improve their safeguarding approach to children at risk of extra-familial harm.

Notably, in the last 12 months they have updated the weapon in schools’ guidance in line with the new child gravity matrix, liaising with senior colleagues in Police and Youth Justice. They have created a simplified electronic referral form for safer options partnership intelligence from schools. In the October to December term, EIMs have worked with 14 children on the Weapons in Schools programme, every child was also supported by the YJS as all children received an Outcome 22, Out of Court Disposal and there has been no reoffending and no permanent exclusions following the support. They have also worked with six children on the Drugs in School programme, again, with no further offending and no permanent exclusions. These children were also supported by the Bristol Drugs Project.

Over the October to December term, the Education Inclusion Managers provided over 300 consultations and supported 146 children individually. They have also delivered Child Criminal Exploitation workshops to 80 members of school staff. They are offering CCE awareness workshops to all secondary and ALP settings citywide to ensure that teaching staff can identify early indicators of exploitation and understand the routes for reporting.

Despite this extensive system change work, education outcomes for children in the city from deprived communities and those known to social care are a significant concern. The work of school partnerships to improve inclusion for children in the city remains crucial for ensuring children are safeguarded from harm.

As well as the strategic capacity building and education inclusion offer outlines above the Safer Options Hub and Youth Justice Service are delivering the following preventative interventions as part of the Safer Options approach:

- **Girls’ groups** group programme supporting girls on the periphery of groups exposed to extrafamilial harm.
- **Detached and in-reach youth work** across the city linked to hot spots and areas of higher need. Model of “pop-up” youth club in summer holidays
- **Prevention Workshops in schools.** Universal workshops raising awareness on SYV, Exploitation, County lines, knife crime and negative influences of social media and working with young people to raise aspirations.
- **Weapons and Drugs in Schools:** 48-hour rapid response by Education Inclusion Managers putting in place risk assessment and preventative programme of work reducing exclusion.
- **Hospital Rapid Response:** 24 hours rapid outreach services from Barnardo’s offering specialist support to any child referred by a hospital trust in the area with an injury from serious violence.
- **Targeted Group work:** Working in partnership with local youth organisations to co design and deliver. This programme is centred around supporting identified friendship groups of young people aged 11-25 involved in CCE/ SYV to manage conflict and improve relationships. Project Workers will create open and safe spaces for young people to share their experiences, challenges, and perspectives around living in the community, whilst supporting them with decision-making and goal setting. This includes our Barnardo’s HEAL practitioners who offer trauma-informed community mental health support to children exposed to serious violence and exploitation.
- **Community Mentoring:** framework of 20 providers of community mentors across the city offering 3-12months of community mentoring support for young people at medium/high risk of exploitation and their siblings.
- **Parent Support Groups:** parent-led support groups in East Bristol providing advice, guidance, and peer support as parents of children affected by exploitation.
- **BDP New Leaf Project:** young people’s substance misuse project for young people dealing or using cannabis (accepts referrals through out of court disposal as well as direct)
- **Connecting Communities:** Brings together practitioners and stakeholders from 27 community groups across the city to enable co-produced responses to serious violence and exploitation, information sharing, sharing of best practice, and continuing professional development opportunities. Offers training and development opportunities through the network, supports community providers with bids for external funding and support.

- **Peer Influencers:** Young people with lived experience are employed by the Safer Options Hub to act as young advocates and quality assurance advisors working strategically with funded groups and decision-making boards to improve programmes for young people.

### Turnaround programme

The Turnaround programme is a Ministry of Justice funded Prevention and Early Intervention scheme delivered by Youth Justice Services. The programme began in December 2022, and Bristol YJS is currently funded to April 2025 to deliver that work. The programme offers support, resources and interventions for children identified as at risk of entering the Youth Justice System.

Bristol YJS has worked with 35 children and families so far under the Turnaround programme.

The programme takes a child-first approach, seeking to identify and facilitate young people’s engagement in positive activities in their community, creating opportunities for return to education provision where necessary. We report back on the children who have engaged with positive involvement in mental health, mentoring and supportive relationships, educational and vocational activities, sports, music, or social and emotional activities.

### 3. Policy

Safeguarding children from extrafamilial harm is a statutory requirement of the council under Working Together 2023 and as part of the duties of the Serious Violence Duty set out in the Crime, Sentencing, Police and Courts Act 2022. The council led approach to preventing serious violence is set out in the Safer Options 10 Year Approach policy document (see appendices).

### 4. Consultation

#### a) Internal

Bristol Safer Options Hub  
Bristol’s Youth Justice Service

#### 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:
- Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - 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) This report is not a proposal but provides a summary of activity being taken. Different types of extrafamilial harm impacts different groups disproportionately. For example child sexual exploitation disproportionately impacts young women and girls, children with learning disabilities and those living in residential children's homes. This has informed our development of our Strategic Partnership which includes a specialist young women and girls worker and a forensic psychologist who supports trauma-informed formulation and multi-agency working to ensure that interventions are appropriate to the child's learning and developmental needs, and trauma-histories.

#### **Appendices:**

JSNA Health and Wellbeing Profile 2023/24 <https://www.bristol.gov.uk/files/documents/1530-jsna-deprivation/file>

Safer Options Approach 2020-2030 [syv-bristol-approach-2020-2030.pdf](http://syv-bristol-approach-2020-2030.pdf) ([bristolsafeguarding.org](http://bristolsafeguarding.org))

University of Durham Building Safety Infographics – 2023 Project Findings

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

##### **Background Papers:**

*<It is a statutory requirement to list papers used to prepare the report but not ones already published. If none insert "none" here>*

## Police treat you differently depending on your background

If the police know that you are from an area that is viewed negatively, they will treat you negatively. A specialist missing team in the police that know young people and are trained in a welfare response could help, but the problem is likely bigger. Training is required for the police on trauma and welfare-informed responses and cultural competency. Some police officers are better than others but across the service there is a need to remember that it is children and young people they are interacting with.

## Welfare responses are slower for Black young people (especially boys)

Local data could be analysed to track this - this is an action for the police and council. Some felt this problem would persist as police officers don't like Black young people. Some linked this to the adultification of Black boys and young men in particular, but also young women. It was felt that more conversations would need to be had between agencies and communities to explore this problem.

## Children in care removed from informal support networks

...so escalation to professional (police) response happens more quickly. Including more trusted (non-professional people) in safety planning; providing more support for carers with risk assessment; and fostering mutual support between carers could help. Carers need to show more interest in young people, their lives and experiences.

## Children in care subject to double standard

Sometimes treated like adults, for example living semi or fully independently, but then also like children, for example having strict curfews. Specialist training for carers, mutual support networks for carers, and reflective spaces with supervising social workers could support a more nuanced response. Care settings should allow young people a sense of independence.

## What else could help mitigate some of these inequalities?

- Video calls to introduce young people to out of hours workers to get to know them
- A prompt sheet for supervising social workers to use with carers about the emotional aspect of missing and return (to help manage risk assessment)
- Not sending groups of police officers to look for one young person (adding that in most cases they will make their own way back).

# Inequalities

*protective responses for young people can be different depending on age, background, gender and ethnicity*

*If it was a black girl, they'd take their time probably by ten minutes or something to - it's just. It's like a favouritism, in a way.*

*(Building Safety consortium member)*

# INEQUALITIES AND EXTRA-FAMILIAL HARM

## RE-THINKING THE 'MISSING' RESPONSE FOR YOUNG PEOPLE IN CARE

### What we learnt

1

#### THE YOUNG PERSON ISN'T WHERE WE EXPECT THEM TO BE

- Missing safety plan co-designed with young person, carer and social worker on arrival in care.
- Young person, carer and social worker identify a group of trusted people (not necessarily professionals, maybe a trusted trio) who are named in safety plan and in Philomena protocol, who carers can contact when concerned about young persons whereabouts - to avoid escalation.
- Out of hours service with workers who know/are known by young people and carers - to help risk assessment. Could be Out of Hours Foster Service, a youth org with out of hours rota, or Missing and Exploitation team - not police and not EDT.
- Prompt questions for carers and out of hours staff that is developed with young people to guide risk assessment.
- Mandatory training for carers on what to do if worried about a young person's whereabouts.



2

#### THE YOUNG PERSON IS 'MISSING'

- Increasing the capacity and trust for carers and trusted people to look for young people.
- Welfare/trauma-informed and cultural competency training for the police (and the use of a specialist missing team) to reduce heavy-handed policing and promote welfare response.
- Use of safety apps (i.e. Holly Guard/What Three Words) for young people to contact trusted people.



3

#### THE YOUNG PERSON HAS RETURNED

- Mandatory training for carers - set of standards for welcoming young people home (with young people's voices included) to avoid deterring young people from returning.
- Out of hours respite service (overnights and weekends) for young people at risk of EFH and in care, who need to get away for short periods.
- Agree and review with young people how information will be shared, and with who, in RHI to increase trust.
- Reflective multi-agency meetings to understand trends and patterns in relation to EFH and missing from care.
- Reflective supervision tool for social workers (including feedback from young people) to reflect on missing response.
- Feedback text/QR code and questions in RHI for young people to feedback on response, including EDI questions and training for staff on how to facilitate these discussions.



4

#### OVER-ARCHING PRINCIPLES

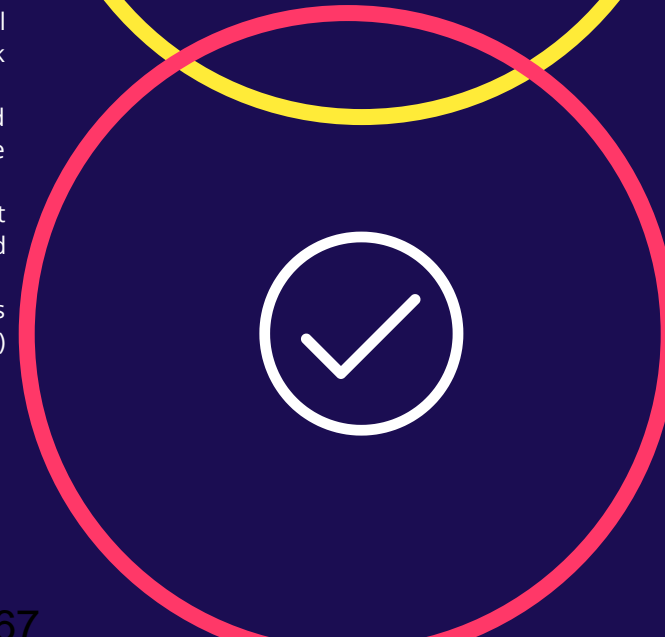
- **Trusted relationships** - bring in the people young people already trust and choose, and trust them to be vital part of the safety plan. Build trusted relationships by having well resourced staff who remain in roles (out of hours, carers, residential) - through training, co-creating plans with young people and time together.
- **Risk-sensible** - Avoid escalation to police unless real risk of harm, make collaborative decisions about risk with young people and their trusted network.
- **Guardianship** - Increase the availability of trusted people out of hours, increase access to safe respite spaces for overnights and weekends.
- **Care** - caring and nurturing placements that treat teenagers like teenagers and consider community and cultural needs.
- **Equality and respect** - equitable treatment regardless of race, gender, class or care status. Oversight (data) and training.



5

#### MISC ACTIONS

- Further consultation with young people on all changes
- Collect and analyse data on ethnicity bias (i.e. profile of response etc.)



# People Scrutiny Commission

## 19<sup>th</sup> February 2024



**Report of:** Risk and Insurance Senior Officers

**Title:** Corporate Risk Management Report - People Scrutiny Risks – Q3 2023/24

**Ward:** All

**Officer Presenting Report:** Risk and Insurance Senior Officer

### Recommendations:

For the People Scrutiny Commission (PSC) to note the attached Corporate Risks from the Corporate Risk Report Q3 2023/24 and Appendix A – Q3 Corporate Risk Register People Scrutiny Risks that contains a summary of the risks contained within the Corporate Risk Report that went to Cabinet on 23<sup>rd</sup> January 2024



## 1. Context

### Corporate Risk Register (CRR)

- 1.1. The Corporate Risk Report (CRR) is a key document in the council’s approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision making about business planning, budget setting, transformation, and service delivery.
- 1.2. The CRR provides assurance to management and Members that Bristol City Council’s significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that ‘risk’ by definition includes both threats and opportunities, which is reflected in the CRR.
- 1.3. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks.
- 1.4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual’s safety at harm, impact upon service delivery and the council’s reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.
- 1.5. The CRR summary of PSC risks is attached to this report at Appendix A1 is the latest position following a review by managers and Directors.

### Summary of People Corporate Risks:

- 1.6. The CRR sets out the critical, significant, and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers.
- 1.7. The Q3 23-24 Corporate Risk Report (CRR) as at December 2023 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
1 Critical 6 High 2 Medium  1 Improving Risks 0 Deteriorating Risks 0 Escalated Risks 1 De-escalated risks	0 (Nil)	0 (Nil)

A summary of risks (Threat and Opportunities) for this reporting period are set out below:

### Critical Threat Risks

- 1.8. There is one Critical Threat risks scoring 28.
  - *CRR55 - Risk of children placed in unregistered provision which is unlawful:* The risk remains as we continue to have children placed in unregistered provision.

**Improving Risks**

1.9. There is one improving Threat risks within the report:

- CRR39 - Adult and Social Care major provider/supplier may fail to deliver as expected. *The risk score reduced from  $5 \times 3 = 15$  to  $3 \times 3 = 9$ . It continues to be likely that a large supplier could fail but most likely be a planned exit and as market relatively stable, it would be able to cope.*

**Deteriorating Risks**

1.10. There is on deteriorating External and Civil Contingency Risk risks within the report:

**Proposed Escalation to the Corporate Risk Register**

1.11. There is no risk for escalation from service risk registers to the Corporate Risk Register

**De-escalated from the Corporate Risk Register**

1.12. One risk has been de-escalated from the Corporate Risk Register to Directorate and Services Risk Registers.

- *CRR54 - Potential Threat of Financial Sustainability of Nursery Schools:* This risk has scored Medium 6 since September 2023 and now being actively managed as a Children and Education Directorate Risk.

**External and Civil Contingency Risks**

1.13. There is no external and civil contingency risk.

**Interconnective Risks (New)**

1.14. Some risk, scoring above 20, are interconnected and inform existing corporate risks. There is one risk not escalated to the CRR as they are shown as 'Related to' the interconnected corporate risk in Pentana.

- CRR54 Potential Threat of Financial Sustainability of Nursery Schools is connected to CRR13 Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure.

**3. Policy**

1.15. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). The Council is required to comment on the effectiveness of its arrangements in this regard. The statement must also identify any significant governance issues that may have resulted from failures in governance and risk management.

1.16. Risk Management is an integral part of good governance to which the Council is committed. Risk Management provides the framework and processes that enables the Council to manage uncertainty in a systematic way. As part of the Risk Management arrangements the Council reviews the Risk Management Assurance Policy on an annual basis.

1.17. It is considered good practice to regularly review and update the Risk Management Assurance Policy to ensure it strengthens the Council's approach to its risk management and assurance arrangements.

1.18. Ensuring that the Corporate Risk Report (CRR) is soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.

1.19. The CRR provides assurance to management and Members that the Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed.

1.20. The CRR is a management tool and needs regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation

are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.

1.21. The CRR has been prepared and presented in line with the Risk Management Assurance Policy that was approved by Cabinet in January 2019.

#### 4. Consultation

**Internal** - First to fourth tier managers, Extended Leadership Team, Corporate Leadership Team, Cabinet Member, Finance, Governance and Performance.

**External** - None

#### 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) No Equality Impact anticipated from this report.

#### Appendices:

Appendix A1 – Q3 Corporate Risk Report 2023-2024


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

##### Background Papers:

Risk Management Assurance Policy

## Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

### Threat Risk Performance Summary

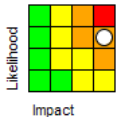
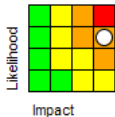


Risk	Page Number	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)
CRR55 - Children placed in unregistered provision may be at risk	11	N/A	N/A	28 ↓		28		28	
CRR9 - Possible Failure of Safeguarding Vulnerable Children	3	21 ▬		21 ▬		21 ▬		21 ▬	
CRR10 - Safeguarding Adults may be at Risk with Care and support needs.	5	15 ▬		21 ↓		21 ▬		21 ▬	
CRR51 - ASC may be financial unsustainable due to national and local pressures leads to a failure to deliver statutory duties and budgetary control	8	21 ▬		21 ▬		21 ▬		21 ▬	
CRR56 – Potential threat to the ASC Care Quality Commission (CQC) Assurance Preparedness and Rating	12	15 ▬		15 ▬		21 ↓		21 ▬	
CRR45 - Potential failure to deliver statutory duty in respect of Children	7	20 ↓		20 ▬		20 ▬		20 ▬	
CRR53 - Increased social worker and occupational therapists vacancies and sickness rates may result in vulnerable adults care being compromised	9	20 ▬		20 ▬		20 ▬		20 ▬	
CRR39 - Adult and Social Care major provider/supplier may fail to deliver as expected	6	15 ↑		15 ▬		15 ▬		9 ↑	






# Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

## CORPORATE RISKS DE-ESCALATED FROM THE CORPORATE RISK REGISTER Q3

### Threat Risks De-Escalated


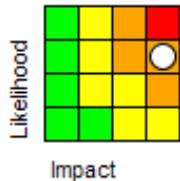
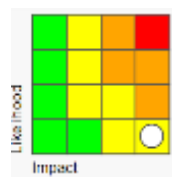
Risks for De-escalation	Page Number	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)
CRR54 - Potential Threat of Financial Sustainability of Nursery Schools	10	21 Escalated		21		6		6	

### Risk Trend Key

Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.


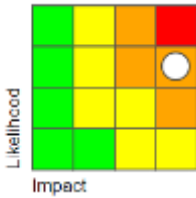
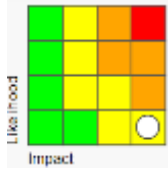
## Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

### Threat Risks


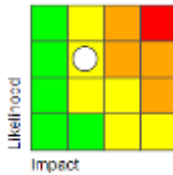
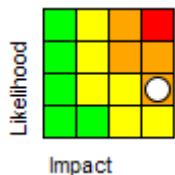
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level			
<p><b>Risk Title:</b> CRR9 - Possible Failure of Safeguarding Vulnerable Children</p> <p><b>Description:</b> The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	<p><b>Constant</b></p> 	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>		<p><b>7</b></p> <p>Likelihood = 1 Impact = 7</p>			
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Demand for services exceeds service capacity and capability.; Inadequate controls result in harm.</li> <li>-Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation.; Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID</li> <li>-Placement failure due to COVID infection across children's home or fostering households.</li> <li>-An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care</li> </ul> <p><b>Risk Owner(s):</b> Executive Director Children and Families</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>				
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>		
	DCS quarterly assurance report to Corporate Leadership Board Inspections and Peer Reviews		Procure a strategic partner to undertake work regarding extra familial harm and with our children who go missing from home or care.			October 23	85%
	Quality assurance and performance framework in place.		Our Families Transformation Programme			March 2025	20%
	Strategic Risk Assurance		Working with other Councils			March 2024	30%
The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account.							
<p><b>Portfolio Flag:</b> Children's Services, Education &amp; Equalities</p>	<p><b>Summary of Progress:</b></p> <p>Quality Assurance and performance framework in place and reported on at regular intervals through to cabinet members and Scrutiny. DCS quarterly assurance report to Corporate Leadership Board and action taken to address areas for improvement. The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account. LGA review undertaken and new Independent Chair driving improvements. Services and structure aimed at ensuring delivery of a safe system of work for safeguarding children and communities. Reviewing various areas of specific vulnerability and implementing improvements:</p> <ul style="list-style-type: none"> <li>• resource in place for missing children by appointment of a strategic partner</li> <li>• reviewing quality assurance practice to ensure consistent quality of audits and sufficient number. Support provided by Islington through PiP.</li> <li>• Appointed a strategic partner to review and redesign extrafamilial harm pathway and services through DfE funds</li> <li>• reviewing child sexual abuse pathway with partners</li> <li>• Revised (as part of KBSP) Threshold document</li> <li>• implementing 'Safe and Together' approach to Domestic Abuse in families.</li> <li>• Our Families Transformation Programme to deliver better outcomes for children and families.</li> <li>• DfE Grant following Enhanced Diagnostics pilot to improve services to and outcomes for children. Consultants regarding adolescent services. housing pathway and recruitment and retention now started</li> </ul>						
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.</p>							




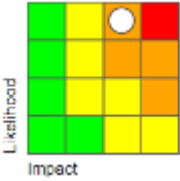
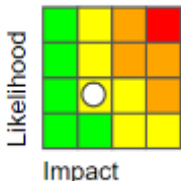
Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR10 - Safeguarding Adults may be at Risk with Care and support needs.</p> <p><b>Description:</b> The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>	<p><b>Constant</b></p> 	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>		<p><b>7</b></p> <p>Likelihood = 1 Impact = 7</p>	
<p><b>Risk Causes:</b> Adequacy of controls.; Management and operational practices. Demand for services exceeds capacity and capability. Poor information sharing. Lack of capacity or resources to deliver safe practice. Reduction in or lack of supply of commissioned care. Failure to commission safe care for adults at risk. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19); Increase identification of self-neglect and complexity. Carer strain / resilience.</p> <p><b>Risk Consequences:</b> Financial damage Legal liability Death/Injury Reputational damage</p> <p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p> <ul style="list-style-type: none"> <li>Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP).</li> <li>Training for all key staff in the essentials of safeguarding.</li> <li>Twice weekly business continuity meeting around supply of commissioned care and active management of waiting list.</li> <li>Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings</li> <li>Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases</li> </ul>	<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>	
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p>	<p><b>Summary of Progress:</b> Risk remains; reviewed 23 November 2023. Waiting list tray being developed by Business Analyst to enable greater insight, and operational team is working on introducing best practice model for prioritisation of waiting lists to mitigate risk.</p>				
<p><b>Strategic Theme:</b> Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>					



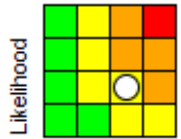
# Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR39 – Adult and Social Care major provider/supplier may fail to deliver as expected failure</p> <p><b>Description:</b> Failure or potential degradation of ASC service provision linked to a complex set of internal / external risks causing service interruption or cessation. Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p>	<p><b>Improving</b></p> 	<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>		<p><b>14</b></p> <p>Likelihood = 2 Impact = 7</p>		
<p><b>Risk Causes:</b> - Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues. -Factors influencing provider/supplier failure: Increased demand and increased complexity of need of individuals putting further pressure on social care sector. Chronic workforce recruitment and retention problems heightened by pandemic. The social care sector facing a number of other issues – highly competitive job market, covid ‘exhaustion’, rising energy costs, changes to National Living Wage, inflation/ raising costs of supplies, high cost of living in Bristol, significant pressures from two large acute hospitals.</p> <p><b>Risk Consequences:</b> Citizens (many of whom are very vulnerable) may have services ended or reduced without much notice putting them at risk and causing stress Lack of suitable local provision may mean people moving away from community, support networks Lack of alternative provision should mean not meeting statutory duties under Care Act Pressures on ASC workforce (social work, contracts, brokerage commissioning etc) to review and find alternative provision in timely manner Financial pressures as demand may drive prices up Lack of suitable provision resulting people moving to inappropriate more costly provision (e.g. care home instead of home care)</p> <p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
	<ul style="list-style-type: none"> <li>Daily review of supply and sustainability issues and x3 week business continuity meetings across operations</li> <li>Twice weekly Operational Business continuity meetings</li> <li>Weekly ASC Business continuity meeting – DMT level</li> <li>Weekly produced Sit Rep with information on Covid Outbreak Management, supply, demand, provider quality</li> <li>Regular information received from D&amp;B Credit ratings to help assess financial risk</li> <li>Each major contract (Home Care, Care Homes, Community Support Services, ECH) has a multi-disciplinary Business Relations team which assess risks to those provisions and plan response whether QA or Commissioning</li> <li>Provider Sustainability Panel is a forum where ASC can assess the financial issues facing individual provider and consider support options</li> <li>Regular meetings with a) key Strategic Providers in the city b) all provider forums and regular dialogue with Care and Support West Care Association</li> <li>Daily assessment of supply - via Brokerage team, Business relationship team and Contracts</li> <li>Strategic Planning and information sharing with CCG, other LAs and other key stakeholders - Great integration across BNSSG and joint problem solving, sharing of information and resources.</li> <li>Provider Failure/Service Interruption Process</li> </ul>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
			Provider RAG rating to identify essential / difficult to replace services	March 24	10%	
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System <b>Strategic Theme:</b> Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	<p><b>Summary of Progress:</b> It continues to be likely that a large supplier could fail but most likely be a planned exit and as market relatively stable, it would be able to cope.</p>					




Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR45 - Potential failure to deliver statutory duty in respect of Children</p> <p><b>Description:</b> Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority</p>	<p><b>Constant</b></p> 	<p><b>20</b></p> <p>Likelihood = 4 Impact = 5</p>		<p><b>6</b></p> <p>Likelihood = 2 Impact = 3</p>	
<p><b>Risk Causes:</b> Staffing failure: recruitment and retention COVID failure: business continuity plans fail due to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk</p> <p><b>Risk Consequences:</b> Harm or death of a child Inspection failure and regulatory action Litigation and reputational damage Other unpredictable costs to the LA</p> <p><b>Risk Owner(s):</b> Executive Director Children and Education.</p> <p><b>Portfolio Flag:</b> Children's Services, Education &amp; Equalities</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Benchmarking salaries with regional levels		Implement transformation programme of Children's service	October 2024	41%
	2. Investing in training and development				
	3. Over-recruiting where required				
	4. Reviewing system pressures and taking action on a weekly basis				
	5. Systemic unit model and integrated locality arrangements				
	6. Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen.				
	7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements				
8. Scrutiny of statutory safeguarding partners					
<p><b>Summary of Progress:</b> The Our Families Transformation Programme has identified strands to 1) Improve recruitment and retention of social workers. 2) Address demand management by focussed work to prevent children coming into care and improve placement sufficiency. 3) Respond to the findings within our Ofsted improvement plan. 4) Work is being planned across Adults and Children to improve Transitions for our children and timeliness of Care Act assessments. 5) DfE Grant to improve outcomes for children and linked to Our Families Transformation Programme has been approved and plan is in place to deliver against this over next 2yrs. Consultants appointed to work on models for adolescents, housing pathway and recruitment and retention of social workers. 6) The progress against the DfE grant and 7) Our Families Transformation programme is monitored through Our Families Board and CLB. The Directorate Improvement Plan encompasses actions against the risks.</p>					

## Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR51 - ASC may be financial unsustainable due to national and local pressures leads to a failure to deliver statutory duties and budgetary control</p> <p><b>Description:</b> There is a risk that ASC financial unsustainability due to a number of national and local pressures compromises the ability to deliver statutory duties and the independence of people that draw on care and support.</p>	<p><b>Constant</b></p> 	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>	 <p>Likelihood</p> <p>Impact</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Rising demand in Adult Social Care which must be met under the Care Act. Particularly from complex needs and higher cost requirements in people under 65. These needs are more likely to be met outside of area, be subject to lower personal contributions, and be needed for longer.</li> <li>-Increase of needs due to more health services being delivered in the community without appropriate funding following the patient.</li> <li>-Increased complex needs across our demographics that must be met under the Care Act.</li> <li>-Lack of funds available within budget to meet statutory duties.</li> <li>-Lack of systems in order to ensure effective governance and control of all spend.</li> <li>-Pressure from wider system pressures - for example, delays in hospitals which lead to increased long term cost provision for care.</li> <li>-Non-recurrent funding which limits opportunity for long term investment.</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>- Overspending on the budget which may impact the wider council.</li> <li>-The consequence of this risk are that appropriate and effective care and support as required under the Care Act may not be possible for all those who require it. The consequence could be felt in the quality or quantity of care and support, or in both.</li> </ul>	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
	<ul style="list-style-type: none"> <li>Established Care Cubed to improve pricing controls - enabling the service to maximise value for money.</li> <li>Improved Business Intelligence - Developing advanced tools for analysing and reporting business intelligence and performance information.</li> <li>Improved governance process on all spend - Improved case discussion where all spend is approved through tighter governance.</li> <li>Leading integration opportunities with Health - Through establishment of the Integrated Care Board (ICB) BCC are leading implementation of integration opportunities which will maximise vfm e.g. joint commissioning of learning disability and autism team</li> <li>Realignment of ASC Operations - Using new locality teams to work with local providers, community and voluntary sector to maximises care and support provision outside of Council statutory provision. This builds resilience in communities and individuals, and ensure statutory services are focused on the right interventions.</li> <li>Reset the ASC Transformation Programme - Reset the programme to address market provision, workforce challenges, price control, practice and integration</li> </ul>	Strategic Partner (People Too) transformation work	March 2024	15%		
		Develop Single Framework	February 2024	50%		
		Increase the take up and opportunity around the use of technology enabled care	Sept 2023	100%		
		Review of in-house service provision to deliver efficiencies and savings	Sept 2023	100%		
<p><b>Portfolio Flag:</b> Children's Services, Education &amp; Equalities</p> <p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.</p>	<p><b>Summary of Progress:</b></p> <p>Peopletoo and other transformation programmes in flight, but as we enter Q3 the risk of not balancing the budget becomes more acute. Risk combined of legacy saving projects, transformation and continued increase in demand. Some projects are progressing well and are delivering cash savings but not at the scale and pace required. Non-cashable saving also being delivered.</p>					


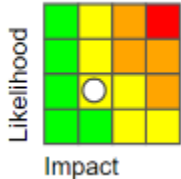
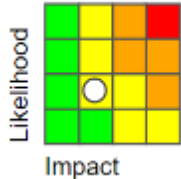
Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR53 - Increased social worker and occupational therapists' vacancies and sickness rates may result in vulnerable adults' care being comprised.</p> <p><b>Description:</b> Limited staff capacity within operational teams will result in increased waiting times for assessment and review potentially putting vulnerable adults at risk of going without sufficient care and support.</p>	<p><b>Constant</b></p> 	<p><b>20</b></p> <p>Impact = 5 Major Likelihood= 4 Almost Certain</p>		<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>		
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Difficulties recruiting and retain experienced social workers and OTs. This is in line with national picture of increasing vacancy rates in statutory adult care social care departments across the country.</li> <li>-These vacancies are not distributed equally with some operational teams having nearly 50% vacant posts.</li> <li>-Sickness absence in operational teams have also increased during this period which is further compounding operational teams' ability to respond to those in most urgent need.</li> <li>-Cost of living crisis is also likely to impact on retention rates of social work staff</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>- As a result of this decreased operational capacity this has seen an increase in numbers of people waiting for assessment and reviews (insert data)</li> <li>-The percentage of individuals who have had an annual review of their care and support needs has also decreased in the last year with less than 50% of individual in receipt of care and support having had a formal review.</li> </ul> <p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p> <p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
	<ul style="list-style-type: none"> <li>• Increase Social Work and OT Apprentice capacity - ASC have doubled the amount of SW and OT apprentices this year increasing to 6 SW Apprentices per year and 2 OT apprentices.</li> <li>• Operational Business Continuity plans duty - All operational teams have internal prioritisation process for workflow and demand. Additionally, they have robust duty systems in place with duty workers present to respond to urgent demands or cases to mitigate against highest risk of harm to citizens and respond in a timely way to those at greatest need.</li> <li>• Recruitment Strategy - Developed new recruitment strategy and implemented rolling recruitment advert.</li> <li>• Developing enhanced Wellbeing offer for operational staff - dedicated additional resource within Adult Workforce L&amp;D to enhance our wellbeing and support offer.</li> </ul>		Commission Workforce Strategy	November 2023	100%	
		<b>Summary of Progress:</b>				
		Work underway on TOM and Vision for ASC. Pay and non-pay options to shore up recruitment and retention progressing.				



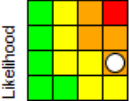
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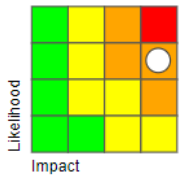
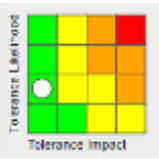
Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR54 - Potential Threat of Financial Sustainability of Nursery Schools</p> <p><b>Description:</b> The impact of Covid and union action on maintained nursery schools and classes will significantly reduce the funding provided to the LA and schools and could impact on sustainability and sufficiency (sufficiency being a statutory responsibility of the service) Ongoing underfunding of nursery schools continue to raise questions about their future.</p>	<p><b>Constant</b></p> 	<p><b>6</b></p> <p>Likelihood = 3 Impact = 2</p>		<p><b>6</b></p> <p>Likelihood = 3 Impact = 2</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>Availability of staff to service early years learning</li> <li>Census data weakened to inform on EY sector funding.</li> <li>Government process change.</li> </ul>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p> <ul style="list-style-type: none"> <li>Identification of potential financial impact</li> <li>Review of progress with agreed actions with targeted nursery schools.</li> <li>Published a council position on the strategic need for nursery schools and key areas where action is required to support sustainability.</li> <li>Individual finance visits to four targeted nursery schools with the largest in-year deficits to create action plans to tackle identified issues.</li> <li>Communication with nursery schools to establish Covid impact and impact on pupil numbers</li> <li>Development of a nursery transformation programme in collaboration with LA maintained nursery school headteachers and governors.</li> <li>Context conversations to capture the strengths and strategic importance of nursery schools as well as the financial and operational challenges.</li> </ul>	<p><b>Action Title</b></p> <p>Continuing with the nursery transformation programme and working with nursery schools to implement action plans that will reduce in-year deficits and move towards sustainable models for the future.</p> <p>Bringing groups of nursery schools together the develop collaborative and federation models that share resources, leadership, skills and expertise.</p> <p>Modelling management of change and collaborate and federation models to inform discussions.</p> <p>Engaging with elected members to review strategic position of nursery schools and how the council can support remodelling and securing future sustainability.</p>	<p><b>Due Date</b></p> <p>April 24</p> <p>April 24</p> <p>April 24</p> <p>April 24</p>	<p><b>Progress</b></p> <p>55%</p> <p>50%</p> <p>50%</p> <p>45%</p>	
<p><b>Risk Consequences:</b></p> <ol style="list-style-type: none"> <li>Increased financial deficits in maintained nursery schools leading to impact on the DSG and long-term sustainability.</li> <li>Reduction in places across the maintained sector on a permanent basis as schools close unsustainable nursery provision that impacts on the city's sufficiency plan.</li> </ol>					
<p><b>Risk Owner(s):</b> Executive Director People, Service Director Education and Skills</p>					
<p><b>Portfolio Flag:</b> Children's Services, Education &amp; Equalities</p>	<p><b>Summary of Progress:</b></p> <p>Increased government funding rates, including increased supplement for maintained nursery schools and increased hourly rates for 2 Year Olds and 3/4 Year Olds, are impacting positively on the school's in-year budget positions. Further funding to support government plans for the expansion of childcare and out of school wrap around care has been announced and officers are currently modelling the financial impact of these increases on current balances. The key challenge remaining is the repayment of the historical deficit of £7million. Discussions underway to agree a repayment plan that is manageable by schools and which meets outcomes of an Equalities Impact Assessment. Schools unable to repay historical deficit in 3-5 years, as stipulated by the financial regulations. Officers reporting to Our Families Board and Schools Forum updates provided.</p>				
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR55 - Children placed in unregistered provision may be at risk</p> <p><b>Description:</b> There is a possible high threat risk for the council regarding children placed in unregistered provision which is unlawful.</p>	<p><b>Constant</b></p> 	<p><b>28</b> Likelihood = 4 Impact = 7</p>	 <p>Likelihood Impact</p>	<p><b>14</b> Likelihood = 2 Impact = 7</p>	 <p>Likelihood Impact</p>
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>The causes are placement sufficiency and increased numbers of children coming into care.</li> </ul>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>Unlawful placements</li> <li>Negative Legal Impact</li> <li>Negative Ofsted Impact</li> </ul>	<ul style="list-style-type: none"> <li>Oversight of Director of Children and Families</li> </ul>		Improve placement sufficiency	March 2025	60%
			Explore with Ofsted more creative solutions	January 24	80%
			Implementation of BCC Families Transformation Programme.	January 24	67%
<p><b>Risk Owner(s):</b> Executive Director Children and Education</p>					
<p><b>Portfolio Flag:</b> Children’s Services, Education &amp; Equalities</p>	<p><b>Summary of Progress:</b> The risk remains as we continue to have children placed in unregistered provision.</p>				
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR56 - Potential threat to the ASC Care Quality Commission (CQC) Assurance Preparedness and Rating</p> <p><b>Description:</b></p>	<p><b>Constant</b></p> 	<p><b>21</b></p> <p>Likelihood =3 Impact = 7</p>		<p><b>2</b></p> <p>Likelihood = 2 Impact = 1</p>	
<p><b>Risk Causes</b> New line of work - learning whilst doing with little evidence base or benchmarking to refer to. Programme of work in preparation for inspection hitherto managed within BAU resource which has proved insufficient. Current workforce and operating model pressures are leading to risks to compliance in carrying out statutory duties, e.g. safeguarding, timely Care Act Assessments. Data and performance reporting (e.g. locality dashboard) delayed/unfinished.</p> <p><b>Risk Consequences:</b> People are families are waiting too long to be seen as teams are having to operate waiting lists, including in areas where there should be none, e.g. Safeguarding and First Response. Line of sight of risk is compromised. Individuals may come to harm.</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p> <p>This is a new area of work, and so current control requirements are emerging as we learn from pilots.</p>	<p><b>Action Title</b></p> <p>LGA Peer Review (New)</p> <p>Reframed Approach to Self-Assessment (New)</p> <p>Resourcing Self-Assessment</p>	<p><b>Due Date</b></p> <p>January 2024</p> <p>December 2023</p> <p>October 2023</p>	<p><b>Progress</b></p> <p>0%</p> <p>67%</p> <p>100%</p>	
<p><b>Risk Owner(s):</b> Director - Adult Social Care</p>	<p><b>Summary of Progress:</b> Self Assessment complete with the support of additional resource. LGA Peer Review Prep is underway alongside engagement with partners and colleagues on the self assessment.</p>				
<p><b>Portfolio Flag:</b> Adult and Communities – Adult Social Care</p>					
<p><b>Strategic Theme:</b> Empowering and Caring, Wellbeing Our Organisation</p>					

# Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

## Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	Opportunity Likelihood
	Likely	3	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely	
	Unlikely	2	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely	
	Rare	1	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare	
			1 Minor	3 Moderate	5 Major	7 Critical	7 Exceptional	5 Significant	3 Modest	1 Slight			

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Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

LIKELIHOOD AND IMPACT RISK RATING SCORING  
Likelihood Guidance

## Appendix A1 – People Scrutiny Commission - Corporate Risk Register Q3 2023-2024 as at December 2023

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision.  Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area.  Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.  No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.  Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project.  Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation.  Dissatisfaction reported through council complaints procedure but contained within the council.  Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure.  Higher levels of local or national interest.  Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention.  Viral social media or online pick-up.  Public enquiry or poor external assessor report.

# People Scrutiny

## 19 February 2024



**Report of:** Erika Hirst, Performance Advisor

**Title:** Quarterly Performance Report (Quarter 2 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 \(Q2 Scrutiny - public link\) 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:

- **79%** of Business Plan Actions are currently **on track or better** (23 of 29)
- **43%** of Business Plan Priority Measures (with targets) are **on or better than target** (9 of 21)
- **40%** of all City Outcome Measures (with data & targets) are **on or better than target** (2 of 5)



## 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 \(Q2 Scrutiny - public link\)](#) 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:

- 79% of Business Plan Actions are currently on track or better (23 of 29)
- 43% of Business Plan Priority Measures (with targets) are on or better than target (9 of 21)
- 40% of all City Outcome Measures (with data & targets) are on or better than target (2 of 5)

### 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 Q2.

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 \(Q2 Scrutiny\)](#)
- full thematic summary reports are included in Appendix A2

Theme 1 – Children and Young People:

- **Actions** – The number of actions on target has decreased in Q2. 3 Actions which were on target in Q1 are now behind schedule.
- **BPPM201- Percentage of audited social worker records rated good or better** – Whilst this metric remains below target it has seen an improvement since Q1, increasing by 5 percentage points. Workforce stability remains the most significant barrier to service levels.
- **BPPM200 – increase the percentage of children in care who have full time suitable education provision** – This measure has been decreasing since the start of the financial year and is falling further behind it's target sitting at 92.3% at the end of Q2.
- **BPPM245a & BPPM245b – Reduce suspension rate for Black Caribbean, Mixed White and Black Caribbean and Gypsy Roma Traveller pupils in primary schools and secondary schools** – Q2 data represents the data for Term 1 of the academic year. Both primary and secondary schools are on target this quarter. Bristol City Council is working on an anti-racism strategy which includes priorities on reducing suspensions.
- **BPPM247 – Increase the Percentage of family outcomes achieved through the supporting families programme-** This measure has seen a significant drop in Q2. Having outperformed target in Q1, it now falls just below target by 1 percentage point.
- **BPPM225e – Increase the percentage of final EHCPs issued within 20 weeks excluding exception cases** – Although this is showing as behind target for quarter 2, it is within 0.1% of it's target for this quarter and continues to see an increase in the percentage finalised on time.

Theme 2 – Economy & Skills:

- **BPPM263a – Reduce the Percentage of young people of academic age 16 to 17 who are NEET and destination unknown** – The proportion of 16-17 year olds NEET or Not Known continues to increase to the end of Q2, however an increase is expected at this time of year. The final September submission was not available at time of reporting and figures are expected to improve.
- **BPPM266 – Increase the Percentage of adults with learning difficulties known to social care who are in paid employment** – The measure this has been consistent and remains well below target. Work is ongoing to improve data recording for this measure to ensure the reported figure is a correct reflection of the work undertaken and stronger links are being built between services to increase the number of people who benefit from available support.
- **BPOM222 – Increase the take up of free early educational entitlement by eligible 2 year olds–** This measure is well below target at 62% and has seen a decrease on the previous year. This continues to be a priority area for the service. Take up this year has been impacted by reduced availability of spaces due to staffing and funding issues.



- **BPPM268** – *Increase the number of adults in low pay work & receiving benefits accessing in work support* – The measure continues to be well above target and has outperformed partner local authorities.

Theme 4 – HealthCare & Wellbeing:

- **BPPM294** – *Increase % of BCC regulated CQC care service providers where provision is rated ‘Good or better’* – This measure continues to perform above target by 4.8 percentage points. Higher target set this year but continue to exceed it.
- **BPPM290a** – *Reduce the percentage of contact to Adult Social Care (aged 18-64) starting Tier 3 services* – This measure is well below target for Q2 and has seen an increase by 0.4 percentage points since Q1. Challenges have been identified around advice given to first time callers and a project has already started to help improve service.
- All actions for this theme are on track at the end of Q2 and outcome measures are not yet due.

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 it continues to perform significantly above target.
- Only one of the 4 people scrutiny measures for homes & communities is behind schedule. That is the action relating to the development of more sustainable travel options for young people with SEND.

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 \(Q2 Scrutiny - public link\)](#)  
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 2 (01 Jul '23 – 30 Sep '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>
67% on schedule or better (8 of 12)	44% on target or better (4 of 9)	50% on target or better (1 of 2)	
<b>Direction of Travel</b>			
N/A	60% improved compared to 12 months ago (3/5)	100% improved compared to 12 months ago (2/2)	

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

- BPPM245a – **Reduce Suspension rate for Black Caribbean, Mixed White & Black Caribbean, & GRT In Primary Schools** – This measure is performing above target this year this is a new measure from this year
- BPPM245b – **Reduce Suspension rate for Black Caribbean, Mixed White & Black Caribbean, & GRT In Secondary Schools** - This measure is performing above target this year this is a new measure from this year

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

- BPPM200 -**Increase % of children in care that have a full-time suitable education provision**– This is a new measure this year that for the second quarter is performing slightly below target
- BPPM080 – **Increase the take-up of free early educational entitlement for 3- & 4-year-olds** – This is performing slightly below target
- BPOM201 - **Percentage of audited children's social work records rated good or better** – This has improved to 59% from the previous quarter of 54% but remains below target

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

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

- Education summary focussing on education of children in care, and children in education, employment and training.
  1. Children in Care. Focus on children of a statutory school age, excluding early yrs and post 16yrs provision. Accuracy of data has improved. Where children are not in full time education some of the arrangements are appropriate such as Hospital Education, re-integration post a period of suspension or the education provision meets their needs. For some children the national and local pressures regarding placement sufficiency have impacted children being able to access education in a timely way. There is clear oversight of all arrangements.
  2. Education, Training and Employment for post 16yrs. There is an improving trajectory for post 16yrs with focussed activity on career fairs, career coaches and apprenticeships.

## 4. Lead Director Comments:

Performance overall has decreased since Q1 however when compared to the same period in the previous year there has been an overall improvement.

No performance measures are significantly behind target this quarter compared to 1 last quarter. Although more measures are behind target they are less substantially behind target.

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

**Date of Thematic Performance Clinic**

31/10/23

# Economy & Skills Theme Summary Report

Qtr 2 (01 July 23 – 30 Sept 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>Behind schedule</b>
<b>83%</b> on schedule or better (10/12)	<b>38%</b> on target or better (3/8)	<b>40%</b> on target or better (2/5)	
<b>Direction of Travel</b>			
2 improved since Q1 9 are the same as Q1 1 is worse than Q1	<b>50%</b> improved on 12 months ago (4/8)	<b>50%</b> improved on 12 months ago (2/4)	

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

- BPPM268 – **Increase the number of adults in low pay work & receiving benefits accessing in work support** - This measure is well above target for Q2 at 488 (target for Q2 = 300) and is exceeding all programme targets.
- BPOM141 – **Increase the number of organisations headquartered in Bristol which are Living Wage accredited** – 243 employers now headquartered in Bristol at end of Q2 which is just below the annual target.
- BPPM506 – **Increase the level of social value generated from procurement and other council expenditure** – significantly above the annual target at the end of Q2 at £10,953,627 (target = £6,500,000).

## 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 again in Q2 at 3.6%. No improvement since Q1.
- BPPM263a – **Reduce the % of young people aged 16-17 who are NEET/Not Known** – remains below target in Q2 at 10.9% and higher than Q2 last year (9.2%).
- BPOM222 – **Increase the take-up of free early educational entitlement by eligible 2 year olds** – well below target at 62.1% and a decrease on the figure for last year (71%).

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

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

- The clinic reviewed two metrics of concern. The first was ‘Adults with learning difficulties known to social care who are in paid employment’ which saw no improvement between Q1 and Q2.
- Data recording/cleansing issues highlighted last quarter had been reviewed between the service and the data team with records updated where possible. Better knowledge of the issues with data but need a long term solution. Possible options discussed.
- The group agreed it would be helpful to discuss this area with other LAs who have better performance to understand what they are differently and consider if they are using the same definitions and cohorts.
- Wider interest has been shown in this measure and it is being picked up within the service now where further analysis and review will take place.
- The other measure reviewed was the take up of early education entitlement by eligible 2 year olds. Colleagues from public health and early years joined to discuss together. Reasons for the decrease in take up this year were considered and early years colleague explained some of the complications around data collection that impact the figure.

- Data is collected and updated throughout the year and will be reviewed within the service.
- Also considered impact of the expansion of childcare next year.

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

This theme has been marked as 'behind schedule' for Q2 as less than half of the performance metrics and outcome measures are currently on target. Furthermore between Q1 and Q2 the theme has seen an increase in the number of measures below target, including an increase in the number of actions behind schedule.

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

**Date of Thematic Performance Clinic**

2 Nov 2023

# Environment & Sustainability Theme Summary Report

Qtr 2 (01 July 23 – 30 Sept 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)	75% on target or better (3/4)	100% on target or better (1/1)	
<b>Direction of Travel</b>			
1 improved since Q1 7 are the same as Q1 0 are worse than Q1	50% improved compared to 12 months ago (2/4)	Parity compared to 12 months ago	

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

- **BPPM542** – the amount of untreated waste landfilled has remained very low this quarter due to the high availability of the Energy Recovery Centres in Avonmouth.
- **BPPM545** - Fly-tip reporting and subsequent clearances were significantly better than target during Q2, continuing the trend seen in Q1.
- **P-ENV3.2** - The expansion across the city of the commercial waste improvement project continues apace and is on schedule. 95% of all sites have been audited with 85% of these now having access to recycling. The HRA (Housing Revenue Account) also have 20 sites that have modifications planned for this year.

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

- **P-ENV2.2** – Developing an ecological and green infrastructure investment plan continues to show as behind schedule. However the appointment of an Ecological Emergency Co-ordinator, who is to lead this work, has now been achieved.

## 3. Key points discussed at Thematic Performance Clinic:

1. Tracking our delivery of the 2025 net zero targets. Progress here has been made this quarter, with a Management Board (including related Heads of Service) set up to monitor delivery with respect our 2025/2030 targets. A document now exists which is tracking each element within this and also has a predictor indicating whether delivery is on schedule. A wider Climate Investment Plan is also in the pipeline – details to follow in the coming months.
2. Electric vehicle (EV) update. The HRA (Housing Revenue Account) was not yet in a position to buy new vehicles as the infrastructure (charging points) wasn't yet there to enable this. This is problematic as we go in search of net zero, however as per point 1 above this is being closely monitored by the Management Board. A discussion is also upcoming around Bristol Waste and the electrification of some of their fleet, to include a conversation around other local authorities joining forces to negotiate economies of scale via purchasing.
3. Waste. A discussion was had around how BCC should continue to look into potential future models for delivering a waste service in the city after a new DEFRA update on the sector. It was agreed there were many challenges, including our recycling and carbon neutral targets; also how to best to

deliver services to over 8,000 'hard to reach' properties across Bristol. Bristol Waste also needed to undertake a CO2 stock-take in relation to points 1 and 2 above.

4. BCC Business Plan metrics. Potential future KPIs – it was agreed that the current suite relating to Environment & Sustainability should stay in place for next year, however noting that the Waste Strategy may highlight other potential areas to shine a light on in the following years. Also to potentially include an explicit carbon savings target.

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

It continues to be heartening to see all but two 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. However the challenges associated with delivering out 2025 net zero targets should not be underestimated. 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**

2 November 2023

# Health, Care & Wellbeing Theme Summary Report

Qtr 2 (01 July 23 – 30 September 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>			
100% the same as previous quarter	57% improved compared to 12 months ago (4/7)	Data not yet due	

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

- All of the published actions (100%) for this theme are presently on schedule.
- 4 of the performance metrics (57%) are better than Q2 in 2022/23.
- 3 of the performance metrics (43%) are better than the Q2 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:

Significantly behind target

- Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services – Behind target
- 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:

Due to similarity of the data to the previous quarter and availability of staff with key stakeholders being unable to be represented a decision was made for the meeting to be cancelled.

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

Pleasingly all actions were reported at 30 September '23, as 'On Track'

Whilst 4 performance indicators are showing 'Below Target', 57% of the priority performance metrics are better than Q1 in 2022/23. 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 Q2, 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**

N/A

# Homes & Communities Theme Summary Report

Qtr 2 (01 July 23 – 30 September 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>Behind Schedule</b>
75% on track or better (9/12)	57% on target or better (8/14)	33% on target or better (1/3)	
<b>Direction of Travel</b>			
17% worse than Q1, 83% the same.	50% improved compared to 12 months ago (7/14)	50% improved compared to 12 months ago (1/2)	

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

- Museum visitor numbers and the number of households where homelessness is prevented are both now above target (below in Q1).
- Most metrics significantly above target in Q1 continue to be so in Q2 – community engagement, consultation response from the 20% most deprived areas, people enabled to live independently through home adaptations, households moved into settled accommodation and private sector dwellings that were returned to occupation.

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

- The number of citizens participating in community clean-ups has gone from significantly above target in Q1 to significantly below Q2. This usually high-performing metric's Q2 performance is attributed to the number of event cancellations because of the poor weather.
- The number of energy efficiency home installations has doubled delivery in Q2 compared to Q1 (16 in Q1, 32 in Q2, total of 48 year to date), but is still significantly behind target.
- Average re-let times has increased compared to Q1, but this is in part due to the backlog of longer-term empty properties now being completed. See discussion key points below.
- The number of households in Temporary Accommodation (1,368) has continued to increase and is worse than target.
- The percentage of major planning applications processed within 13 weeks or as agreed is now worse than target.
- As anticipated, affordable housing starts and completions are now slightly behind target.

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

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

### Sustainable Travel Options for young people

The Action HC4.1 Develop more sustainable travel options, including independent travel, for young people with special educational needs and disability aged 16-25yrs is behind schedule. Disability is one of the Priorities under the Homes and Communities Theme. The Action is behind schedule in Q2 due to the capacity of Communications to undertake the formal consultation on changes, which relates to around 400 current post-16 young people with special educational needs plus future cohorts. The consultation is now planned to go live mid-December with the aim that the proposed policies go to Cabinet in March. If approved, some new policies can come into force in April. Others will be from the start of the 2024-25 academic year in September. The pilot Independent Travel Training was impacted by staff sickness, but this is now progressing and ready to be implemented from April, subject to consultation results and policy adoption.

### Empty properties

The number of empty properties is believed to have peaked and is now decreasing each month. However, as long-term empty properties are being brought back in to use, this is increasing the average number of days a property is empty in the quarterly reporting. It is hoped that the average number of days properties will be empty will be reducing by Q4 reporting.

The high-level changes and areas of focus that are positively impacting empty property turn-around performance are:

- Monitoring of contractor performance
- Improve internal performance through efficient use of ICT system
- Management of internal repairs performance (implemented secondments to fill vacancies in surveyors due to difficulty recruiting plus one repairs team down which the Head of Service is currently working on re-building).
- The amended re-let standard which has a focus on repair rather than replace
- Enforcing tenants to return the property to the expected standard before vacating

Housing are carrying out a 'key to key' review to identify where impediments and opportunities exist to reduce turnaround time.

### Rough sleeping

Winter projects - **Winter Surge** was launched on 01/11/2023 providing 11 beds with on-site support. This is for clients with more complex needs and provides an opportunity to get these clients off the streets where some targeted work can be done. The target stay is around 12 weeks where the client will receive food and support whilst a suitable option is found for them to leave the streets. Outreach and the Higher Needs Floating support service will be working together to support these clients. **Winter Churches Shelter** started on 1/10/23 providing 9 beds with support going in to help people with move on. This is for clients with low support needs. **SWEP (Severe Weather Emergency Protocol)** is activated if there are more than 3 nights of temperatures below 0 or where the weather presents a risk to life. The outreach team will find those sleeping rough and we will offer accommodation during the cold weather.

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

This theme is now judged to be "Behind Schedule" due to the increase in Actions and metrics performing below target in Q2. Despite the number of households where homelessness is prevented performing above target for Q2, the number of households in temporary accommodation is continuing to increase. Work being done to improve empty property turn-around time is expected to show improvements by Q4 and action is being taken to unblock affordable housing delivery where this is in the Council's control. However, the ongoing cost of living pressures means demand for housing support services is expected to increase for the rest of this reporting year.

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

**Date of Thematic Performance Clinic**

3 November 2023

# Transport & Connectivity Theme Summary Report

Qtr 2 (01 July 23 – 30 September 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 Mellor** [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 (1/1)	100% on target or better (3/3)	
<b>Direction of Travel</b>			
100% same as Q1 (8/8)	100% worse compared to 12 months ago (1/1)	67% improved compared to 12 months ago (2/3)	

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

- **BPOM 474** Park and Ride passenger numbers are above target in Q2 after stagnating in Q1.
- **BPOM 475** Bus passenger numbers are continuing to increase and are 449,735 above the Q2 target (14% below pre-pandemic levels).
- **TC4.1** The Cumberland Road, Redcliffe Bridge and Goal Ferry bridge projects have all completed. Kings Weston and New Cut Bridges projects are progressing well and the Vauxhall Bridge project commenced on the 2<sup>nd</sup> August.

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

- **TC1.1** Mass Transit Strategic Outline Business Case taken to the October 2023 committee, but it is unclear what the next steps will be.
- **BPPM120 Road safety incident numbers** – there are still issues with the data supply so estimates are being provided (see discussion points).
- **BPOM477 Vehicle charge point installations**

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

Most of the projects within the Action to improve connectivity across the city via planned transport projects are on track. The Stoke Park Path to cater for the 800 Lockleaze new homes is complete. The first phase of a bus lane on Muller Road is progressing well. The Hengrove Park work on access junctions through the urban living site of around 1,500 homes has recently started. The reason this Action is behind schedule overall is the lack of progress with Mass Transit.

Issues remain with the timeliness of road traffic accident data being supplied to the council from the Police. This is impacting on the council's ability to monitor performance. Receiving data several years after incidents occur means it is not possible to accurately judge how schemes and plans are doing in terms of road safety. The Head of Service will write to their Director to document the actions take to date to try and resolve the issue. The Director will then escalate it to the Chief Executive for consideration on raising it with the Police Crime Commissioner.

For 2023-24 the current plan, in partnership with Bristol City Leap, is to deliver 12 fast chargers across the city serving 24 charging bays for delivery in Q4.

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

**TC1.1:** Most of this is complete or progressing well as outlined above. The only reason it came to clinic was the Mass Transit element which is going to October committee. Maybe be worthwhile to separate Mass Transit as a standalone project?

**BPPM120 Road safety incident numbers:** As above there remains issues with obtaining up to date information from the Police. Service requested to raise as an issue for the CEO to raise with PCC.

**BPOM477 Vehicle charge point installations.** Advised by City Leap team that the 23/24 plan is to install 12 fast charger server 24 bays and are on track.

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

**Date of Thematic Performance Clinic**

November 2023

# Effective Development Organisation Theme Summary Report

Qtr 2 (01 July 23 – 30 Sept 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>
92% on track or better (11/12)	25% on target or better (3/12)	0% on target or better (0/1)	
<b>Direction of Travel</b>			
0 improved since Q1 11 are the same as Q1 1 is worse than Q1	55% improved compared to 12 months ago (6/11)	0% improved compared to 12 months ago (0/1)	

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

- **P-EDO5.1** - *Preparing the organisation for its change to a committee model of governance* remains on track. The arrangements for the change of governance continue to proceed well, with most of the key working arrangements now being approved by Full Council. Focus has now primarily shifted to updating the Constitution and preparing the organisation. No issues are anticipated.
- **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. Restructures within Policy, Strategy & Communications, Digital Transformation, and Finance are complete. Within Workforce and Change a restructure has been implemented and savings delivered, with some further re-design work underway in specific teams before it is formally finalised.

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

- **BPPM515** - *Reduce the % of complaints escalated from Stage 1 to Stage 2* is now showing as significantly worse than target. Despite continued training from the central complaints team, officers across all services are spending less time completing high-quality Stage One responses to complaints. More complainants are now prepared to take their complaints further - this trend is likely to continue to be seen in the Q3 and Q4 periods. We have also seen a notable increase in escalations of CAZ complaints - 10.5% in Q2, compared with 6% in Q1.
- **BPPM529** - *Increase the % of young people (16-29) in the Council's workforce* remains significantly worse than target even though there was a modest improvement in Q2. 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 appropriate jobs and 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 to apply to work at the council.
- **BPPM520** - *Increase the % of colleagues who would recommend the council as a good place to work*. There has been a 6 percentage point decrease in positive responses this time, from 70% in 2022 to 64% in 2023, which is a return to pre-Covid results (62% in 2019/20). This year's staff survey took place in the context of a wider organisational restructure and budget restraints which will have caused considerable change to colleagues' working lives and ways of working. This may well have impacted responses to this question.
- **P-EDO1.1** - *Continue to work with city partners and the mayoral commissions to deliver a wide range of citywide actions including the One City plan's refresh*. Pace of delivery has, as anticipated,

been impacted by former City Office staff leaving their roles. Successful recruitment has been undertaken and new staff are in post, with day-to-day activities remaining on track. However, there has been some delay in identifying top One City Plan actions for the City Office to support this year. This is being addressed in discussion with the One City Governance Board.

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

The Clinic has had to be postponed this quarter. It is however anticipated that the following topic will be revisited during Q3 reporting, where the key points to be discussed will be:

The Clinic will focus on our workforce diversity targets and ways to implement new strategies to improve the current situation (where a number of key measures are significantly behind target). Colleagues attended a Harvard conference on this very topic recently, so discussion here is timely.

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

Several significant change and transformation activities which deliver necessary savings and prepare the council for its future governance model are on track, but poorer performance on KPIs – which are predominantly compliance-based metrics – suggest that organisational focus on delivering services and change activity has taken priority over good quality, timely compliance with requirements for handling complaints, FOI requests and other good governance necessities.

Back-office services (and notably Public Health and Communities) continue to be the better performers on compliance, whilst demand-driven front-line services have been less able to meet these requirements. Significant efforts have been made to address this, including the introduction of mandatory management objectives measured during 121s and 6-monthly performance reviews. There are some green shoots of improvement towards the end of Q2 and in to Q3 in some areas, and it will be important for leaders to keep this in focus alongside other change, transformation, savings and service delivery pressures.

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

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

Clinic postponed

# 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

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

Actions by Business Plan Theme and Status (Quarter 1)

Business Plan Theme	Behind Schedule	On Track
2. Economy & Skills	1	1
3. Environment & Sustainability	2	2
4. Health, Care & Wellbeing	1	1
5. Homes & Communities	6	6
7. Effective Development Organisation	2	2

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.		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.		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.

Click for detailed breakdown:

Priority Metrics | City Outcome Measures

Guidance | Reset Page | Home Page | Scrutiny Summary

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

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

Actions by Business Plan Theme and Status (Quarter 1)

Business Plan Theme	Behind Schedule	On Track
2. Economy & Skills	1	0
3. Environment & Sustainability	2	2
4. Health, Care & Wellbeing	1	1
5. Homes & Communities	6	6
7. Effective Development Organisation	2	2

Code	Division Responsible	Title	Q1	Q1 Action Progress
P-ESS.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.		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.

Click for detailed breakdown:

Priority Metrics | City Outcome Measures

Guidance | Reset Page | Home Page | Scrutiny Summary

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.

**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' (Possible joint item with PSC)				
	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
		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, 1pm</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					
Children and Education Transformation Programme Update: Standing Item					
Quarter 1 Performance Report					

January 24					
				<b>30.1.24 4.00 pm</b>	<b>18.1.24 4.00pm</b>
				Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 1	Clean Air Zone
					Quarter 2 Corporate Performance Report
February 24					
<b>19.2.24,</b>	<b>7.2.24, 4pm</b>	<b>27.2.24 5.00 pm</b>		<b>1.2.24 4.00 pm</b>	<b>12.2.24, 2pm</b>
Permanent Exclusion, Suspensions and the Inclusion Hub	Healthwatch Updates (Standing Item) <ul style="list-style-type: none"> <li>To include an up-date on 'Your NHS menopause experience'</li> </ul>	Community Safety Partnership annual report		Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 2	Companies' Business Plans
Extra-Familial Harm	Health Improvement Teams <ul style="list-style-type: none"> <li>To include Dementia Care</li> </ul>	Community Asset Transfers update			Risk Report
'Transitions' (education to employment) Inquiry Day: Outcome and Action Plan	GP appointments systems	Progress on Ecological Emergency (could involve inviting partners to attend)			
GP Update: Standing Item	Pharmacy Services				
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
Risk Report					
March 24					
			<b>7.3.24 5pm</b>		
			Culture (to include Cultural Investment Programme (CIP))		
			Strategic Transport Update, to include: <ul style="list-style-type: none"> <li>Strategic Corridors</li> <li>Liveable Neighbourhoods</li> <li>Active Travel</li> <li>Electric Vehicle (EV) Charging Points</li> </ul>		
			Growth & Regeneration Capital Programme Update		
			Risk Report		
			Quarter 3 Performance Report		
Provisional / To be scheduled					
	Quality Accounts: Sirona; AWP; NBT; UHBW; SWAS		Property Programme (Transformation Programme)	Corporate Performance reports	City Leap Business Plan 29.2.24 (TBC)

	(April-May 24)				
			Major regeneration projects: <ul style="list-style-type: none"> <li>Western Harbour (watching brief)</li> <li>Frome Gateway (watching brief)</li> </ul>	Corporate Risk reports	
				Finance Monitoring reports and quarterly savings monitoring reports	
				Integration of carbon assessment alongside financial business cases/carbon impact of Capital Programme – joint with G&R	
				Implementation of the new Procurement strategy; Procurement Bill / procurement waivers; Implementing social value policy across strategies and procurement	
				Corporate debt/arrears report – mid-year report	
<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 28.3.24
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>					
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	
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			Approach to performance data	Bristol Waste Update 5.2.24

	up-date (written update or briefing)				
Ofsted Improvement					

Bristol, North Somerset & South Gloucestershire - Joint Health Overview & Scrutiny Committee (BNSSG - JHOSC) meeting or Meeting in Common	
Agenda/s TBC	Date/s TBC
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)	