

# **South Gloucestershire Council**

**Cabinet**

**10 February 2023**

**Council Plan Progress Report (April 2022 – September 2022)**

**Appendices**

## Council Plan Action Plan Commitments – Progress Updates

<b>Action Plan Commitment</b>	Commitment 1: We will raise educational outcomes
<b>Priority / Theme</b>	Council Plan Priority 1: Creating the best start in life for our children and young people
<b>Lead Officer</b>	Hilary Smith, Head of Education, Learning and Skills
<b>Executive Member</b>	Cllr Erica Williams, Cabinet Member for Education, Skills and Employment Cllr Owusu-Antwi, Cabinet Member for Public Health and Equality of Opportunity
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	September 2022

<b>Summary of progress</b>
<p>During the period 1 April to 31 August the following schools have been inspected with the outcomes as shown:</p> <ul style="list-style-type: none"> <li>• The Tynings Primary: Good (previously RI)</li> <li>• Christ The King Catholic Primary: Good (previously Good)</li> <li>• Hanham Abbots Junior: Good (previously RI)</li> <li>• Winterbourne Academy Secondary: Good (first inspection)</li> <li>• The Meadows Primary: Good (first inspection)</li> <li>• St Michael's Church of England Primary: Good (previously Good)</li> <li>• Crossways Infant: Good (previously Good)</li> </ul> <p>Overall, the improving trend has continued to the end of the academic year. As stated previously, the current inspection framework is more robust than previously and has a stronger focus on curriculum content and inclusion and good schools are maintaining their position. Schools that have been converted to academy status to improve, overall are showing that this has had a positive impact with strengthened leadership to drive improvement.</p>

### Key to RAG Rating:

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (summary of progress inc. pipeline actions)	RAG Rating (see footnote)
1.1	Build leadership capacity across the education system through school-to-school support	Increased number of schools judged to be good by Ofsted across the 2020/2021 and 2021/2022 academic years	August 2022	HS/GT	Leadership capacity across the system continues to build and has had a positive impact overall on Ofsted outcomes with more schools now judged to be Good rather than Requires Improvement.	<b>GREEN</b>
1.2	Respond to widening inequality gap through a range of targeted interventions responding to the needs of specific community groups including the establishment of an education and learning all age equalities steering group.	Improvement in outcomes for specific community groups	August 2024	HS	<p>The Equality in Education Task Force has focussed on 3 specific priority areas: Pupil Wellbeing; Ensuring compliance with the legal framework across the system; Addressing Hate Crime (through improved reporting and monitoring procedures). An on-line toolkit has been developed by system experts and appropriate lead officers with contributions from young people. the toolkit is being launched to coincide with National Hate Crime week.</p> <p>Although quantitative impact data is not available yet, feedback from community groups highlight improved satisfaction levels with the education system.</p> <p>A new post of Equality Officer has been established to build dedicated leadership capacity for this agenda. The post holder commenced employment with SGC in May.</p>	<b>GREEN</b>
1.3	Rollout of wellbeing in education programme of support for welcoming children back to school including improved access to support for primary mental health	Access to primary mental health support across the whole of South Gloucestershire	August 2022	HD/AF	Pressures in the system continue to build with more children and young people requiring access to support to maintain positive mental health. Additional capacity has been created to coordinate the strategy across the	<b>AMBER</b>

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					system and ensure appropriate focus on prioritising support and identifying gaps. Additional capacity is required to ensure that this keeps pace with demand, and this is now being commissioned in partnership with SEND Cluster Boards to ensure a coherent approach with access and support for all children and young people requiring support.	
1.4	Launch on 1 October and roll out across the year of the South Glos Way Toolkit, providing resources and training to all practitioners across the local authority – developing consistent highly effective, inclusive practice across the local area. Focussing initially on support for special educational needs	Improved educational outcomes at SEN Support in primary and reduction in exclusions.	August 2021	HD/Integra	The Inclusion Toolkit continues to be developed to capture the new arrangements for banding and this has been supported with an extensive training programme. The toolkit continues to build as a digital “one-stop shop” for relevant SEND materials promoting best practice and the expectations of the local system. The Toolkit has been subject to further review since April to ensure material stays relevant and current.	<b>GREEN</b>
1.5	Work with children, young people and school leaders to develop models of engagement so that the views of children and young people are central to all of the services we provide.	Range of models of engagement used consistently and routinely when developing education strategies	August 2021	HS/GT/HD	Young people have been actively engaged in the development of the Equality in Education initiative with a Young Ambassador included in the steering Group and Task Force. The Youth Board have been involved in capturing feedback on specific priority agenda items (experience of Covid; Knife Crime; Inequality) and this is used to develop strategy. Ways to increase representation are being	<b>GREEN</b>

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					taken forward. Focus groups have also been engaged on providing details of lived experience to inform the Equality strategy. This continues to be an ongoing development to ensure that the voice of the child/young person informs strategy and service design.	
1.6	Continue to invest in developing high quality learning environments, taking advantage of opportunities to develop and expand our provision and supporting the creation of new provisions as necessary which have a positive impact on the environment and communities served	Quality of learning environments continues to improve and increased percentage of children accessing new/improved school facilities	Ongoing improvement in quality of estate each year	HS/IP	Difficulties in supply and escalating cost of materials in the construction industry continue to impact on delivery of school capital projects, which are now experiencing delays. It has been necessary to review the approach to the Lyde Green Schools with the DfE. Officers and members of the DfE team are focussed on delivering a scheme at the earliest opportunity. Frenchay Primary School was delayed but has now completed. Elm Park Primary school has now commenced on site and is on target to complete for September 23 occupation. Feasibility studies of all schools in the pipeline are being reviewed to ensure affordable and deliverable within the timeframe to meet sufficiency of places in the local area.  Two out of three phases of Castle/Marlwood school project are complete/underway and third phase due to start imminently.	<b>AMBER</b>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Percentage of South Glos Secondary schools judged be good or outstanding	70% (March '22)	76%	August 2022	Positive	Dec 2022: 63% Secondary  Dec 2023 75% Secondary	Ofsted outcomes continue to show a positive trajectory in Secondary and Primary, though have declined in Special. Please note that in meeting the KPI, this will be dependent on the Ofsted Inspection cycle.
Percentage of South Glos Primary schools judged be good or outstanding	88% (March '22)	88%	August 2022	No Change	Dec 2022: 87% Primary  Dec 2023 88% Primary	Ofsted outcomes continue to show a positive trajectory in Secondary and Primary, though have declined in Special. Please note that in meeting the KPI, this will be dependent on the Ofsted Inspection cycle.
Percentage of South Glos Special schools judged be good or outstanding	86% (March '22)	86%	August 2022	No Change	Dec 2022: 100% Special  Dec 2023 100% Special	Ofsted outcomes continue to show a positive trajectory in Secondary and Primary, though have declined in Special. Please note that in meeting the KPI, this will be dependent on the Ofsted Inspection cycle.
Pupils attending South Glos Secondary schools judged to be good or outstanding	73% (March '22)	88%	August 2022	Positive	Dec 2022: 63% Secondary  Dec 2023 80% Secondary	Ofsted outcomes continue to show a positive trajectory in Secondary and Primary, though have declined in Special. Please note that in meeting the KPI, this will be dependent on the Ofsted Inspection cycle.
Pupils attending South Glos Primary schools judged to be good or outstanding	86% (March '22)	87%	August 2022	Positive	Dec 2022: 87% Primary  Dec 2023 89% Primary	Ofsted outcomes continue to show a positive trajectory in Secondary and Primary, though have declined in Special. Please note that in meeting the KPI, this will be dependent on the Ofsted Inspection cycle.

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Pupils attending South Glos Special schools judged to be good or outstanding	87% (March '22)	87%	August 2022	No Change	Dec 2022: 100% Special  Dec 2023 100% Special	Ofsted outcomes continue to show a positive trajectory in Secondary and Primary, though have declined in Special. Please note that in meeting the KPI, this will be dependent on the Ofsted Inspection cycle.
A range of pupil outcome measures at the end of Key Stages 2; 4 and 5 to show relative performance of our schools, locally, regionally and nationally in order to demonstrate continuous improvement and impact of the strategies outlined in this plan.	N/A	To be determined and published post Covid-19	N/A	N/A	To be determined	Key Stage 2 performance data (unvalidated) will be available from August 2022, Key Stage 4 (GCSE) and Key Stage 5 (A level) both unvalidated will be available from September 2022. Published data in 2022 will not allow for regional or national comparison in line with national reporting. Comparative data will be available from 2023

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<b>Action Plan Commitment</b>	Commitment 2: We will ensure that children and young people are supported in their early years
<b>Priority / Theme</b>	Council Plan Priority 1: Creating the best start in life for our children and young people
<b>Lead Officer</b>	Hilary Smith, Head of Education, Learning and Skills
<b>Executive Member</b>	Cllr Erica Williams, Cabinet Member for Education, Employment and Skills
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	September 2022

<b>Summary of progress</b>		
<b>During the period of April to September, 14 Early Years (EY) settings have been inspected with the following outcomes:</b>		
<b>Setting</b>	<b>Type of Setting</b>	<b>Judgement</b>
First Friends	Nursery	Good
Raysfield Preschool**	Preschool	Inadequate
Natural Choice (Charfield)	Nursery	Good
Busy Bees BC	Nursery	Good
Little Acorns Thornbury	Nursery	RI
Busy Bees EG	Nursery	Good
Nuffy	Nursery	Outstanding
Bluebells Preschool	Preschool	Good
Happy Days Lyde Green	Nursery	Outstanding
Mangotsfield Preschool	Preschool	Outstanding
Sunbeams	Nursery	Good
Tiddlypeeps Forest	Nursery	Good
Trinity Preschool	Preschool	Good

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## Summary of progress

Banana Moon	Nursery	RI
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### **\*\*No longer open**

14 childminders in South Gloucestershire have also been inspected during this period, 10 received a good grading, 2 met and 2 not-met.

The overall profile of Ofsted graded EY Settings: 90% Childminders are Good+ and 98% Nursery / Preschools are Good+

### **The work has continued on theme 3 of the DSG recovery plan:**

#### **Funding For Early Years Settings to Support Children with SEND**

This funding provides financial support for children with additional needs, without an EHCP. This enables practitioners to provide support and strategies for children and families to determine if they have long term needs, or if with the appropriate intervention, their needs can be met without the need for an EHCP.

This funding is available for children from age 2 until the end of Reception year in school. 116 applications were received during this reporting period and 74 children have received additional support from this new funding.

#### **Inclusion Hubs have continued to operate throughout the summer term and in the holidays:**

**Childminder Hubs** (SALT support) are running monthly in three localities (Yate, Cadbury Heath and Filton) with varied attendance between 25% and 90% capacity

**Parent Hubs** (SALT support) for parents are running monthly in three localities (Yate, Cadbury Heath and Filton) often at full capacity.

**SALT consultations for EY settings:** practitioners book a consultation with a therapist to discuss concerns and strategies for a child in their setting, uptake was initially high, but is now variable.

#### **SALT training for EY practitioners:**

A package of training is being delivered throughout each term and has been planned to meet the needs of the practitioners attending. Training is being delivered virtually each month and is recorded so all practitioners in South Glos can access at a convenient time.

#### **Early Years Parental Support (commenced January 2022):**

South Glos Parents and Carers (SGPC) have operated Little Treasures (term time stay-and-play support sessions open to families with a child under 5, with additional needs or a disability) in Warmley for some time. This one-year pilot was to fund an extension of Little Treasures into another locality (Yate), alongside additional workstreams of parent / carer support, holiday activities and support to practitioners to support children with additional needs transition into an EY setting.

#### **Progress report at midpoint of this pilot:**

**Little Treasures Stay and Play Sessions:** are running weekly in Warmley and Yate for families with a child under 5, with additional needs or a disability. The Warmley group supports 15 families, and the Yate supports 10 families, there are 2 children on the waiting list for Warmley but there is some capacity to increase the number of families supported in Yate.

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## Summary of progress

**Virtual parent / carer support sessions:** these operate monthly, 7 families have attended during the first 6 months of the project. 41 families have received one-to-one support from SGPC, following a request and 6 professionals have contacted them and received support. SGPC have partnered with Children's Centres, the Families plus 0-5 support workers, Warmley Park school and SEND cluster 4.5 during this pilot.

### Training for parents / carers

Workshops (with very positive feedback) have been provided for parents on

- Understanding and Supporting Sensory differences (0-5 years)
- Sleep

Further workshops are planned for the second half of the pilot.

### Holiday activities and support for families of children under 5 with SEND:

Family Woodland Sessions enabled 12 early years children and their families to engage in sessions at Easter, half-term and during the summer holidays delivered by qualified forest school practitioners.

Woodland Play Scheme enabled 13 early years children to attend four 2-hour sessions during the summer holidays, parents were not required to stay with the children.

Additional sessions of Dancing tots, Gympanzees and Little Hatters were provided during the summer for up to 34 children per session.

### Ensuring Sufficiency of Places in Early Years is now a Priority to ensure young people are supported in their early years.

To understand the local position on the ongoing challenges faced nationally in relation to staffing recruitment and retention in the early years sector, the Early Years Team issued a questionnaire to all PVI's and Nursery Classes. We were aiming to understand if staffing issues have impacted on them being able to operate to full registered capacity and allow all places to be filled or whether it has affected their ability to take on all children they are registered for.

The following data was gathered:

#### All Providers

61 of 123 have no staffing issues (50%)

**62 of 123 have issues with staffing (50%)**

9 of 123 are experiencing a lower demand of children (7%)

#### Private Sector

34 of 78 have no staffing issues (44%)

**44 of 78 have staffing issues (56%)**

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## Summary of progress

3 of 123 are experiencing lower demand of children (4%)

### Voluntary Sector

25 out of 40 have no staffing issues (63%)

**15 out of 40 have staffing issues (38%)**

6 out of 40 are experiencing lower demand of children (15%)

### Maintained Nursery Classes

3 out of 5 have no staffing issues (60%)

**2 out of 5 have staffing issues (40%)**

0 out of 5 are experiencing lower demand of children (0%)

The DfE target for Early Years is 17 places per 100 children, this is the minimum we aim for in each ward. Wards with less places than required by the DfE are:

Ward	Places per 100 (without Childminders)	Places per 100 (with Childminders)
Woodstock	5	8
Dodington	8	10
Yate North	10	15
Bitton & Oldland Common	13	18
Longwell Green	16	23

The EY team are actively working to address this lack of provision and have a working group to recruit new childminders. Alternative models of childcare are also being explored to determine if they might offer a sustainable option and this includes working with schools to develop school-based early years provisions.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
2.1	Respond to widening inequality gap through a range of targeted interventions responding to the needs of specific community groups	Improvement in outcomes for specific community groups	August 2021	HS/CP	The EiE includes representation from early years and ensure a focus on addressing inequalities and ensuring	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
	including the establishment of an education and learning all age equalities steering group.				equality of opportunity from birth via settings. All activity is planned so that the approach is system wide across early years settings and schools.	
2.2	Develop best practice toolkit for early years practitioners - including best practice approaches to transition into reception	Toolkit available, training delivered and practitioners using tools provided and consistent best practice evident across South Glos.	August 2022	RW	All resources have been reviewed and are available on the public website within the South Glos Way tool kit. Supported transition pathway developed for all children with SEND to support effective transition from EY settings into school, Transition support funding in place to provide additional resource for children with SEND as they move into school	<b>GREEN</b>
2.3	Establish Inclusion Hubs in areas where we can tailor support to the most disadvantaged families and ensure earliest access to priority services.	Hubs in place and delivering co-ordinated support services to families	August 2021	CP	Consistent support available to EY practitioners and families via the inclusion hubs. SALT support available (see above)	<b>GREEN</b>
2.4	Using childcare sufficiency assessment – identify potential priority school sites to consider for development of early years provision	Complete review and priorities identified.	August 2021	RW/TS	Sufficiency data has been collected and indicates wards without enough childcare provision. Recent closures of 5 settings (in August and September) have added to concerns, see above for more details.	<b>AMBER</b>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Measures to be developed post covid-19 which demonstrate the impact of strategies to ensure that all children can achieve a good level of development.	NA	To be confirmed from an agreed point post Covid 19	NA	NA	TBC	This will be a new measure in light of changes in assessment in early years.
Percentage of settings accessing Inclusion Toolkit	100% (Q1 2022/23)	100%	Q2 2022/23	Positive	100%	The Toolkit has been developed to support EY practitioners which is accessible to all settings via the VLE – the portal used widely by all settings including to access resources for the new financial arrangements implemented as a consistent approach, system-wide from April this year.
Percentage of settings judged to be good by Ofsted	72.4% Q4 2021/22	88%	Q2 2022/23	Positive	98% by 2023	We have seen a dip in performance in the period however settings are being supported to improve and this has been turned around for those which can be sustained. Overall, the quality of provision available to the community remains high.
Percentage of children eligible for 2-Year-Old funding who have taken up a place in a setting.	NA	70%	NA	No Change	TBC	Good arrangements for promotion are in place across the county however work is required to ensure robust monitoring arrangements are in place in terms for all eligible families.
Percentage of settings working with high numbers of disadvantaged children engaged with quality improvement work with the EY team.	50% (Q1 2021/22)	50%	Q2 2021/22	No Change	75%	A new KPI which will enable progress in engaging those at disadvantage in early years

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<b>Action Plan Commitment</b>	Commitment 3: We will work to eliminate child poverty across South Gloucestershire
<b>Priority / Theme</b>	Council Plan Priority 1: Creating the best start in life for our children and young people
<b>Lead Officer</b>	Lynn Gibbons, Public Health Consultant
<b>Executive Member</b>	Cllr Sam Bromiley, Cabinet Member for Children and Young People
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	28.09.2022

<b>Summary of progress</b>
<p>This period saw an increase concern of, and focus on, the cost of living and its impact on families, including the increases in financial inequalities. The need for partnership working continues to grow, as does the focus on both immediate crisis response as well as understanding the longer term impacts of poverty/financial insecurity. A head of Community Development has been recruited and will lead on a coordinated response to cost of living, which will be closely linked to the wider child poverty/family financial security agenda.</p> <p>The work of the Financial Security group continues, with more partners joining the group. The support leaflet has been updated and was reprinted, as requests for it continue from a range of community, partner and health organisations; an online training module was developed to support it. This group also continues oversight of the range of grants (national and local) that are available to communities, and a communications plan is in place to help more people be aware of the support and enable access to it.</p> <p>The Creative Solutions Board (CSB) continues to have senior partnership input and has worked directly with a range of very complex individuals and families. The CSB has been very well received and discussions are in place to understand if it's capacity can be increased to support more complex children. More generally it is working to change the system to break down barriers and better support those with complex needs; however, this is a longer-term aim as system change takes time. To help this, the practitioner network continues to meet and helps the workforce to build capacity and provides peer support.</p> <p>The community conversation work is taking place and will integrate with the new Head of Community Development. Specific to Child Poverty, the insights work has been confirmed to begin in autumn 2022 to work with stakeholders and residents to better understand barriers to accessing support. This will then help the Community Development workstream and the Financial Security group.</p> <p>Warm and Well continues to be an offer across SG, and currently have access to funding from various sources to support people in fuel poverty, on low incomes and with health conditions exacerbated by cold. The climate change workshops are being offered to 20 more schools for the 22/23 school year.</p>

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3.1	Maximise household income by ensuring all parts of the community understand what is available and can access support; including benefits, free school meals and training opportunities. We will run a programme with partners to actively identify communities where inequalities in access exist and work with partners and the communities to provide local solutions.	Understanding of inequalities in access and take-up of services, and subsequent reduction of those.	Agree process with partners to begin in Jan 2021 – then ongoing.	Lynn Gibbons and Mark Pullin (on behalf of the Financial Security Group)	<p>The Financial Security group continues to meet, and membership has expanded to include additional VCSE partners. The leaflet has been reprinted (on request) with updates and continues to be well used and received. An online training module has been developed for access by the wider workforce to be used alongside the leaflet.</p> <p>The range of support grants nationally has increased, and a system is in place to communicate to the public about them and offer a 'one front door' approach to helping people navigate support. This is done via Customer Services at the Council and key partners such as CAB. Communities of focus have included families and pensioners, as well as new communities with children.</p> <p>Significant work is being undertaken around the Cost of Living and its impacts, led by the new Head of Service for Community Development. This work will continue into the next year. A range of key partnerships, including the Health and Wellbeing Board and Local Strategic Partnership, are actively working on cost of living responses into autumn 22, and the Community Hub brings together the wider VCSE and MAG response (supported by SGC and Southern Brooks) This also includes</p>	<b>AMBER</b>

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					work with health regarding winter pressures. Amber grading based on continuing increase in need and risk of making progress in the community due to e.g. cost of living crisis.	
3.2	Develop and pilot a programme, based on a creative solution panel model, to identify and support families who have multiple challenges. This programme will also ensure relevant support is available to them throughout the process to enable a sustainable outcome.	Increase in the number of families who are in stable and sustainable accommodation.	Agree structure and resource need 2020/21FY, for programme pilot in April 2021  Then ongoing until summer 2023 (initial funding)	Lynn Gibbons/Rosie Class (on behalf of the Creative Solutions Board steering group)	CSB has continued with 4 boards in this time frame. A report compiling the feedback from the first 18 months is being finalised for circulation later this year. The Practitioner Network continues with good attendance and engagement, a newsletter is also circulated monthly. Deep dive sessions have begun looking closely at how different agencies work with complex families and individuals, allowing best practice and learning to be shared. Green as programme is on track	GREEN
3.3	Ensuring that immediate food insecurity needs are addressed by working with partners to coordinate appropriate food provision/vouchers.  Develop longer term sustainable approaches informed by community insights and data: <ul style="list-style-type: none"> <li>We will improve access to affordable nutritious food upholding dignity, building independence and resilience</li> <li>We will increase opportunities for food education/training/skills.</li> <li>We will support development of community-based food initiatives e.g., community meals, food co-ops, food clubs</li> </ul>	Reduction (or slower growth) in the number of South Gloucestershire residents in food poverty or in danger of food poverty	From Nov 2020 – ongoing (with some elements time limited as described)	Nicky Ellis (on behalf of the Food Security Group – group is no longer active. Actions reported to Financial Security group)	<b>Free school meal vouchers</b> - Families received a supermarket voucher for £30 for Easter, £15 for the May half term and £45 for the summer holiday period as they were also eligible for free HAF places. <b>Holiday Activity and Food (HAF)</b> – For the summer holidays there were 20 providers operating in 45 locations. Early indications are that these were well-attended, and the children and young people had a very positive experience. Every FSM child attending also received a free lunch.	AMBER

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
	<ul style="list-style-type: none"> <li>We will consider wider determinants e.g., financial security, planning, food growing, food waste/climate change</li> </ul>				<p>There were a wide variety of activities available from sports camps to horse care, graffiti art to archery. There were also partnerships with Avon Fire and Rescue who were able to attend around 20 locations over the summer and the library service who attended many locations to share stories and promote the reading challenge. We were also able to benefit from partnerships with John Lewis, Waitrose, Morrisons and other supermarkets who provided both additional funding and free food.</p> <p><b>Phunky Foods Nutrition Education modules</b> - most of the health checks have now been completed and the programme is due to launch this September.</p> <p><b>Healthy Start</b> – local promotion has continued as part of support for families to help buy food. Transfer to national digital scheme has been problematic with delays in processing applications and payment cards not working. National Healthy Start team have not released take-up data since March 2022, so we are unable to monitor take up.</p> <p><b>Food Alliance</b> - led by Southern Brookes Community Partnership. Aim is to facilitate partnership working between Community Food Providers with the goal of good, sustainable food being accessible to everyone in South Gloucestershire. Has been</p>	

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>running for 11 months, members include several Food Aid organisations across the local authority, plus community connectors from the co-op. Most meetings consist of updates on the progress of different projects plus offers and asks for support from the Alliance.</p> <p>An in-person meeting was held in June was used to agree on priorities for the next year. Plan to strengthen the Alliance by sharing resources, such as policies and funding applications, with the aim of running some in-person training accessible to the whole network. This will upskill Alliance volunteers and strengthen links across the different organisations.</p> <p>Amber grading based on continuing increase in need and risk of making progress in the community due to eg cost of living crisis.</p>	
3.4	<p>Tackle fuel poverty and address climate change by working with partners to:</p> <ul style="list-style-type: none"> <li>Identify and train front line staff within South Gloucestershire Council, Sirona and other organisations who work with families at risk of or experiencing fuel poverty and refer to Warm and Well. Those families will be given free energy efficiency advice and support to access funding for energy efficiency measures. This may include the Green Homes Grant (up to 10k per low income households from Sept 2020 –</li> </ul>	<p>Reduction in families self-reporting fuel poverty</p> <p>Increase in families taking up fuel poverty schemes</p>	From Sept 2020 and ongoing	Chris Gillett and Fionna Vosper	<p>173 households supported by Warm &amp; Well. 55 of these were households with a child in the property, 6 households were young people (aged 16-25).</p> <p>16 frontline workers received training. Climate Change workshops: For the 22/23 school year, 20 primary schools have been offered workshops (supported by the climate emergency budget); targeting of</p>	<b>GREEN</b>

**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
	<p>further details awaited). <i>Please note: the Green Homes Grant is now closed so is no longer applicable to this action</i></p> <ul style="list-style-type: none"> <li>Deliver practical workshops for Key Stage 2 children to focus on the climate emergency. Schools will be targeted where there are a higher than average proportion of pupils eligible for the deprivation pupil premium (DPP) and in geographical areas with higher than average levels of fuel poverty.</li> </ul>				<p>schools in areas high on the index of multiple deprivation was the priority. 19 of the 20 schools have been booked for workshops from Sept 22 - April 2023. The workshops for 22/23 will include not only work on carbon emissions reductions and renewables but also focus on planning for the local impacts of a change climate Green as programme is on track</p>	
3.5	<p>Develop and deliver a robust community engagement and development plan where we work with communities to identify local issues and opportunities and shape local actions, building on good practice that already exists.</p>	<p>Increased community engagement Development of localised actions plans Positive feedback from communities</p>	<p>From April 2021 – insights work now delivered in autumn 2022</p>	<p>Andrew McLaughlin (Community Conversation steering group)</p>	<p>We have commissioned an external partner to support us with this work to make sure we are able to gain the maximum benefit from this increasingly important council plan action. The team will work closely with the financial security group to help us explore the data sets that are available to us so that we can identify actions that we can take to provide enhanced support to those families in and at risk of poverty. The second area of work will involve direct engagement with families in or at-risk of poverty so that we can work with them to identify opportunities to improve support based on their personal experiences and ideas for improvements. All of this work will pay particular attention to inequalities within the system, and for those who are under-served by council services and support. The main aspects of work will be delivered over a 10-week period in the autumn 22 and</p>	<p><b>AMBER</b></p>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					learnings from this approach should have wider application for all those affected by the growing Cost of Living crisis. Amber as main insights work starting autumn 2022	
3.6	<p>Financial Security Group to develop an annual questionnaire to gain feedback from families who are eligible for Free School Meals (FSM) about the financial challenges they are facing and what can help</p> <p><i>Note: this has been updated to reflect the new OPS question. Baseline in the 2021 survey. Feedback from the FSM group was that this was not feasible, however an updated action was to include a food security question in the OPS. This has happened and provided baseline information, which will be used to progress action of the FSM and financial security working groups.</i></p>	<p>Reduction in OPS reported food poverty -</p> <p>Link to KPI2 below</p>	Ongoing from new baseline in 2021 OPS	Lynn Gibbons and Mark Pullin	As previous this has been superseded by the OPS question re FSM, which was captured for the first time in the 2021 questionnaire.	<b>AMBER</b>

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Given the complexity of the issue and the lack of a single indicator that can describe child poverty, over the next 6 months we will develop a local indicator suite that best describes the local situation. These will be individual proxy indicators, which will also be brought together into a bespoke single dashboard that we will use and track over the coming years to monitor change.	NA	Baseline to be provided when key indicators agreed, and single indicator developed	Once developed, can be reported on an annual basis	Illustrated in dashboard for each indicator - but general trend nationally is negative	Indicators will have existing targets, single indicator targets to be agreed on annual and longer-term timescale.	Indicator set is available in draft form (pdf), currently being input into PowerBI to be made available in a format that is easy to read (via the website). A 'snapshot' view of Power BI can be shared

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
<p>As part of an ongoing plan of engagement, we will develop an annual questionnaire to gain feedback from families who are eligible for Free School Meals (FSM) about the financial challenges they are facing and what can help</p> <p><i>Note: this has been updated to reflect the new OPS question. Baseline in the 2021 survey</i></p>	NA	<p>Baseline from 2021 OPS question: <i>“Some young people go to school or to bed hungry because there is not enough food at home. How often does this happen to you?”</i></p> <p>Top line data is that this question was answered by 7880 out of 8025 children – 90.8% responding never, 4.4% ‘sometimes (monthly)’ and 4.8%</p>	<p>OPS is a bi-annual (every two years) survey. The baseline is from the 2021 questionnaire, next update for the 2023 questionnaire</p>	TBC at next OPS	Reduction at each OPS	<p>A food security question has been included in the Online Pupil Survey (OPS) for the first time in 2021 – and the results have been published (April 2022).</p> <p>This information will also inform the work of the Food, FSM and the Financial Security groups.</p> <p>In autumn 2022 a Community Conversations project is proposed to engage with the wider community to provide insight and information around food and fuel poverty and other financial insecurity (as above)</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary									
		'quite often/most days'.													
<p>The national DWP Indicator 'Children in relative low income families (under 16s)'. This is also reported in the PH Outcomes Framework</p> <p>In addition, we will highlight the End Child Poverty indicators, which includes percentages before and after housing costs (using DWP data and additional metrics). This can also track as comparison with statistical neighbours.</p>	NA	<p>DWP current indicator (in PHOF) is 9.8% (2018/19)</p> <p>End Child Poverty calculated (May 2019) that 12% of children in South Glos are living in poverty before housing costs, rising to 20% after housing costs.</p>	<p>Is reported annually by DWP but with a delay.</p> <p>End Child Poverty also report annually, with a delay</p>	<b>Slight increase</b>	<p>Continuous reduction – and tracking against statistical neighbours</p>	<p>Data has now been updated for 2019/20 (will be included in the indicator set). For South Gloucestershire the data is:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="background-color: #e1f5fe;">Children in Low income families (Relative)*</td> <td style="background-color: #e1f5fe;">2019/20 (p)</td> <td style="background-color: #e1f5fe;">5,504 (10%)</td> </tr> <tr> <td style="background-color: #e1f5fe;">Children in Low income single parent families (Relative)*</td> <td style="background-color: #e1f5fe;">2019/20 (p)</td> <td style="background-color: #e1f5fe;">3,110</td> </tr> <tr> <td style="background-color: #e1f5fe;">Children in Low income families After Housing Costs</td> <td style="background-color: #e1f5fe;">2019/20</td> <td style="background-color: #e1f5fe;">11,245 (21%)</td> </tr> </tbody> </table> <p>Please note the data is still provisional (p) and is being cross checked by our analysts.</p>	Children in Low income families (Relative)*	2019/20 (p)	5,504 (10%)	Children in Low income single parent families (Relative)*	2019/20 (p)	3,110	Children in Low income families After Housing Costs	2019/20	11,245 (21%)
Children in Low income families (Relative)*	2019/20 (p)	5,504 (10%)													
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Children in Low income families After Housing Costs	2019/20	11,245 (21%)													

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<b>Action Plan Commitment</b>	Commitment 4: We will support all children and young people to achieve positive mental health and wellbeing
<b>Priority / Theme</b>	Council Plan Priority 1: Creating the best start in life for our children and young people
<b>Lead Officer</b>	Jo Cross, Head of Integrated Children's Services
<b>Executive Member</b>	Cllr Sam Bromiley, Cabinet Member for Children and Young People
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	26.09.2022

<b>Summary of progress</b>
<p>MHST's - South Gloucestershire will be receiving two more teams, one in wave 8 (January 2023) and one in wave 10 (January 2024). School clusters SEN and Locality teams have raised a commissioning intention to provide more PMHS support to social care teams and schools. We are awaiting a decision from AWP around providing the service.</p> <p>A two-year pilot has now been commissioned via the enable trust to work with children, schools, and their families at risk of exclusion/ criminal activity in South Gloucestershire, launch date to be announced.</p> <ul style="list-style-type: none"> <li>• An SEMH action plan is now in place that will link with the CYP MH strategy working groups.</li> <li>• Trauma and Recovery and Compassionate leadership training roll out is now 50% through. Work is continuing through the Ambassador network to promote trauma informed practice across the authority.</li> </ul>

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating <i>(see footnote)</i>
4.1	Deliver a new programme of Mental Health Support Teams (MHST) to support targeted local schools to improve the Mental Health of their school population. This will include work with schools to develop whole school approaches and direct work with individual young people at risk and where inequalities exist.	Improved outcomes in CYP who have been supported by the MHST	Delivery from April 2021	LGe/ RL	South Gloucestershire will be receiving two more teams, one in wave 8 (January 2023) and one in wave 10 (January 2024). From reassessing the IMD data, 2021 OPS data and consulting with the Working Group (made up of colleagues from Public Health, Education Learning and Skills, and Integrated Children Services) it was decided that if successful the teams	<b>GREEN</b>

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					<p>will be allocated to Patchway/Filton and Greater Yate.</p> <p>The Current team's data:</p> <p>Across the schools for April/May/June 2022 the team carried out 54.75hrs of universal support and received 26 referrals for 1:1 support. Of the 26 referrals:</p> <ul style="list-style-type: none"> <li>• 18 of the 26 are over the age of 11 and 8 are under 11</li> <li>• 21 are being seen (have already had their meet and greet or first session)</li> <li>• 2 have completed their intervention</li> <li>• 2 declined the intervention or were signposted elsewhere</li> <li>• 1 is still outstanding – awaiting further information on the referral</li> </ul>	
4.2	Address poor outcomes and reduce inequalities for the SEND population by working with the SEND clusters to test different interventions in their effectiveness to address poor mental health, challenging behaviour and school exclusion	Improved mental health outcomes for targeted CYP	From Sept 2020	Inclusion Team	<p>There is now a draft SEMH action plan in place, next steps, further schools consultation and involvement.</p> <p>Pilots rolling out in the next school year include:</p> <p>1) Vanguard project, a two-year pilot has been commissioned via the enable trust to work with Children, schools, and their families at risk of exclusion/ criminal activity in South Gloucestershire, launch date to be announced.</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>2) Relationship behaviour policy workshops and coaching. A pilot group of schools will benefit from this provision in September.</p> <p>We will also champion this approach through the role of the Mental Health and Wellbeing Award from January.</p> <p>School SEN and Locality SC teams clusters have raised a commissioning intention to provide further PMHS support. We are awaiting a decision from AWP around the providing the service.</p> <p>Education Learning and Skills and Public Health are working jointly to relaunch a Mental health and Wellbeing award alongside the other Health Promotion in schools' awards in January 2023.</p> <p>The Emotional Based school avoidance project training for schools and resources for all will be launched in November 22.</p>	
4.3	Build on the initial work on ACEs (Adverse Childhood Experiences) and roll-out trauma and adversity training across the Children's workforce and schools and to develop a plan to ensure all CYP supported through statutory social work services have timely access to trauma informed support	<p>Increased number of children's workforce receiving trauma training; positive feedback from CYP</p> <p><i>Please note: this has been expanded across the Place directorate to include ASC, ELS and business support.</i></p>	VCSE Partner Dignifi from Summer 2021, to deliver rolling programme of training as well as support CAH approach. Will be supported by	LG, RL and JM	<p>This is now part of the wider Trauma work being delivered across the Place directorate and with links to the wider Council. This is supported by Dignifi as our VCSE partner and overseen by the Trauma co-ordinator with support from the steering group (Heads of service) and wider working group of representatives from across Place.</p> <p>Trauma and Recovery and Compassionate leadership training programme is currently halfway</p>	<b>GREEN</b>

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			coordinator, in post from summer.	JC, LG, HS and AC	<p>through implementation phase. Detail below in the KPI section.</p> <p>Work is continuing through the Ambassador network to promote trauma informed practice across the authority – currently have around 600 multi-agency Adversity and Trauma Ambassadors across South Glos. Approx 50 % Ambassadors are internal to People Department.</p> <p>This work also supports the development of the BNSSG wide trauma work to focus on health and social care, which will be supported by a 2-year BNSSG coordinator post (recruitment in autumn 22)</p> <p>The trauma work will continue with the support from Dignifi until the end of 2022. The People co-ordinator post has been confirmed for a further three years and as a phased action plan to build on the work with Dignifi within People and also support development across the Council.</p>	
4.4	The new South Glos Connect programme will work in partnership with Healthy Schools to develop a range of support for schools and teaching staff to meet the needs of CYP returning to educational settings. We will link this to the grant available from the DfE's 'Wellbeing for Education Return' programme to ensure a sustainable approach and one that tackles and prevents inequalities.	School staff reporting that the return to education has been well supported	From Sept 2020	AB	<p>Within the new Innovation and Recovery Programme (was South Glos Connect) a number of new projects are running which are providing a system-wide offer and also a targeted offer for specific schools. These include the Art of Brilliance and an Equalities, Diversity and Belongings Programme.</p> <p>The impact of these is yet to be determined but schools involved</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating <i>(see footnote)</i>
					have given exclusively positive feedback.	
4.5	Work with our children, young people, families and carers to co-produce a new partnership mental health and wellbeing strategy and plan, building on the 2017-21 Strategy and learning from COVID19	Co-developed strategy with positive feedback from CYP, families and carers	Develop Needs Assessment from Jan 21  Draft Strategy Summer 21  Consultation on Strategy Autumn 21	LGe/LGi	First draft high-level strategy now circulated for discussion in CYP MH Whole Systems Group. The workstream areas have been agreed and work is progressing on them across the wider system.  Discussions with the Locality Partnership have progressed to scope the focus of this joint priority. It is one of the priorities of the developing 'One South Glos' joint focus of the Health and Wellbeing Board and Locality Partnership Board  The Locality Partnership is considering leadership of two of the workstreams associated with the CYP MH Strategy.  Public Health capacity identified to support each workstream.	<b>AMBER</b>
4.6	Review the mental health support needs of care leavers and agree with partner agencies how their needs will be met	Additional mental health resource in place  Care leavers report easier and quicker access to mental health support resources	End June 2021	NH/ JC	Contract with Switch 180 has been implemented, young people leaving care are now able to access up to 12 sessions of talking therapies to address their mental health or emotional wellbeing needs.  This is Amber as there are further avenues to be explored for young people who need longer term support that this service is unable to provide.	<b>AMBER</b>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Online Pupil Survey (OPS) responses	As per 2019 report	OPS21 summary report will be live on the council website by May 30 2022 – link is: <a href="https://www.southglos.gov.uk/health-and-wellbeing-online-pupil-survey-2021">Health and Wellbeing Online Pupil Survey 2021 (southglos.gov.uk)</a>	This is a commissioned biannual survey and initial reporting will be every two years	<p>Varies depending on question/topic (see full report).</p> <p>Examples include: (Improvement) 90% of pupils reported they had never or not often been bullied in the last year (2021), the highest in the history of this survey (up from 78% in 2019, 79% in 2017 and 83% in 2015)</p> <p>(Decline) The pandemic has negatively impacted pupil wellbeing. 21% of primary and 43% of secondary pupils self-reported a low Mental Wellbeing Scale result. More than 50% increase for both groups since the 2019 survey</p>	Improvement on all baseline scores	<p><b>April 2022 - Sept 2022 update:</b></p> <p>The summary report is live on the council website <a href="https://www.southglos.gov.uk/health-and-wellbeing-online-pupil-survey-2021">Health and Wellbeing Online Pupil Survey 2021 (southglos.gov.uk)</a></p> <p>OPS data analysis is being carried out for numerous sections of the survey and shared with other departments.</p> <p>OPS data are being used in the CYP need assessment and the Youth Service needs assessment</p> <p>New score cards to measure performance are being developed</p> <p>The short wellbeing OPS22 results show a slight uptick in pupil wellbeing from 2021 but are not back to the pre pandemic wellbeing scores as shown in the 2019 OPS survey.</p> <p>Reports are being prepared for all the schools that took part in the short wellbeing OPS22</p> <p>The recommissioning cycle for the OPS23 is underway. The contract will run to 31 August 2024.</p> <p>Data from the survey is also being used in the ICS outcomes framework and in the children and family's needs assessment. Communication plan in development and a number of bespoke analysis underway to inform specific pieces of work.</p> <p>A mini health and wellbeing survey is currently being undertaken (April 27 – May 27 2022) by schools with a target of</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
						6000 pupils completing it, to provide interim data on wellbeing.
Percentage of ICS staff that have attended trauma based training	Training rollout began April 2022	<p>A 'mid term' report from Dignifi summarises the training and feedback from April – July</p> <p><b>Online training offer:</b></p> <p>Trauma Awareness and Recovery mix of People Department and external partners inc schools and care homes (200 places)</p> <p>Trauma Awareness and Recovery People Dept only Sessions (150 places)</p>	Provider commissioned to deliver training in 2022	<b>GREEN</b>	<p>50% (September 2022)</p> <p><i>Note: with discuss of steering group and working group, this has been expanded to include the wider People workforce, including business support</i></p>	<p>Once this project was initiated it was recognised that the training would be beneficial to a range of staff and not limited to ICS. As a result, places were offered to other services with a 61% take up rate, exceeding the 50% target.</p> <p>In addition to the numbers in column4, the 'mid term' report from Dignifi summarised feedback for the training. It has been extremely positive, with the following % of strongly agree/agree:</p> <ul style="list-style-type: none"> <li>• The objectives of the training were met - 95%</li> <li>• The pace of the training was appropriate to the content, and attendees - 95%</li> <li>• The exercises were helpful and relevant - 84%</li> </ul>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
		<p>Compassionate Leadership Sessions People Dept only (100 Places)</p> <p><b>Face to Face:</b>  Housing Teams - May (25 places offered around 15 taken up)  Business Support - June (25 places offered around 15 taken up)  ART – July (25 places offered, 15 taken up)  Disabilities Team – July (25 places offered around 10 taken up)</p>				

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
		Total 650 places offered. Approx. 400 taken up between April and end of July				
Data relating to specific programmes <ul style="list-style-type: none"> <li>Mental Health Support Teams</li> <li>SEND pilot</li> <li>Training Programme</li> <li>South Glos Connect</li> </ul>	NA	Baseline determined as projects develop	NA	NA	To be agreed following baseline	There is one MHST currently in operation within the wider Kingswood area and two more teams have been agreed one in Patchway/Filton starting in 2023 and one in the Greater Yate area in 2024. Once all are operational it will give us just over 50% of South Glos pupils having access to support through MHSTs either through Universal Support or 1:1 intervention. Training – 214 people attend CYP mental health training sessions from April 2022 – Sept 22 We have also trained 7 teams that work with CYP April 22- September 22
Improvements in Young people accessing new PMH Specialists	NA	TBC	NA	NA	New staff starting April 2021, pilot last 12 months	The PMHS pilot is underway in Cluster 1. Following an unsuccessful start in 2021, the post was redesigned and readvertised and the post holder commenced in January 2022. The post holder is now a member of the Cluster 1 Board. She has continued to provide the core PMHS consultation offer for all schools in the cluster, whilst visiting every school and meeting with the head teacher and SENCo to build relationships and carry out a needs assessment. Referrals for consultation in Cluster 1 have now increased (a positive and intended development reflecting increased awareness of the service and its potential

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
						<p>impact) and Laurie has established a caseload of children receiving direct intervention under the CAMHS threshold. Further, evidence-based developments of the Cluster 1 PMHS offer have been considered with the head of CAMHS and will be finalised with the cluster head during week commencing 23rd May. In addition, Laurie is now an established member of High-Risk Group (HRG).</p> <p>The replacement NHS PMHS for primary schools in Clusters 2,3 4.5 and 6 (who has relocated to the southwest) has taken up her post and is currently being inducted by CAMHS. She attended HRG as an observer on 10th May.</p> <p>In line with our emerging social, emotional and mental health strategy, all clusters have expressed a desire to replicate the Cluster 1 model and host their own PMHS during the financial year 22/23. As such, an upscale has been modelled with CAMHS, and South Gloucestershire council's education team have agreed to fund 50% for two years. Cluster head teachers will discuss and decide today (18th May) on approval of the remaining 50%. This decision is then subject to further approval by Avon and Wiltshire Mental Health Trust (our CAMHS provider), who will review this workforce expansion alongside a parallel expansion of PMHS capacity in children's social care.</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Longer term measure on increase in happiness	From 2019 OPS: % of children reporting they are happy or quite happy most of the time: 77% year 4 76% year 5 75% year 6 60% year 8 56% year 10	From 2021 OPS (published summer 22): % of children reporting they are happy or quite happy most of the time: 76% year 4 74% year 5 70% year 6 53% year 8 45% year 10	Question in OPS – which is undertaken every two years (most recent 2021)	Reduction in decline	Decreasing based on OPS survey	As per OPS data from 2021 survey (reported in 2022) Feeling genuinely happy, confident about the future and proud of achievements decrease with age and follows a similar decreasing trend over year groups for each OPS year. However, the 2021 data saw a marked decrease in happiness and proud of achievements for all OPS years. Overall, 65% of children and young people said they were happy or quite happy most of the time in 2021 and 17% reported they were unhappy. This was only asked in the primary phase in the OxWell survey in other regions where 70% of primary pupils recorded being happy and 11% unhappy, which is, lower but very similar to South Gloucestershire primary results (73% happy and 12% unhappy).

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<b>Action Plan Commitment</b>	Commitment 5: We will provide appropriate support to facilitate choices for children with a learning difficulty
<b>Priority / Theme</b>	Council Plan Priority 1: Creating the best start in life for our children and young people
<b>Lead Officer</b>	Hilary Smith, Head of Education, Learning & Skills
<b>Executive Member</b>	Cllr Erica Williams, Cabinet Member for Education, Skills and Employment
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	November 2022

<b>Summary of progress</b>
<p>During this period Cabinet signed off the agreement with the Department for Education (DfE) DSG Safety Valve. This has set an ambitious recovery plan to break even by the end of the academic year of 2024-25. In return the DfE DSG Safety Valve will write off £25m of the £32m owed. A major element of the recovery plan is the implementation of the new banding for 'top-up' for EHCP students that are in our mainstream schools including those that have Resource Bases and Access Centres. Work continues in getting an agreement with the Special Schools for the who have 100% students with EHCP's and a paper will come to Cabinet in December 2022 for approval and implementation from April 2023. The final element for top-up funding is our Alternative Provision (Pathways Learning Centre) and that is undergoing a separate review. To reach our target mainstream schools have a 7% reduction on their top-up for 2022-3; 10% for 2023-24 and 8% for 2024-25. The other areas of the DSG Safety Valve programme include: a) Increasing the performance of the SEN Support Clusters so that more schools are inclusive, there are fewer EHCP's and we can free up space in our special schools provision; b) our early years intervention across education, health and care prevent unnecessary need of premature EHCP's as we address our very young children's developmental needs that may be temporary and interventions enable the child and their families / carers to manage the presenting needs; c) We have a number of high cost placements where we have commissioned independent providers and we are now closely monitoring these so that we are guaranteeing best value and when it is appropriate to cease their EHCP plans as their transition to adulthood does not include an education provision; d) we need to maximise the potential of our special education provision to meet the growing demand so that we have less reliance on these high costing independent placements we are currently using because we do not have the capacity. Every area of this programme is reliant on an accurate evidence base and we are becoming more sophisticated in our gathering of data, analysis and performance management so that we can make better informed decisions. With over 2,500 EHCP's and nearly 500 assessments for EHCP's during the academic year of 2022-23 there has been an immense pressure on the EHC Coordination Team with high turnover of staff, difficulties in recruitment and growing issues being raised by parents, carers and schools in meeting their statutory duties. This is now being addressed with an additional seventh team recruited for the academic year of 2022-23 and the creation of a new assistant coordinator role (7 x fte equivalent) that will provide better support to parents and carers and undertake the progress chasing to ensure we improve on our statutory timelines. We are grateful to the Overview &amp; Scrutiny Committee that helped us to focus on this and hopefully they can see that this new team will fulfil most of the recommendations they have made. On October 3<sup>rd</sup> we welcome back the DfE team that are monitoring the development on our Accelerated Progress Plan (APP) that came out of the Ofsted inspection of 2018 resulting in us having a 'Written Statement of Action'. There are just two elements of concern remaining that we need to satisfy the DfE on: a) Academic performance of children and young people with SEND and b) the quality and timeliness of the EHCP's. We are hopeful of the former with some strong evidence to show that the SEN Support Clusters are working well and improvement in schools is happening. It is likely that we will need to show the impact of the recent investment in the EHC Coordination Team before they sign this off so this element will continue</p>

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## Summary of progress

into 2023 with another monitoring meeting by the APP Team. The other major programme for our inclusion and SEND activity is the writing of the 2023-28 Inclusion and SEND Strategy. This work has begun ensuring that we are working co-productively with all partners including our parents and carers building co-ownership and co-responsibility with every facet of the strategy.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
5.1	Launch on 1 October and roll out across the year of the South Glos Way Toolkit, and delivery of training and support across the year via the 5 SEND Clusters to improve arrangements for early identification of need and early access to support.	Launch and associated training programme delivered with excellent feedback	August 2021	HD/AF	We are auditing the Toolkit to ensure that it is current and our multi-agency Communications Group co-chaired by the Parent Carer Forum oversees this activity. The SEND Clusters continue to thrive and develop attracting additional funding in from the CAMHS Vanguard programme.	<b>GREEN</b>
5.2	Deliver new specialist places and develop existing provisions to improve access within the local maintained sector.	Existing plans delivered and longer-term plan for future provision agreed	August 2021	HD	Planning is underway for the Inclusion & SEND 2023-2038 Strategy capturing the ambition and development across education, health and social care. The extended ISEND Leadership team meets fortnightly. The pressure on requests for EHCP assessments remains high especially for transition from Primary to Secondary	<b>AMBER</b>
5.3	Improve support for young people in preparing for adulthood including greater access to employment and training.	A plan in place for a range of pathways in response to what young people need.	August 2021 (Date needs to be reviewed)	HD	We have a new post 16 team in the EHC working alongside the PfA and South Glos College. We also have a more detailed data analysis underway to understand and then prepare better pathways into adulthood. Working with colleagues involved in the LD strategy we will develop the action plan to move this forward with greater pace.	<b>AMBER / RED</b>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Quality of new EHC Plans agreed at multi-agency audits to be of good quality	46.6%	62.5%	August 2022	Positive	By end 2023: 80%	We have made progress in the period but there is more to do. the additional capacity will allow performance to be improved significantly in this area.
Post Covid-19, a range of education outcome measures across all key stages (KS2, 4, 5) for children at SEN Support and for children with an EHC Plan to show relative performance of schools and how they are improving over time.	NA	From 2022/23	NA	TBC	TBC	We will use standard education outcome measures at all key stages and make these available as soon as validated. We will have provisional data for January 23.
Percentage of schools participating in SEND Clusters and supporting development of best practice	50%	75%	NA	Positive	75%	First academic year for all clusters was 2020-2021 so reporting period was in 2nd full year of the SEN Clusters. Good progress was recognised by DfE in monitoring meeting.
Percentage of young people with special educational needs in year 9 accessing support in Preparing for Adulthood	NA	Pending latest data TBC	NA	N/A	80%	The COVID pandemic has meant we are unable to monitor during Academic Year 2020-2021. We will review how we gather this information as part of the working group established to accelerate pace on this activity.

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<b>Action Plan Commitment</b>	Commitment 6: We will provide the best support possible to those children and young people we are responsible for in care, as they leave care and beyond as they begin independent lives
<b>Priority / Theme</b>	Council Plan Priority 1: Creating the best start in life for our children and young people
<b>Lead Officer</b>	Jo Cross, Head of Integrated Children's Services
<b>Executive Member</b>	Cllr Sam Bromiley, Cabinet Member for Children and Young People
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	26.09.2022

<b>Summary of progress</b>	
<ul style="list-style-type: none"> <li>Waypoint (Therapeutic Parenting Programme) is now in place bar one support worker and they are working with teams from across Children's Services; referrals include young people newly looked after and those on the edge of care.</li> <li>Focused visit on children looked after took place in September and though challenges were identified in relation to key areas including quality of supervision, quality of plans and routine engagement with young people that effects positive change there was some good work identified, particularly in relation to our work with asylum seeking young people.</li> <li>Staff recruitment and retention remains a challenge, but our sustained focus remains. The survey of staff undertaken with Community Care has completed and they are analysing the results. This will be fed back at the start of November.</li> <li>By the end of September nine new SW's from the international cohort will have started work with us; initially on their induction and orientation phase.</li> <li>ART is showing signs of improved practice; the team is more stable with only two SW vacancies (all still agency however) and there has been slight improvement in audit outcomes.</li> <li>SLIP work on QA has commenced with Cornwall and a very well received first session took place on 16.09.2022. We are awaiting dates from Wiltshire for our work to start with them; focus on the front door.</li> <li>Two new HoS have now started; they will bring pace and capacity and a particular focus on quality of practice in their service and the implementation of improvements that will bring impact before the next inspection which we envisage will be approx. six month from now.</li> <li>We continue to develop our work with young people seeking asylum and to ensure that Meron age assessments are getting completed as required. This is a complex process that takes time and specific expertise; we are seeking ways to expedite this process.</li> </ul>	

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
6.1	Make our commitment to the Care Leavers Charter obvious in our policies, procedures and practice and ensure that all our care leavers have seen it and understand our offer to them.	Young people confirm they have seen our Local Offer to them and there is an annual survey and consultation events to understand what difference we are making to their lives.	July 2021	NH	<p>The new care leavers coordinator post has been filled and the postholder is leading on key priorities including Pledge conferences for staff and partners. Our commitment to Care Leavers is evident within our Local Offer, which is available to all of our Young People via the Care leaver's app. The app was relaunched last autumn, but a further focus will be on this in Care Leaver's week at the end of October 2022 following significant changes of staff within the service. We also want to ensure that all our young people access the app and are fully aware of our commitment and offer to them. AT the current time we are reviewing how we can measure how many young people are aware of our Local Offer and the care leaver co-ordinator will have a key role in developing this work.</p> <p>Regional work continues to build a standard package of support to care leavers across the SW; the pledge conference occurred in June. South Gloucestershire's young people led and delivered our contribution. There is commitment for regional partners involved in the project to continue to fund this project post DFE funding. The launch conference has been postponed until a replacement project officer is in post and further funding is realised.</p> <p>This area has been graded as amber since our work is not complete and we</p>	AMBER

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					are as yet unable to evidence impact on young people.	
6.2	Provide a range of good quality, nurturing places for young people to live where they can thrive. This includes increasing our in-house foster care numbers and reviewing how we commission residential and Independent Fostering Agency (IFA) places.	<ul style="list-style-type: none"> <li>• Increase in number of fostering beds available in house.</li> <li>• Reduction in use of IFA carers and residential beds</li> <li>• More young people living near/in SG and their family, networks and community.</li> </ul>	Monitored monthly	AW	<p>Our new Marketing and Recruitment Officer, Elizabeth (Liz) McGregor joined the Fostering Team on the 3rd of August to support with the recruitment of foster carers. We are currently organising face-to-face fostering drop-in and information sessions throughout the borough focusing on our key areas of need (Filton, Patchway and Yate). We are liaising with supermarkets and Christmas fairs to host information stands in November and December during the busy shopping periods. We are also planning monthly social media campaigns for October, November, and December.</p> <p><b>Recruitment</b></p> <p>The Fostering Service received 7 initial enquiries in August, the monthly target was not met. The reason we didn't meet this month's target is due to the summer holidays and the Senior Marketing and Recruitment Officer inducting the newly appointed Marketing and Recruitment Officer.</p> <p>We currently have 10 assessments in progress due to attend Panel in September (2), October (4), November (2) and January (2)</p> <p>From the 1st of April 2022, the Fostering Service has recruited 8 mainstream fostering households and</p>	RED

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					<p>received 1 resignation, resulting in a net gain of 7 mainstream households. 7 young people have moved from IFA's back to in house foster placements or back home to family since March 22.</p> <p>We have rated this as red as progress remains slow and we cannot yet evidence impact on young people but we continue to try and drive this work forward.</p>	
6.3	<p>Develop, with partners across the Council and externally, an action plan that describes how we will support care leavers not currently in education, employment and training (NEET) into suitable education, training or employment opportunities, taking into account the particular disadvantage experienced by some groups of young people as described above.</p>	<p>More young people in meaningful EET opportunities.</p>	<p>Nov 2021</p>	<p>NH</p>	<p>An Education, Employment and Training (EET) pathway to include, life skills, experience opportunities, traineeships and apprenticeships has been devised. The EET subgroup of the Care Leavers Project Board are reviewing this and have requested revised deadlines from the Enhanced Improvement Board, including Targeted workshops for 16+ with creation of new job readiness programme by November 22, and reinvigorated phased traineeship and work experience programme, including supported internships by April 2023</p> <p>Pledge conferences for EET opportunities within and external to the council are planned for later this year.</p> <p>This area has been graded as amber since our work is not complete and we are as yet unable to evidence impact on young people.</p>	<p><b>AMBER</b></p>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
6.4	Develop, with partners including the Clinical Commissioning Group (CCG), trauma informed therapeutic support to looked after young people and care leavers (in relation to both the trauma they may have experienced during the lockdown/COVID-19 pandemic and subsequently as part of our core service provision)	Young people have access to suitable therapeutic support which will help them make sense of and address the trauma they have experienced.	Starting from July/August 2021	JC	This plan is delayed as AWP have as yet been unable to confirm that they will provide these roles (which we are funding). This has been escalated again. Where needed standalone support has been provided for individual staff or groups where needed.	RED
6.5	Embed the Therapeutic Parenting Programme within the service, supporting young people to remain at home or remain within family-based care rather than residential care, unless assessments indicate this is the right option for the young person.	Policies, procedures and referral pathways are finalised and launched.	End May 2021	JC/NH	We have almost fully recruited the Therapeutic Pathway Team; there remains just one vacancy for a second Support Worker. The team is actively working across children's services. Families Together part of the team has had 6 new referrals. These referrals are a mix of children on the edge of becoming children in care, children who have recently become children in care where the plan is to support reunification home, or children previously supported by TPPP to return from residential placements where some parenting support is required to ensure the positive outcomes are maintained for the young people and their families.  This is Amber as the team has only just come into post and we are unable to measure their work.	AMBER

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Number of new carers	8 (March '22)	8 (net gain)	Sept 22	Net gain of 15 new carers by 31/03/23	No Change	<p>The Fostering Service approved 15 fostering households and received 7 resignations within the reporting period, resulting in a net gain of 8 fostering households.</p> <p>This financial year's target (21/22) is to recruit a net gain of 15 fostering households.</p> <p>We currently have:</p> <ul style="list-style-type: none"> <li>• 2 households waiting to attend Panel April (1) and TBC (1)</li> <li>• 7 assessments in progress due to attend Panel in May (5), July (1) and TBC (1)</li> <li>• 3 assessments waiting to be allocated an ISW</li> </ul> <p>The financial target for 2022-23 is a net gain of 15 households.</p> <p>Based on the Fostering Service's last three years of recruitment statistics:</p> <ul style="list-style-type: none"> <li>• 1 in 9 initial enquiries progress to an application</li> <li>• 1 in 16 initial enquiries progress to approval</li> </ul> <p>Therefore, we will aim to generate 368 initial enquiries, receive 40 applications, and approve 23 fostering households during January 2022 to March 2023.</p> <p>At present, the Fostering Service are using a pool of independent assessors to complete mainstream assessments within 12 weeks of allocation. Therefore, initial enquiries received after 31st of December 2022 will not reach approval until the next financial year. When planning our marketing and recruitment strategy we will incorporate the first three months of the</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
						<p>calendar year's enquiries within the proceeding financial year's reporting period.</p> <p>Although we haven't reached our initial enquiry target of 75, our enquiries are streamlined, and our conversion rate is better with 1 in 5 enquiries proceeding to an application (<i>National average is 1 in 15</i>). As Form F assessments take 12 weeks to complete, no assessments were forecasted to attend Panel in Q1.</p> <p>We have received a number of enquiries from prospective applicants who had approached us and an IFA and decided to apply through SGC, as they had heard good things about fostering for the local authority and they received a more 'friendlier service'.</p> <p>Mockingbird and Fostering Plus are in development-plan to launch in the next 6 months.</p> <p>Two launch events are planned for Mockingbird-19<sup>th</sup> May-face to face at BDR-with Fostering Network-for team and foster carers.</p> <p>Virtual event on 26<sup>th</sup> May for the whole of CAH.</p> <p>The project lead and she has coaching sessions booked with Fostering Network every two weeks.</p>
More young people, especially those with a MH/emotional health/learning need and those from black and minority ethnic communities are supported into meaningful education, employment and training opportunities.	N/A	TBC	NA	Improvement of 20% on current performance	NA	<p>At September 22, 76/165 young people are NEET (44%), 56% EET. Of the 44% who are NEET, 5 (7%) are recorded as BAME and 6 (8%) are recorded as having mental health difficulties.</p> <p>Of those 76 children, 22 (31%) are NEET due to health and disability and 12 (17%) are NEET due to early parenthood) The majority of these young people due to their circumstances will not be EET ready, when these are removed from the cohort 38/165 young people are NEET (23%) with 77% being EET. Of these 23% who are NEET 4 (10%) are recorded as BAME and 2 (5%) are recorded as having mental health difficulties.</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
						This EET performance is similar to the previous reporting period March 22 when 78% were EET (after removing the cohorts where young people were not EET ready and 22% NEET). The Target for EET is 60-70%

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<b>Action Plan Commitment</b>	Commitment 7: We will ensure people have access to the best possible information, advice and guidance to support themselves and their families
<b>Priority / Theme</b>	Council Plan Priority 2: Identifying and supporting those most in need and helping people to help themselves
<b>Lead Officer</b>	Carol Watson, Head of Commissioning, Partnerships & Performance
<b>Executive Member</b>	Cllr Ben Stokes, Deputy Leader of the Council and Cabinet Member for Adults and Housing
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	October 2022

<b>Summary of progress</b>
<p><b><u>Overview: maintaining an effective information advice and guidance offer, user needs and continuous improvement</u></b></p> <p>The ‘Find information for adults, children and families’ <a href="#">website</a> is an online ‘one stop shop’ for information on all aspects of family life; enabling people to make informed decisions and choices about care, wellbeing, and support. It includes our SEND Local Offer, a statutory requirement for all Local Authorities, and also supports us to deliver against our important information advice and guidance (IAG) duties as set out in The Care Act 2014.</p> <p>The website links to other important sources of information, such as the main South Gloucestershire Council <a href="#">website</a>, <a href="#">One You</a>, national advice websites such as NHS.UK and GOV.UK, and those of local health partners such as the BNSSG Integrated Care Board. Likewise, as an element in the wider ‘mosaic’ of IAG, the ‘Find information’ website works in conjunction with the council’s Contact Centre (telephone contact) and in-person service teams.</p> <p>The IAG Team work to ensure that all content on the ‘Find information’ website is reviewed on at least an annual basis so that it remains accurate. The current completion rate of articles reviewed stands at 80% (92/114) for the year to date (April 2022 – September 2022). As well as over 300 information and advice articles, the directory of services which underpins the website contains over 1500 individual service and organisation records. In partnership with Bristol Council, we commission The Care Forum to provide quality assurance of over 800 adult-focussed records within this set, which ‘feed through’ to the ‘Find information’ website directory of services via an interface called an API. These records are maintained in compliance with the Open Referral UK data standard: recently endorsed by the UK Government Data Standards Authority Steering Board to establish a consistent way of publishing, describing, and sharing information, meaning people can get the information they need more quickly and easily, and helping to create joined up local communities and services.</p> <p>We work closely with many partners, professionals and community representatives to promote the website, and also obtain a broad range of feedback regarding its content, structure, format and presentation. Examples of those we work with regularly are care practitioners, service teams, South Glos Parent Carers Forum, Say SEND and You, Ageing Better Partnership Board, Learning Disability Partnership Board and the Carers Advisory Partnership. This engagement work carried out by the IAG Team ensures that community groups, supporting people who may be seen as being ‘digitally excluded’, are included in the promotion and development of the site. The inclusion of such community groups not only builds awareness with the individuals themselves but also ensures the professionals who directly provide individuals with support are aware of the platform as a source of information.</p> <p>Our approach to the maintenance of the website is one of ‘continuous improvement’; where stocktakes are taken regularly, and any gaps in our IAG offer, or issues users have accessing it, are addressed. Examples of this are our annual Special educational needs and disability (SEND) Feedback report, which is <a href="#">published on our website</a>. We</p>

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## Summary of progress

have also undertaken a 6-month 'You said, we did' [progress audit](#), with progress against this reported to the 'Best Start in Life Complex Needs SEND Communications Subgroup. This group is co-chaired by South Glos Parent Carer Forum and the strategic SEND lead for SGC and is attended by Supportive Parents SENDIAS service. This group is also responsible for the oversight of the recently implemented SEND Local Offer Communications Plan, which has recently been signed off in order to better promote and raise awareness of the online Local Offer.

Detailed usability testing sessions are carried out three times a year following an agreed schedule as part of the continuous improvement plan. More recently, the user testing sessions conducted in Spring 2022 (focussing on our Children and Families information), had a specific focus on parent/carer wellbeing, which had been highlighted as an emerging area of need by the frontline services. Parents, carers and frontline professionals volunteered as testers and were observed completing a series of website-based 'tasks'. These sessions resulted in 'actionable insights' which we have made excellent progress towards addressing. The impact of these changes will be assessed with users during the next round of user testing (delayed from September 2022, now anticipated to take place October 2022)

Working closely with service teams, the IAG Team proactively work to develop web content using a 'user-led' perspective, to ensure this meets the needs of service users and residents. The team continues to attend the fortnightly SG Community Hub meetings via MS Teams with members from Age UK, Over 50's forum, Health watch SG, Southern Brooks, the Care Forum, Carers Support centre and local community organisations. Such forums are a valuable mechanism for collecting feedback and evidence of emerging need, for example on the recent arrivals via the Homes for Ukraine scheme and ensuring our IAG offer supports these communities.

### **Equalities and accessibility of IAG**

The work we undertake supports the council's public sector equality duties as outlined in The Equality Act 2010. As part of our compliance with accessibility requirements for public sector bodies, the 'Find information' website platform is built to comply with technical Web Content Accessibility Guidelines (WCAG) 2.1, and regular accessibility testing of the content which populates it is undertaken, to ensure this meets our legal requirements. Recently, the IAG team has completed a piece of work with the Early Years (EY) service to make significant improvements to our online directory of childcare providers, meeting accessibility standards and best practice for publishing information online. The list of funded providers, previously only accessible by PDF download (an outdated and inaccessible format) now appears in our [searchable directory of services](#).

To ensure that our user testing sessions are reflective of the diversity within the South Gloucestershire community, a range of representatives with protected characteristics have been included in recent testing sessions for example, older volunteers, or those with specific accessibility requirements. The team have also attended in-person events to capture website feedback, such as the Deaf and hard of hearing community event in May 2022.

When developing content and considering the aims of our users, we also recognise the needs of groups with shared characteristics which fall outside of the 9 categories as identified in The Equality Act 2010, such as veterans, those suffering domestic abuse, or those who are socially isolated because of the recent pandemic. The 'Find information' website has also been designed to be 'easy to use' in terms of look and feel and navigation. The approach taken to design is based on that recognised as best practice by the Government Digital Service [design principles](#), as this makes web content more accessible to people with disabilities whilst also encouraging users to get value out of the platform regardless of their digital confidence. Corporately, we have processes and mechanisms in place to ensure information required in alternative formats and languages can be requested where needed, and will work to ensure these are transparent and responsive to emerging needs. For our residents for whom English is not their first language, we have recently included a [site page](#) informing users how to translate the 'Find information' website using the free tool Google Translate. Options for more formal translation services are detailed in the site's [accessibility statement](#).

### **Measuring impact**

Quantifying and reporting on website visitor satisfaction of those using the 'Find information' resource is very important in terms of evidencing the impact that the above effort is having for our residents. It is recognised that the Find information website is one element in a wider IAG offer made up of multiple online resources and complementary contact points, and therefore, SGC's Information, Technology and Digital Division are leading on the scoping for a multi-channel solution to capturing and reporting on user satisfaction. The IAG Team hope to be very much involved in this work, which will allow us to report against KPI 2 below.

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<b>Summary of progress</b>
<b>Promotion and engagement</b>
Implementation of the communication plan for the SEND Local offer has been generally successful. We are considering further improvements to promotion activities.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
7.1	Complete audit of CAH services content on main Council website and consider what is suitable for further inclusion on the new 'Find information' platform.	A full content audit undertaken, and final decision approved on case-by-case basis with service leads.	December 2020	IAG Team Manager, IAG Senior Officer	<b>Status: COMPLETE</b> Complete audit has been carried out.	BLUE
7.2	Work with Council service areas, partners and external providers to ensure IAG content on the 'Find information' website remains accurate.	Content will be sent to services at least once annually for an expert review and any necessary amendments.	Ongoing Progress report produced annually	IAG Team Manager, IAG Senior Officer	81% (92 out of 114) of articles reviewed against target so far (first 6 months of 2022/23) ensuring accuracy of the majority of web content on the Find Information website.	GREEN
7.3	Finalise and implement a Continuous Improvement Plan (CIP), to include an ongoing usability testing schedule for the IAG platform, and an outline for how engagement and satisfaction with 'Find information' will be monitored.	Continuous improvement plan will be signed off and implementation will have begun.	By April 2021	IAG Team Manager	<b>Status: COMPLETE</b> The CIP has been signed off and implementation has begun, this will lead to regular monitoring and the development of actions during the CIP.	BLUE
7.4	Support the delivery of refreshed information, advice and guidance for Early Years.	Manual upload of EY directory each week from Capita to refresh the data. EY team to review articles. Regular reporting to monitoring group.	Ongoing Progress report produced annually in Autumn	IAG Team Manager, IAG Senior Officer	<b>Status: COMPLETE</b> We have worked with our Early Years team to encourage all local Ofsted-registered early years settings to update their information on the Capita 'Provider portal' system, which feeds into the Find information website directory of services. As a result, we have been able to transfer all the information about the settings, where consent has been granted to share this, into an accessible	GREEN

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					<p>format in a single location, rather than held in a separate PDF document (which previously needed to be downloaded, and for whom those with visual impairments using screen reading technology may have struggled to access)</p> <p>As part of our commitment to continuous improvement, we will continue to work with our Early Years colleagues to support the take-up and development of the Directory of Services, to ensure this provides parents and carers with the best possible information advice and guidance to make informed decisions about childcare options.</p>	
7.5	<p>Work with our communities and representative groups to understand what information and advice is needed and develop this in partnership with them, ensuring that the support the Council provides is readily available and able to be cross-referenced easily.</p> <p>Explore new ways of working, such as virtual engagement and website testing, to support this.</p>	<p>Established conversations with communities are in place and IAG is being developed to meet the needs identified</p>	<p>Ongoing Progress report produced annually</p>	<p>IAG Team Manager, IAG Senior Officer</p>	<p>A co-produced SEND Local Offer communications plan has been signed off and begun implementation via the Best Start in Life (BSiL) Complex Needs subgroup members (which includes parent carer representatives). Activities have included:</p> <ul style="list-style-type: none"> <li>• distribution of 1200 promotional postcards to education, health and community settings</li> <li>• publication of the first 'SEND news update' containing the details of local support sessions and how to have a say in national policy consultations</li> <li>• Social media promotion of the range of information to be found in the online Local Offer – focused</li> </ul>	<b>GREEN</b>

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					<p>around 'Transitions' information: an in-demand topic for parents, carers and young people</p> <ul style="list-style-type: none"> <li>• Creation of a '<a href="#">How to use the Local Offer</a>' video; specifically requested by parents and carers via the local Parent Carer Forum.</li> </ul> <p>The data shows an increase of 35% page hits on the SEND Local Offer homepage compared with the same period (April – Sept 2021) last year.</p> <p>Actions have been completed against 'you said, we did' audit of feedback received regarding our SEND Local Offer, and will be detailed in the annual SEND feedback report due in the Autumn. Feedback on the website has also been obtained from controlled user testing sessions, focussed on the 'Children and Families' area of the site, which took place during summer 2022, as well as an in-person engagement event for the deaf and hard of hearing community. Improvements made as a result of feedback captured include:</p> <ul style="list-style-type: none"> <li>• Making information on how to comment or complain about services easier to find, by adding links to key webpages, such as those covering social care assessments, SEND support and Education Health and Care plans.</li> <li>• Filling gaps in article content where this did not satisfy the needs of the user or help them solve their problem, for example, adding</li> </ul>	

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					<p>information and signposting to parental/adult mental health support to the articles on support to deal with a child's behaviour at home.</p> <ul style="list-style-type: none"> <li>• Making sure that the terms used by most end users bring back the correct results – expanding the metadata that sits behind articles to ensure these appear in searches for those terms and keywords.</li> <li>• Amending the presentation of search results so that key information is not missed by users when completing searches. Making the disclaimer around individual services listed more transparent.</li> <li>• Ensuring that checks are taken on overall article length and complexity of language used as part of the article review process, and that this is improved with a focus on using 'Plain English' instead of jargon</li> <li>• Continuation of regular weekly checks to repair broken links in the content on the website, so that users can be signposted to valuable external resources produced by both our local partner and national organisations</li> </ul> <p>We will assess the impact of the changes in our annual SEND Local Offer user testing. This was postponed from September to October due to testers being unavoidably unavailable.</p>	

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					We continue to work with our partners in the fortnightly Community Hub group, to ensure the IAG on Find information and elsewhere remains responsive following the end of Covid restrictions and the emerging needs as a result of the conflict in Ukraine develop.  Other engagement has included Carers Advisory Panel, Ageing Better Partnership Board and the Communities Hub.	
7.6	Continuous improvement of the IAG service will ensure the website remains responsive to changing needs and continues to provide the intended value for communities and our organisation.	Regular reviews ensuring the strategy for gathering user feedback, user testing of the site and updating content are carried out. With review findings implemented successfully.	Continuous	IAG Team Manager	As Above	<b>GREEN</b>
7.7	<b>Moved from Plan 9 'We will support the most vulnerable adults to maintain and promote their independence'</b> We will work with colleagues across the Council so that people can easily access information about healthy ageing – actions they can take and where to go for further information and support in their community. Stories of individuals positive experiences in taking action to maintain independence and being active in their community will be shared.	Increasing number of 'Life examples' used to encourage others, and increasing webpage hits including the Council's Information, Advice and Guidance platform	April 2022	AC	We met with social prescribers to share the benefits of the IAG site and to promote the need to continually populate the site with new services and activities.  We promoted the IAG site at the health and wellbeing day for deaf and hard of hearing residents in the spring. This raised awareness of the site and gave us an opportunity to collect feedback to improve access to information for this equalities group.  A task and finish group as part of the Aging Better Board is developing real life stories about independence.	<b>AMBER</b>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Number of page views on new IAG web platform continue to grow over next 12 months.	153,826 (Q1 & Q2 2021/22)	179,879	Q1 & 2 2022/23	Positive	10% increase on page views by year end (April 22 – March 23) compared to previous year	The site has had over 179k page views between April – September 2022. This is an increase of 26k views (or 17%) from the same period last year (Qs 1 & 2, 2021/22). This increasing number of page views on the IAG website over time, is the result of increased promotion and expansion of the content available the platform.
Increasing and sustained levels of awareness of and satisfaction with the IAG offered by 'Find information'.	NA	Corporate ITD team looking to plan and implement a software solution across the Council website for feedback. This will improve ability to measure satisfaction	TBC	From limited data so far, this appears positive.	Will be established once feedback solution in place. In mean time using repeat visits to website as a proxy. To see 10% increase in return each year. During period 16% increase on returned visitors over previous year.	<p><b>Awareness</b></p> <p>Promotion of the IAG platform and increased engagement of community groups has been mentioned in detail in the above summary, as well as the actions taken in response to feedback received.</p> <p>Awareness raising of the resource continues with the team's regular attendance at a range of operational and community forums, such as the Early Help Steering Group, Fortnightly Community Resilience Hubs and The Carers Advisory Partnership. IAG is frequently explored at such meetings and consideration given to signposting to the wealth of content available on the website, as well as taking forward actions to address gaps.</p> <p>Using Google Analytics to report on numbers of new visitors to the website shows an increase of 23% in new visitors for April - September 2022 compared to the same period last year.</p> <p><b>Satisfaction</b></p> <p>We are working alongside the Information Technology and Digital (ITD) division, to explore ways of capturing website visitor satisfaction at the point of use. This</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
						<p>approach is currently in the process of being scoped, with the ambition to establish an organisational solution that will be effective across multiple channels (points of contact) including the main SGC website, and telephony services. This should enable us to capture meaningful data on customer satisfaction at the most suitable point in the customer journey.</p> <p>In our user testing sessions and engagement sessions during this reporting period, we received positive feedback relating to the website's layout and clean look-and-feel. During our controlled user testing sessions we received a confidence score of 72% based on the question 'I am confident I have found the information I need'. Although based on a relatively small sample size (5 testers) and therefore not reflective of wider sentiment, this is still a useful measure of satisfaction, which we can use for improvement given the detail captured during these sessions.</p> <p>Google Analytics also allows us to report on the number of repeat visits to the website (defined as a user who returns to the site within a 2-year period on the same device). Data for April-Sept 22 shows a 16% increase in returning visitors compared with the same period last year. Again, while not a detailed measure of satisfaction, this does serve as a useful indicator of usage patterns and shows that the number of people coming back to the website to use it again has increased. The average length of time a user spends viewing a page can also be reported on as a similar indicator that the content is relevant, easy to read and</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
						<p>understand, and targeted at the right audience. Average page view time for the Find information website was 1 minute 59 seconds for the period April – Sept 22.</p> <p>We also received positive feedback regarding the information and advice, particularly that focussed around supporting parents and carers to deal with challenging behaviour from children and young people. Feedback on the content was that it is well written and in a way which empathises with parents/carers, and that the helpful tips on the page gave clear steps on what to do next. The majority of testers also reported that the information presented to help them support their child to stay safe online and keep a healthy balance (healthy habits, screen time, interacting with family etc) was helpful.</p>

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<b>Action Plan Commitment</b>	Commitment 8: We will shift the balance of support more towards prevention
<b>Priority / Theme</b>	Council Plan Priority 2: Identifying and supporting those most in need and helping people to help themselves
<b>Lead Officer</b>	Sara Weld, Director of Public Health
<b>Executive Member</b>	Cllr Ben Stokes, Deputy Leader of the Council and Cabinet Member for Adults and Housing Cllr Sam Bromiley, Cabinet Member for Children and Young People
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	29.09.22

<b>Summary of progress</b>
<p>The local health and social care system continued to be impacted by difficulties with workforce recruitment and retention, and officers continued to innovate wherever possible to support people to return home and/ or remain at home following periods of hospitalisation or other impacts on wellbeing.</p> <p>Various projects within the Adult Care Commissioning Transformation Programme are underway that are developing new models of care and support to help people remain in their own homes. Healthy Ageing work is progressing with South Glos Locality Partnership as well with elements of the NHS Ageing Well programme and budgets move to localities in 2022/23 giving the opportunity to develop very local, non-clinical resources.</p> <p>A proposal has been developed for use of the Prevention Fund; divided into four strategic priority areas. Task and finish groups for each priority area have been created to identify evidence-based initiatives and develop a joined up proposal that meets the priorities of the Prevention Fund. Those areas are as follows, and each contain a set of programme/projects:</p> <ol style="list-style-type: none"> <li>1. Start well – create the best start in life for children and young people. Promote and enable health and wellbeing</li> <li>2. Live well – healthy and resilient places and communities</li> <li>3. Age well – enable people to stay healthy and independent for longer. Identify and support those most in need</li> <li>4. Whole community</li> </ol> <p>The work also contains a full evaluation and monitoring plan, should the proposal be accepted. This also includes work with UWE to develop a framework for understanding system impact.</p> <p>The proposal will be taken to Informal Cabinet, ahead of Executive Member decision, in October 2022 and a full update will be included in the next report.</p> <p>In addition to the actions captured below, the increased pressures and impact of cost of living is being considered across the system, with the Head of Service for Community Development leading the corporate approach to cost of living, and significant partnership working across the VCSE sector and health.</p>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
8.1	Work with statutory partners and voluntary sector partners to develop a local strategy which will support individuals with complex conditions who frequently present to services and those with higher intensity needs. This work will be informed by the population health level outcomes being developed via the Health and Wellbeing Board	Reduction in numbers of individuals with more than x (to be defined) presentations pa to A&E/ GP	Timetable to be assessed pending short-term Covid-19 implications	SB AC SW	<p>Proposals in the prevention fund (to be updated post informal cabinet in Oct 22) include specific work to increase community support and resilience and provide more integrated care and support via community clinics.</p> <p>Work is progressing well to bring together key partners to set the vision of the NHS Ageing Well programme in South Gloucestershire and provide strategic leadership at Locality level.</p> <p>An Ageing Well Core Group has been established to lead the response and support the submission of the South Gloucestershire Ageing Well Plan in mid- Autumn.</p> <p>There is work with NHS and other health partners specifically linked to cost-of-living pressures and the likely impact on those with complex conditions.</p> <p>The Creative Solutions Board is ongoing, with a specific focus on individuals and families with complex needs who are high intensity service users (including eg emergency department and prisons).</p> <p>The Health and Wellbeing Board and the SG Locality partnership Board have confirmed 'Ageing Well' as one of the four joint priorities, work is ongoing to develop those into a single plan/approach with reporting back to both Boards via joint development sessions.</p>	<b>GREEN</b>
8.2	Work with statutory and voluntary sector partners to develop resources and networks within communities and localities, building on what worked well during the early months of Covid-19	Increased numbers of people who following assessment and short-term intervention do not need ongoing long-	Timetable to be assessed pending short-term Covid-19 implications	SB AC SW	Proposals in the prevention fund (to be updated post informal cabinet in Oct 22) include specific work with VCSE partners: more generally through a community development approach, and with specific	<b>GREEN</b>

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		term social care services			<p>communities through the rollout of village agents.</p> <p>The impacts of cost of living are being discussed and the response across South Glos is being developed with wider VCSE partners and community groups, through eg the community hub group. In particular, the development of 'welcoming spaces' is building on the partnerships developed in the covid-19 response (including faith groups etc).</p> <p>The Early Help community networks continue their rollout and are linked in to the wider discussion around building community resilience.</p>	
8.3	Develop a local strategy with statutory partners and voluntary sector partners to address the long-term impacts of increased mental health and trauma presentation across all services as a result of Covid-19.	To be developed	<p>BNSSG level Community MH Framework and Spec in progress, go live in April 22.</p> <p>Adult MH Needs Assessment complete Aug 21 (latest), strategy by Nov 21</p>	LG	<p>Community Mental Health Framework is in the mobilisation stage. A BNSSG-wide Integrated Access Hub has been introduced using NHS 111. Additional VCSE sector support for people with Eating Disorders is being introduced. At South Gloucestershire (place) level, the focus is on introducing Integrated Personalised Care Teams for each Primary Care Network. Two of five are already operational.</p> <p>Within the People Department, the trauma informed approach is being rolled out, in partnership with Dignifi (VCSE organisation). Trauma and Recovery and Compassionate leadership training programme is currently halfway through implementation phase. Work is continuing through the Ambassador network to promote trauma informed practice across the authority – currently have around 600 multi-agency Adversity and Trauma Ambassadors across South Glos. Approx 50% Ambassadors are internal to People Department.</p>	<b>AMBER</b>

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					<p>Adult and Children and Young People's Mental Health Strategies are in development. Areas of priority have been agreed for each within the respective Partnership groups.</p> <p>Discussions with the Locality Partnership have progressed to scope the focus of the joint priority of Children and Young People's Mental Health. The Health and Wellbeing Board Amber as work in ongoing and through a range of strategies and work elements.</p>	
8.4	Develop a strategy to address loneliness and isolation, specifically focusing on people living with long term conditions, carers and older people.	<p>System measure to be agreed for work system May include GP contacts due to isolation Reduction in number of carers reporting as socially isolated (National Carer's survey)</p>	Timetable to be assessed pending short-term Covid-19 implications	SW AC CW	<p>Proposals in the prevention fund (to be updated post informal cabinet in Oct 22) include specific work with VCSE partners more generally through a community development approach as well as for specific communities through village/ community agents that will help identify isolated people and ensure they are linked in to communities.</p> <p>Work is underway to develop a new Ageing Well Needs Assessment for South Gloucestershire through the JSNA process. This needs assessment will inform the review of the Ageing Better Strategy and include improved data and intelligence on loneliness and isolation where need is identified.</p> <p>The Ageing Better Board already brings together a wide range of agencies to share practise and information on a range of existing services.</p> <p>A task and finish group of the Ageing Better Partnership Board, including VCSE and older people, is reviewing current provision specifically to address isolation and loneliness.</p>	<b>AMBER</b>

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					New Carers Strategy now published – link on SGC website <a href="https://www.southglos.gov.uk/carerstrategy">Carers Strategy 2022-27   South Gloucestershire Council (southglos.gov.uk)</a> Amber as Prevention Fund outcome to be confirmed in October .	
8.5	Focus prevention on CYP and families. We will do so via the Early Help Strategy.	Outcomes in Early Help Strategy	Timetable to be assessed pending short-term Covid-19 implications	NL/HT	<p>Numbers of EHAPs (Early help assessments and plans) continue to rise recently and have done consistently over the last 6 months, meaning that more families are receiving early help from early help partners and the Council's Preventative services.</p> <p>Preventative services continue to provide targeted support and services to children and families. The Compass team is embedded within the front door arrangements, as the team for early help – providing direct support to families and partners and navigation to the right help at the right time.</p> <p>Continuing to work on actions in the Best Start in Life business plan (mental health; educational attainment; and family security and stability).</p> <p>Developing an Early Help knowledge and skills competency framework for everyone working within CYP early help in South Glos.</p> <p>Early Help Review (independent scrutiny) has been completed and approved. Report has been finalised and has been circulated to BSIL group membership. Early Help Review will now be on the BSIL agenda for the meeting 6/10/22 as the July BSIL meeting had to be cancelled. Early Help Partnership Strategic Lead (Kevin Sweeney) will lead on this and will start in post on 1/10/22. Multi-Agency Action plan, devised from the Early Help</p>	<b>AMBER</b>

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					review, will be developed once the Early Help Partnership Strategic Lead is in post. Some discussion held and early thinking on a new Family Hubs model for South Glos at the BSIL group – the Early help Partnership Strategic lead post will lead on this to drive forward and develop the Family hub model in South Glos over the next 2 years.	
8.6	The Council will identify the budget to be used for agreed prevention activities	% of budget agreed	March 2022	SB NP	The proposal for use of the £2mil Prevention Fund (£1mil PH grant match funded by then CCG, now ICB) will be tabled at informal cabinet in Oct 2022, ahead of Executive Member decision making	GREEN
8.7	Develop options which will enable people to remain in their own home (or move to a different home) and reduce the need for care home admission in later old age	Reduction in the number of people who move into residential care	Timetable to be assessed pending short-term Covid-19 implications	AC CW	Work is underway to develop a new Ageing Well Needs Assessment for South Gloucestershire through the JSNA process. This needs assessment will provide data and intelligence to support the development of further/ revised options which will enable people to remain in their own home (or move to a different home) and reduce the need for care home admission in later old age Various projects within the Adult Care Commissioning Transformation Programme are in progress and are developing new models of delivery, including the new reablement service which launched in July and is already supporting people to remain as independent as possible (achieving a 45% reduction in required support. Work has begun exploring improved Extra Care Housing models	AMBER

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					Continued to work closely with home care providers despite challenging recruitment and retention issues. Whilst providers have struggled to keep up with demand they have been delivering additional hours of provision  Hyper local discussions between communities and the voluntary sector have taken place in one rural area and a village agent has been appointed, with agreed plans for a second area, and further proposals as part of prevention fund.	

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Number of people not needing long term care to follow on from short term support	N/A	N/A	N/A	N/A	N/A	Work is ongoing to develop further population level outcomes in-line with the ICS Outcomes Framework
<a href="#">Under 75 Mortality rate from causes considered preventable (2019 Definition)</a>	103.5 per 100,000 (DSR) (n=761, [95% CI 96.6-111.2]) 108 per 100,000 (DSR) (n=267)	103.5 per 100,000 (DSR) (n=761, [95% CI 96.6-111.2]) 108 per 100,000 (DSR) (n=267)	Persons, 3 years range 2017-2019;  Person, 1 year range 2020	Positive - Declining over last 17 years ( <a href="#">see graph</a> )	Continual decline	These data are dependent on national data reporting cycles. <a href="#">PHE PHOF data used are available here</a>  Other data at LA level is available here: <a href="#">Local Authority Health Profiles - PHE</a>  KPI2 – Data source: <i>Office for Health Improvement &amp; Disparities (based on ONS source data) <a href="#">Mortality Profile - OHID (phe.org.uk)</a>.</i>
<a href="#">Healthy life expectancy at birth</a> at birth	2016-2018: Male: 67.3 [95% CI 65.6-69.1]	Male: 65.3 [95% CI 63.3-67.3]	2018 - 2020	Slight decrease in male LE,	Increase in HE - reflecting national	KPI3 - Source: <a href="https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcar">https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcar</a>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
	Female: 66.5 [95% CI 64.6-68.4] 2017-2019: Male: 65.7 [95% CI 63.9-67.5] Female: 65.7 [95% CI 63.8 - 67.7]	Female: 67.1 [95% CI 64.9-69.3]		increase in female LE No statistically meaningful trend for male and female due to the confidence intervals (see <a href="#">graphs</a> ).	target for everyone to have five extra years of healthy, independent life by 2035 and to narrow the gap between the richest and poorest.	<a href="https://www.gov.uk/government/datasets/health-and-life-expectancies-datasets-life-expectancy-estimates-all-ages-uk">e/healthandlifeexpectancies/datasets/lifeexpectancyestimatesallagesuk</a> ; <a href="https://publichealthprofiles.org.uk/">Public health profiles - OHID (phe.org.uk)</a> Note: Healthy Life Expectancy at birth was higher in SG than the South West (Male:64.7; Female:65.5) and the England value (Male:63.1; Female:63.9) for the reporting period. KPI4 – Data source: Figures calculated by Office for Health Improvements and Disparities using mortality data and mid-year population estimates from the Office for National Statistics and Index of Multiple Deprivation 2010, 2015 and 2019 (IMD 2010 / IMD 2015 / IMD 2019) scores from the Ministry of Housing, Communities and Local Government.
<a href="#">Inequality in Life Expectancy at Birth</a>	2017- 2019 Male: 4.7 [95%CI 3.3-6.0] Female: 6.2 [95%CI 4.7-7.7] 2017-2019	Male: 4.3 [95%CI 2.9 - 5.6] Female: 5.7 [95%CI 4.3 - 7.1]	2018 - 2020	Positive - No statistically meaningful trend for male and female due to the confidence intervals (see <a href="#">graphs</a> ).	Continual reduction in difference	

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<b>Action Plan Commitment</b>	Commitment 9: We will support the most vulnerable adults to maintain and promote their independence
<b>Priority / Theme</b>	Council Plan Priority 2: Identifying and supporting those most in need and helping people to help themselves
<b>Lead Officer</b>	Anne Clarke, Director of Adult Social Services & Housing
<b>Executive Member</b>	Cllr Ben Stokes, Deputy Leader of the Council and Cabinet Member for Adults and Housing
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	November 2022

<b>Summary of progress</b>
<p>The local health and care system has continued to experience considerable demand pressure during this period. Revised governance framework is in place around the system wide hospital discharge programme. This programme is delivery focus as noted in action 9.3 below. The test and learn initiatives which started earlier in the year are now in place. This includes the additional OT capacity in Private Sector Housing, the hospital in reach team and capacity in hospital to link carers to support. A Commissioning Transformation Programme is developing new approaches and supporting care providers to improve supply despite challenging workforce and cost of care context.</p> <p>The Technology Enabled Care (TEC) hub continues to perform strongly. The team is now fully resourced and staffed. Receiving an average of 85 referrals a month. Audits show that benefits are sustained beyond 6 months in 75% of cases. The TEC hub focus is on consolidation, building confidence and knowledge of practitioners and people we work with and working with systems partners on areas for collaboration</p> <p>The Council has continued to work with other members of the Health and Wellbeing Board and with the committees of the Healthier Together programme to ensure that promotion of independence and wellbeing is a partnership priority within the ICS.</p>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
9.1	<p>Adult Social Care will create a Technology Enabled Care (TEC) Hub within the service and embed consideration of TEC at all decision points about someone's care and support.</p> <p>The Hub will enable more people to access TEC to help them live safely and well at home.</p>	<p>TEC Hub has been established (Dec 2020)</p> <p>More people are using TEC to enable them to live safely at home.</p> <p>Increase in people accessing TEC Hub</p> <p>Data collected by the service</p>	September 2021	KB	<p>The TEC service is fully resourced and fully staffed. The average cost of TEC is £120 per person. Benefits are audited at 3 months. Average cost avoidance is £16k per person.</p> <p>In 75% of cases there are sustained benefits beyond 6 months. Average referral rate is 85 per month of which 20% were from Sirona and NHS colleagues which reflects the impact of the training provided by TEC staff to partner organisations.</p> <p>TEC is used most often to meet needs that increase independence along with support for carers.</p> <p>TEC hub is working with NHS colleagues to further imbed adoption of TEC in the hospital discharge process and with care providers.</p>	GREEN
9.2	Undertake an options appraisal of alternative models for a Reablement service in South Gloucestershire and implement the recommended approach	<p>A model that can support the scale of demand required in SG and that maximises levels of independence</p> <p>Appropriate KPI's to be developed</p>	July 2021	CW	<p>A 'test and learn' Reablement model has been introduced across South Gloucestershire. The lead home care providers are actively recruiting so that the currently very small service can be expanded. We are working collaboratively with community health providers and adult social care colleagues to develop an integrated model that maximises outcomes for individuals, with people being supported by the most appropriate service as quickly as possible. Capacity on target to deliver 300 hours mid-November and required level of 450 hours in March</p>	AMBER

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9.3	Work collaboratively with the NHS and voluntary sector partners to provide a period of recovery and enablement after discharge from hospital or crisis at home, rather than placement in a residential/nursing home.	<p>Reduction in number of placements to residential and nursing homes.</p> <p>Increase in percentage of population receiving care from home</p>	April 2022	KB	<p>Frailty Virtual ward pilot is being developed with NHS partners and is planned to go live in November 2022. This will enable individuals with more complex clinical needs to be discharged home and have their clinical and personal care needs met in their own home.</p> <p>P1 pilot has been initiated that promotes closer working between ASC and Sirona for individuals who are discharged home. The aim is to improve outcomes for individuals and that ensures the rights service is provided at the right time.</p> <p>Additional capacity within the Home to Decide Service has been funded by the ICS for the further four years to support discharges from Pathway 1. The additional social care assessment capacity for Pathways 2 and 3 finding ceases in March 2022, in anticipation of the bed base reducing.</p> <p>This action remains amber due to the level increased demand across health and social care that has been seen during this period which has impacted on the delivery of the success measures.</p>	<b>AMBER</b>
9.4	We will work with colleagues across the Council so that people can easily access information about healthy ageing – actions they can take and where to go for further information and support in their community. Stories of individuals positive experiences in taking action to maintain independence and being active in their community will be shared	This action has been moved to Plan 7 'We will ensure people have access to the best possible information, advice and guidance to support themselves and their families', as a new Action 7.7 - an update is included there				

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9.5	The Council will work with other members of the Health and Wellbeing Board and with the committees of the Healthier Together programme so that promotion of independence and wellbeing is a partnership priority	To be discussed with Health & Well Being Board	March 2022	KB	<p>The BNSSG Ageing Well programme is well established and oversees all health improvement programmes. SGC is fully engaged in the Integrated Care System and the SG Locality Board ensuring that the work of the local health and social care system is focussed on ensuring that individuals are supported to be as independent as possible in their local community.</p> <p>The ASC Reform Board is overseeing the implementation of the adult social care reforms as set out in "People at the Heart of Care". ICP partners are fully engaged in the ASC reform programme.</p>	<b>GREEN</b>
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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Proportion of older people who are still at home 91 days after discharge from hospital (BNSSG system benchmark figures to compare against our current and target performance)	85.5% (21/22 Q4)	89.3%	22/23 Q2	Positive	89%	The Discharge to Assess model sees people with more complex needs discharged faster from hospital than previously back home. Maintaining the level of performance is a positive indication of appropriate support in the community.
Permanent admissions to residential and nursing care per 100,000 pop aged 18 – 64 and aged 65 plus (Results to be broken down further for regular reporting)	18-64 yrs: 0.0 65+ yrs: 68.0 <b>Combined:</b> <b>TBC</b> (22/23 Q1)	18-64 yrs: 0.0 65+ yrs: 108.4 <b>Combined:</b> <b>TBC</b>	22/23 Q2	Positive	Year End Target 18-64 yrs: 11.7 65+ yrs: 627 <b>Combined:</b> <b>638.7</b>	Figure is cumulative. The number of new admissions of older people to permanent nursing and residential care continues to be influenced by the impact of COVID-19 has had on social care and health provision. All the social care teams continue to work with NHS partners to implement the current hospital discharge and community support guidance which promotes personalised support that meets and maximises the persons independence. This personalised, strength-based approach encourages individuals and their families to consider alternatives to a care home placement

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						that can both meet the needs of the individual and maintain their independence.
Reablement KPI to be developed once options appraisal of alternative models for a Reablement service is completed (Q4 2021/22) – see action above	NA	KPI now in place in new contracts, formal reporting to begin December once internal OTs in place	NA	Early indication of initial packages was 45% reduction, but need to ensure this is robust, and whether this level of reduction feasible as number of packages increases, and possibly acuity of people receiving input.	To be set once full approach in place, December. Target likely to be 20% overall	A suite of KPI's have been developed and incorporated into the reablement contract. The key KPI that demonstrates increased independence is the percentage of people who are made fully or partially independent (indicated by reduction in size package required) and who maintain this level of independence for at least 13 weeks. Formal reporting against this KPI will start from December when internal OT resources are in place. Early indicator is of reduction of required care by 45%

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<b>Action Plan Commitment</b>	Commitment 10: We will enable communities to work together to help improve their lives and address the problems that are important to them.
<b>Priority / Theme</b>	Council Plan Priority 2: Identifying and supporting those most in need and helping people to help themselves.
<b>Lead Officer</b>	Mark Pullin, Service Director Communities
<b>Executive Member</b>	Cllr Sam Bromiley, Cabinet Member for Children and Young People Cllr Ben Stokes, Deputy Leader of the Council and Cabinet Member for Adults and Housing
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	November 22

<b>Summary of progress</b>
<p>Work in this area continues to develop with the strategic importance recognised by the creation of a new Community Development Division within the Council to take forward many of the actions.</p> <p>Work has developed significantly in some key areas with a revised COMPACT being developed in partnership and ready for formal consultation, the principles for a revised Parish Charter both agreed, and a working group established. For community conversations more broadly a significant public survey to gather quantitative information has been running, the results of which will be seen soon. A qualitative research program is also commencing and will support the quantitative work to help inform the approach going forwards.</p> <p>Across the Locality Partnership work is happening to ensure that health, the Council, the VCSE sector are coordinating plans to engage with communities to ensure maximisation of resources and minimise duplication. Joint outcomes are being agreed.</p>

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
10.1	Hold a series of community conversations based on communities of interest and place and develop a 'South Gloucestershire Deal' providing a new reciprocal understanding of roles and responsibilities and laying out joint expectations and	South Gloucestershire Deal adopted:	Sept 2022	Andrew McLaughlin	As part of the quantitative research aspects, as survey has been completed by more than 5,000 local residents. The sample size will allow results to be analysed not only at the district level but also by geography and by key demographics such as age, gender, ethnicity and socio-economic status.  A programme of qualitative research to provide in-depth understanding and augment the quantitative	<b>AMBER</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
	agreement between the council and residents.				data has been commissioned with NatCen Social Research. The qualitative research will seek to go beyond regular contributors to South Gloucestershire engagement processes and ensure that we are engaging with traditionally under-served and under-represented groups. Discussions are being (or will be) held with key local partners. For consistency and comparison this work will follow the same discussion structure agreed for the qualitative research with NatCen.	
10.2	Refresh the Town and Parish Council Charter (consistent with the South Gloucestershire Deal) and deepen the partnership between SGC and the T&PCs including working with the T&PC forum.	Revised Town and Parish Council Charter adopted. Annual report of Charter demonstrating the strength of partnership through performance indicators (to be agreed)	January 2023	Mark Pullin	The principle of revising the Town and Parish Council Charter has been agreed with the Town and Parish Council Forum. A working group from the Town and Parish Council Forum and officers from the Council has been set up and are working on revising the charter to a relationship rather than rules-based approach. The revised (and much simplified) COMPACT will provide a valuable template for the new Charter.	AMBER
10.3	Refresh the COMPACT between the public and voluntary sectors, within a new framework setting out relationships and terms and conditions of funding between these sectors incorporating lessons from Covid-19 and from the South Gloucestershire Deal.	Framework adopted	January 2023	Mark Pullin	Responsibility for oversight of the COMPACT is in the process of being transferred from the Local Strategic Partnership to the Safer and Stronger Communities Strategic Partnership. The latter will review a draft revised COMPACT at its meeting on 17 June 2022. Consultation with VCSE groups will take place on the revised draft, prior to consideration and adoption of a final version. OCT 2022 – The revised COMPACT has gone through a range of informal conversations and is now being consulted on more formally. The Safer and Stronger Strategic Partnership have agreed for the COMPACT to be part of its responsibilities and this has been written into the terms of reference.	AMBER
10.4	a. Synchronise negotiated funding of major VCSE groups	Negotiated programme implemented (to take	December 2021		COMPLETE - This has been implemented with major infrastructure and VCSE sector work commissioned	BLUE

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	(including infrastructure groups) with current contracts expiring March 2021 extended to March 2022 so all are coterminous.	effect from 01/04/2022)		Mark Pullin Carol Watson	by ECS on behalf of the whole council while both ECS and CAH will continue to commission work to achieve individual objectives. New agreements for this funding of major VCSE groups took effect 01/04/2022.	
	b. Trial a negotiated outcomes co-production version of two of these arrangements	Agreements (including success criteria methods) operating	March 2022		COMPLETE - A new co-produced Welfare and Debt Advice service began operating 01/04/2022. Geographic based inequality work in Kingswood is also co-produced. A component of these of the outcomes of this work is that performance monitoring and success criteria no longer involve the VCSE reporting to council, but also the council reporting to VCSE on results of its elements and contribution.	BLUE
	c. Review budgets in light of Covid-19 (e.g. Welfare and debt advice)	Decision on budgets taken	December 2020		COMPLETE -: Following a review, temporary additional funding of £102k (in addition to £193k core mainstream funding) was provided to provide the Welfare and Debt Advice service to meet demands in 2021/22	BLUE
	d. Plan a co-production process ready for April 2022 based on agreed outcomes framework and monitoring mechanisms	Process agreed, tested, implemented.	December 2021		The Keep it Local strategic group has considered the lessons learnt and will be developing a new process. Implementation of this has been slightly delayed due to the retirement of the lead officer.	AMBER
10.5	Work with the Keep It Local Group to agree and implement arrangements to secure the long-term viability of key local VCSE groups of interest and place	Implementation of agreed arrangements and number of groups still operating at end of the Council Plan	March 2021- March 2024	Mark Pullin	What started as Council involvement with VCSE to improve outcomes and reduce costs under the banner of Keep It Local now involves partners including the CCG, Sirona, ICP. Changing and unpredictable environment means there will be [currently unspecified] opportunities in near future where VCSE input is needed, and delivery will be funded. However, VCSE organisations in South Gloucestershire don't have large cash reserves or ability to leverage debt or equity and can only	GREEN

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>operate and deliver the services for which they have funding.</p> <p>Historical funding has largely been for direct delivery costs and not allowed for the negotiation, planning and implementation of new services at the level VCSE are asked to do now. Delivery is at risk if they cannot engage at this level.</p> <p>This project now seeks to Invest in strengthening the capacity of the voluntary sector eco-system, not just that of individual organisations.</p> <p>The council has committed £120k to this approach for 2022/23 and partners are confirming their match-funding.</p> <p>This approach is attracting national interest from Locality</p>	
10.6	<p>Work with external equality groups and staff equality groups to improve results in the areas they have identified as most important to them.</p> <p>Improve the diversity of council management and leadership</p>	<p>Improve the educational attainment of key groups (specific ethnic minority and/or with special educational needs)</p>	<p>1-5 year plan (20/21-25/26)</p>	<p>Hilary Smith</p>	<p>The Equalities Officer has been focussing on priorities within the Equality in Education Action Plan. An initial toolkit is in place for school staff which provides guidance to practitioners in schools on processes for reporting and monitoring incidents of hate crime across the system. A formal launch of the toolkit with rollout across the system is planned to commence from end 22.</p>	<p><b>GREEN</b></p>
		<p>Council management and leadership diversity continuous improvement from 20-21 baseline.</p>	<p>Ongoing</p>	<p>Claire Kerswill</p>	<p>Workforce Equality Action Plan is published.</p> <p>The first staff survey which will enable a baseline Inclusivity Index was delivered in September 22. Data will be available during Q3.</p> <p>Q2 data shows that our gender balance for senior managers remains consistent with the annual Equalities Report. There has been a +2.5% increase in senior managers within the combined BAME group and 0.5% increase in senior managers who have declared they have a disability.</p>	<p><b>GREEN</b></p>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
10.7	Transfer to the ownership of local community groups council assets identified through local consultation (community conversations as above)	Proportion of Assets transferred to Community ownership operating sustainably	March 2023	Catrin Mathias	A project group has been established to ascertain the sustainability of groups managing existing assets and agree process assessing viability of new groups wishing to take assets. The work is to be completed by March 2023.	GREEN
10.8	Support communities to bring forward Neighbourhood Plans where they consider this will help them become more self-resilient and self-sustaining in the future.	Number of adopted Neighbourhood Plans	March 2022	Brian Glasson Patrick Conroy	Over the period 1 <sup>st</sup> April to 30 <sup>th</sup> September, the Neighbourhood Plans for Oldbury on Severn and Thornbury were made (adopted) by Council on 18 <sup>th</sup> May, bringing the total number of completed NP in South Glos to 3. Work on the Pilning & Severn Beach by the NP local community group is continuing. In line with the statutory Duty to support and advice local communities and as set out in the Council's Neighbourhood Planning Protocol, discussions have been held with a number of parish and town councils who are considering formally commencing a neighbourhood plan for their local areas.	GREEN
10.9	Facilitate development of neighbourhood partnerships based on coterminous boundaries e.g., of Primary-Care networks to deliver clear access to services with 'no wrong door'.	Proportion of South Gloucestershire with active local networks/ partnerships	March 2023	tbc	Support is in place for Community aid groups and through the Keep it Local Program and CVS South Gloucestershire the 'network' of groups across South Gloucestershire is being supported. The introduction of ICPs will help achieve the intended outcomes from this action. The Keep it Local steering group and the Locality Partnership are working together to agree a joint approach to this work with a People and Communities workstream initiated by the Locality Partnership.	GREEN
10.10	Implement longer term community conversation proposals as part of a robust community engagement and development approach where we work with communities to identify local issues and opportunities and shape local actions, building on good practice that already exists.	Frameworks, communication, and conversation channels are in place and active dialogue with communities is live. Best practice is shared and helping to	April 2021 onwards	Andrew McLaughlin	<b>COMPLETE</b> - The organisation wide restructure has been implemented and the organisation's approach to community development has been decided. Further learnings on engagement may emerge from the community conversations project, and these will be considered as BAU developments between the Community Development and Strategy & Innovation divisions.	BLUE

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		shape service delivery.				
10.11	Review the most appropriate civic structures to support local communities fulfilling and directly contributing to their ambition.	Communities have the appropriate local governance structures to maximise their contribution and influence	2021	John McCormack	<b>COMPLETE</b> - Stage 1 of the Community Governance Review was concluded by Regulatory Committee on 10 February 2022. While a second stage of consultation is underway to determine electoral arrangements for revised or new Parish Councils, local governance structures themselves have been determined.	<b>BLUE</b>

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Amount (£) brought in from external sources by VCSE groups to deliver local priorities	NA	NA	Financial Year	NA	TBC	This information is collected by CVS South Gloucestershire in the summer following the year end. Data is awaited for 2021/22
Benefits (possibly financial) secured through preventative early intervention work.	NA	NA	Financial Year	NA	TBC	Clarity regarding the metrics and intention for this measure being explored further.
Number of adopted Neighbourhood Plans	4	4	Six Monthly	No Change	5	As at the end of Quarter 2 2022/23 there are three made (adopted) Neighbourhood Plan covering the parishes of Charfield, Oldbury on Severn and Thornbury and 1 active neighbourhood plans under preparation covering the community of and Pilning & Severn Beach. In line with the statutory Duty to support and advice local communities and as set out in the Council's Neighbourhood Planning Protocol, discussions have been held with a number of parish and town councils who are considering formally commencing a neighbourhood plan for their local areas. Further progress updates on the number of registered and active NPs will be provided at Q3 outturn.
% Residents actively involved in their local community	Not yet available	NA	Financial Year	NA	23%	Updated on an annual basis following financial year end based on responses to the February Viewpoint survey

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% Residents doing more in their community than they did last year	Not yet available	NA	Financial Year	NA	14%	Updated on an annual basis following financial year end based on responses to the February Viewpoint survey
Extent to which people take part in formal volunteering	Not yet available	NA	Financial Year	NA	29%	Updated on an annual basis following financial year end based on responses to the February Viewpoint survey
ETS: % of people who feel they can influence decisions in their locality	Not yet available	NA	Financial Year	NA	21%	Updated on an annual basis following financial year end and based on the October budget survey
Extent to which people are involved in civic engagement (participation in democratic processes, consultations and activism).	Not yet available	NA	Financial Year	NA	TBC	Updated on an annual basis following financial year end.

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<b>Action Plan Commitment</b>	Commitment 11: We will ensure that people feel safeguarded and supported in our care, at home and in their communities
<b>Priority / Theme</b>	Council Plan Priority 2: Identifying and supporting those most in need and helping people help themselves.
<b>Lead Officer</b>	Catherine Boyce, Service Director for QA, Strategic Safeguarding and Commissioning Philippa Isbell, Acting Service Director Department for Place, Community Safety
<b>Executive Member</b>	Cllr Ben Stokes, Deputy Leader of the Council and Cabinet Member for Adults and Housing Cllr Rachael Hunt, Cabinet Member for Communities and Local Place Cllr Sam Bromiley, Cabinet Member for Children and Young People
<b>Department / Division</b>	People
<b>Period</b>	Apr 2022 – Sep 2022
<b>Date</b>	21.9.22

<b>Summary of progress</b>
<p>Progress against the actions within Commitment 11 continues to be strong.</p> <p>The comms work is ongoing and is being supported by our partners across South Glos. This is now seen as Business as Usual and part of the calendar of comms across the council. A change in approach to measuring the success of the actions is outlined. Impact of the internal safeguarding communications is evident.</p> <p>There are ongoing high numbers of referrals into both Adults and Children’s Social Care that meet the threshold for social care intervention, which would indicate that thresholds are being increasingly understood across the partnerships. The Asylum Hotel has created significant and unexpected additional work across both CSC and ASC. The ART Partnership Forum is undertaking multi agency audits to look at the quality and appropriateness of referrals into CSC. Within ASC particular themes are being identified and work targeted both internally and with partners in relation to these themes.</p> <p>We continue to share learning, both internally and with partners, in relation to both South Glos and national reviews. Individual teams and service areas are increasingly using tailored resources to promote best practice. The section 11 audit for Children’s Services is due to commence in October 22. Learning continues to be disseminated and audits review how learning has become embedded in practice.</p> <p>The Risk Management Pathway continues to be used effectively with oversight provided. A recent review of the Pathway identified many positives, as well as areas for development. There has been ongoing delay in implementing the pathway for over 18 years care leavers, but it is now on course for implementation in November 22. There is progress in the understanding and impact of learning for ASC around exploitation.</p> <p>The commitment to becoming trauma informed and responsive continues, particularly building on the previous ACEs work and recognising the impact of Covid19. Alongside this is the development of the Compassionate Leadership approach, which is being role modelled within the Department for People.</p> <p>Equally the progress with our health partners in working towards an Integrated Care System and Integrated Care Partnership, which has implications for South Glos Council health and care decision-making, is continuing to move forward.</p> <p>The recommissioning process for Domestic Abuse services has commenced. MARAC is in a strengthened position, with a positive report following the independent scrutiny. Drive continues to evidence its impact on victims of DA and reducing the repeat behaviours of perpetrators.</p>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
11.1	Improve effectiveness of cross-council and partnership working to safeguard individuals and communities using all available resources and opportunities via identified priorities and planning					
11.1.1	Increase use of communications, particularly social media, in ensuring that the principle of safeguarding being everybody's business is embedded throughout the council and South Gloucestershire	Internal Pulse and external surveys show people are aware of safeguarding; what the council does and their responsibilities, and how to discharge them.	From April 2021	CB	<p>The comms campaign continues. Domestic abuse social media posts over the summer include 'Love is not Abusive' which show different types of abuse and victims and SG Firefighters as male victims. The reach of these posts is monitored and discussed as part of the DVA operational group agenda.</p> <p>Comms in relation to safeguarding 'See something, say something' which is the SG approach and HM Government campaign are regularly posted on Facebook and Tweeted. The reach of these campaigns is monitored via the Communications Subgroup of the Children's Partnership and Safeguarding Adults Board. The information is also provided to residents, partners and members via Council updates.</p> <p>The internal corporate safeguarding approach continues, and we have examples where information contained in the monthly newsletter has led to staff members seeking support.</p> <p>I have had recent conversations with corporate comms about the measures of success actions. Their advice is that it would be difficult to gather any meaningful data via internal and external surveys as safeguarding is not a measure members of the public in particular, would engage with; the ones to respond would most likely already be aware of or have an interest in the sector. Therefore, we continue to monitor the reach of the social media</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					campaigns and impact of the internal safeguarding champions approach.	
11.1.2	Promote a shared and consistent understanding across South Gloucestershire about circumstances which should be reported as a safeguarding concern, so that the right information gets to the right people and a prompt response made	Percentage of referrals made which reach the threshold for intervention.	July 2021	CB	<p>Bitesize lunch time sessions continue to take place for all those working with children covering the children's threshold document The Right Help, in the Right Way, at the Right Time. Similar sessions are being run around our joint response to exploitation, private fostering and neglect.</p> <p>The ART Partnership Forum undertakes multi agency front door audits to quality assure referrals into SG front door. Work on developing a MASH is progressing.</p> <p>The number of contacts into ART, converting to requiring a social work service continues to hover around the high 40%/low 50% level which is an improvement from this time last year which was high 30%/low 40%. This would indicate that more appropriate referrals are being made.</p> <p>There has been an increase in unaccompanied asylum-seeking children who are not recognised as children and then are placed in the asylum hotel. We take these vulnerable children into our care. Within ASC the Safeguarding Adults Board continue to monitor the KPIs and support in any areas where targeted attention is needed.</p> <p>Work continues around information sharing for specific areas of practice as themes/trends emerge. One of the themes from the last 6 months is safeguarding where People in a Position of Trust are</p>	<b>GREEN</b>

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					involved. There has been some targeted work in specific teams and further awareness raising is planned for the next 2 months to ensure awareness of the policy and its application, and actions to be taken ahead of a referral to safeguarding to ensure that referrals are appropriate. Self-harm continues to be an area where targeted work is ongoing to help teams/agencies to understand actions to be taken ahead of making a safeguarding referral. There is ongoing development around referrals for people in the Asylum Hotels with staff from the safeguarding team working with the Hotel staff, security staff and Home Office staff to ensure the referrals are appropriate.	
11.1.3	Share learning from Child Safeguarding Practice Reviews and Safeguarding Adults Reviews with each organisation and test the impact of this learning	Multi-agency audits show policy and practice have been amended in line with learning points.	July 2021	CB	<p>The Section 11 audit for 2022-23 has been agreed with the other four partnerships in the Avon &amp; Somerset region. There will be a further peer review of 15 organisations, these are due to take place in Oct-Dec 2022.</p> <p>There have been 2 quality assurance multi agency audits undertaken by the SAB on the themes of <a href="#">Financial Exploitation</a> and <a href="#">Transitions</a>. Both of these identified learning and this was published in learning briefs for practitioners on the SAB website and advertised through newsletters.</p> <p>There has been one multi agency audit undertaken by the Children's Partnership on the theme of <a href="#">Emotional Abuse</a> and a JTAI dry run multi agency audit on the theme of <a href="#">Neglect</a>.</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>A SAR has been completed, Mr D and will be published along with a learning brief at the end of September. The SAR sub group will monitor the action plan to ensure that learning is embedded into practice.</p> <p>All learning briefs are shared with the commissioned trainers who provide the multi agency safeguarding training programme and learning is included within the training sessions.</p>	
11.1.4	Understand the impact of Covid restrictions and other changes experienced by adults and families on our safeguarding duties so that we can respond appropriately	Data on referrals and emerging themes used to plan service delivery KPIs developed if appropriate	Sept 2021	CB	<p>Within ASC the previous increase in demand, which started during the Covid restrictions, continues to be seen, with higher numbers of referrals than pre pandemic numbers. Whilst the number of domestic abuse referrals has reduced, they continue to be higher than before the pandemic. Self-neglect is another area where demand continues to be higher than pre pandemic levels.</p> <p>Within CSC the number of referrals continues to be higher than pre pandemic levels and there are significantly higher numbers of Children in Need and Children subject of a Child Protection Plan.</p> <p>The CSC Access and Response Team and Locality Teams and the ASC operational safeguarding team continue to have additional resource allocated to be able to give a timely and quality response to referrals.</p>	<b>GREEN</b>
11.2	Ensuring we are enabling support at the right time, in the right place, in the right way, for all our children and young people, particularly via our Early Help services, our Access and Response Team (ART) and our Care Leaving service					

**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
11.2.1	Implement a new partnership programme to support children and families where there is a risk of exploitation to ensure all professionals supporting young people understand contextual abuse and how to develop clear pathways to support them	Pathway introduced 11/2020 and reviewed 5/2021 and 6 monthly thereafter.	Nov 2020	JC	<p>A recent review of the Risk Management Pathway has shown that there has been progression since its implementation in terms of the understanding across organisations about the different aspects of the Pathway. The findings from June 22 multi agency exploitation audits highlight the developing understanding of the pathway and identified that that decisions regarding the RMP were more appropriate than previously, likely due to the developing understanding of the RMP.</p> <p>Areas of development have also been identified in relation to ensuring all Children's Services teams have the Pathway fully embedded in their operational work; clear information sharing and governance arrangements are in place; a framework to measure impact of the Pathway on improving outcomes for children is developed; feedback from children and their families is regularly sought; ensuring the Strategic Panel has regular oversight of children, perpetrators and locations.</p> <p>The risk management pathway for over 18s was completed and due to be launched but further consideration by the new Head of Service has subsequently been given to this and it is now agreed that where there are concerns of significant harm the current pathway of over 18s multi -agency risk management meetings is implemented or where the threshold is met referrals to adult</p>	<b>AMBER</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					social care are convened. This process reflects current and statutory practice and thresholds and avoids duplication or referrals to adult social care not being made when appropriate. The document is being revised further to reflect this. As this is current practice, significant work with staff and partners is not required to embed this. Work is however progressing with adult social care to monitor referrals to adult safeguarding for young people leaving care and outcomes.	
11.2.2	Review how the Adult Safeguarding framework is used to support and protect young people aged 18+ at risk of or who are being exploited.	Cases reviewed  Training and development programme for staff delivered	Sept 2021	CB	<p>Exploitation practice guidance has been implemented via the Safeguarding Adults Board (SAB) for all practitioners alongside exploitation training.</p> <p>A multi-agency charter and action plan for transitions, which includes children/young adults subject of exploitation, is being progressed.</p> <p>Attendance was planned for key staff at a Care and Health improvement (CHIP) conference titled 'Transitional Safeguarding - Key Messages and Evidence-Based SARs webinar'. This has unfortunately been postponed from 19 Sept 2022 due to the Queen's funeral.</p> <p>The QA subgroup of SAB re audited transition cases in May 22 to establish whether the learning from the Nov 20 audits around exploitation, which resulted in a learning brief and the practice guidance, has changed practice. Improvements were identified: the professionals made efforts</p>	GREEN

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					beyond expectations in the covid period; DASH form completed, this was missing in the previous audit; overwhelmingly the audits were examples of good practice.	
11.2.3	Implement support to all children and young people, via a multi-agency and cross council approach, to meet any identified need as a result of the impact of Covid-19	Multi-agency group to design and deliver trauma informed training for staff and support for young people.	October 2021	JC	<p>Working with colleagues in Public Health and the Specialist Health Improvement (Trauma) role, CAH is undergoing a radical and long-lasting transformation to become trauma informed and responsive to both those people who work for us and those who are served by us. For maximum impact across our communities, we are working with our partners, including schools, early years and post 16 settings.</p> <p>Trauma Awareness and Recovery Training began to be delivered in the summer and additional dates have been added due to popular demand.</p> <p>The Compassionate Leadership training for all managers within the Department of People has been significantly promoted and attendance is expected, role modelled by the Director and her leadership team. The Compassionate Leadership approach is used in many health services, as a model that supports us as leaders and our staff and which builds on lessons learnt from Covid. ASC have also adopted the same trauma informed approach which fits well with the 3 conversations model and strengths-based practice.</p>	<b>GREEN</b>
11.3	Reviewing the quality of response to safeguarding adult referrals both at home and in a care setting					

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
11.3.1	Develop approaches and pathways across the council and with partners for addressing risks to well-being and safety where the criteria for a statutory safeguarding enquiry is not met	Initial new partnerships and pathways established  % of people who report feeling safe in their home and their community	April 2021 Annual Survey	AC CB	The Safeguarding adults team continue to work with cases on a non-statutory basis which is often the case with domestic abuse cases, and those in the Asylum hotel.  The Creative Solutions Board continues to consider complex and 'stuck' service users and feedback continues to be positive as to the impact of the approach for practitioners and service users.  Progress with regards to Integrated Care Pathways continues.  The QA function within the Adults Commissioning Team is working closely with the Organisational Safeguarding Team and has begun to work with providers around quality issues. A document outlining the different roles and when a concern falls under QA and when it falls under Organisational safeguarding has been produced to aid understanding both internally and with providers.	<b>GREEN</b>
11.3.2	Review staffing to ensure we have the right number of staff to effectively meet need in the context of Covid-19	Team arrangements agreed and training programme in place.	April 2021	AC CB	The ASC operational team had secured funding in relation to the COVID demand up until March 2023. In the last 6 months there has been increased need from the Asylum Hotel, and escalations have been made to highlight the risks associated with the Asylum Hotel including the increased risks of a proposed expansion of the hotel. This includes the staffing requirement to adequately safeguard residents of the hotel.	<b>GREEN</b>
11.4	Establish an effective Domestic Violence and Abuse Partnership Board and drive forward improvements to ensure effective delivery of services to both victims and perpetrators					

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
11.4.1	Commission services for victims, including Safe Accommodation Services (Refuge) which are accessible to all	Provision per 100,000 or National standard met / exceeded	October 2023	PI	<p>The recommissioning process has begun. The commissioning Intentions document has been written and was agreed by the JCG in an extraordinary meeting of the group. The commissioning intentions document and additional questions are now out for public consultation online until 20/10/2022 at:</p> <p><a href="https://www.southglos.gov.uk/recommissioning-domestic-violence-and-abuse-services-south-gloucestershire-online-consultations">Recommissioning Domestic Violence and Abuse Services - South Gloucestershire Online Consultations (southglos.gov.uk)</a></p> <p>There are consultation events arranged for stakeholders, providers, councillors and the community in September and October.</p>	GREEN
11.4.2	Agree and implement new Multi-Agency Risk Assessment Conference (MARAC) arrangements to support high risk victims of domestic abuse	A reduction in repeat victimisation rate following revised Multi-Agency Risk Assessment Conference (MARAC) arrangements for vulnerable victims of domestic abuse	April 2021	CB	<p>Revised MARAC arrangements are now in place. A permanent MARAC coordinator has been recruited and she is working competently and confidently. A pilot of police referrals into MARAC has been successfully completed and the arrangements are now permanent. This ensures the most high-risk cases are considered. The funding for an independent chair of MARAC has been sourced, initially until end of March 23 and recruitment is underway.</p> <p>The Children's Partnership commissioned independent scrutiny of MARAC has been completed. This generally presented a positive picture of the SG MARAC, with some helpful areas for development, all of which are being progressed by the MARAC Steering Group.</p>	GREEN

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
11.4.3	Introduce national DRIVE domestic abuse perpetrators programme	A reduction in number of repeat DVA offences carried out by perpetrators	April 2021	PI	<p>DRIVE has completed its first year of operation with positive outcomes. The multiagency perpetrator panel is now embedded in South Glos with MARAC and DIRM as its referral sources.</p> <p>Stats to date show the following:</p> <p><b>274</b> CYP protected through DRIVE, of whom Perpetrator has direct parental responsibility for 162</p> <p><b>108</b> Children's Social Care involved</p> <p><b>82</b> already had Children's Social Care involvement prior to DRIVE</p> <p><b>14</b> now under local authority/kindship care</p> <p>Other cases may be closed / never opened by Children's services because risk is deemed not to be high enough, or that the non-abusive parent is acting protectively.</p> <p>Reductions in abuse recorded across all areas of abusive behaviours; Physical, Sexual, Harassment and Stalking, Jealous, controlling &amp; coercive. 83% of victim/survivors reported no ongoing physical &amp; sexual abuse at exit and a 50% reduction in stalking and harassment.</p> <p>Next steps are to secure funding to continue the project past June 2023, Work is being done with OPCC to look at this</p>	<b>BLUE</b>
11.5	Review the patterns of crime, disorder and community tensions and use this information to prioritise actions					
11.5.1	Actions to be agreed and published annually in line with results of the review	Recorded levels of priority crimes remain below national, South-West and	12 <sup>th</sup> March 2021	PI	The Safer and Stronger Communities Strategic Partnership, since agreeing it's 3 key priorities for the next 3 years, were	<b>BLUE</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
		Avon and Somerset averages and public confidence in feeling safe is increased			asked to adopt a community safety plan of activity at their meeting on the 17 <sup>th</sup> June 2022. Whilst that plan was agreed, resources needed to implement the plan rely on a number of potential funders who have yet to confirm their funding allocation, which means there will be a gap between securing funds and the date when delivery can commence.  At a practical and operational level, this delay does not impact on the day-to-day activity and delivery of work to tackle key issues and priorities.	

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Percentage of safeguarding adult referrals made which reach the threshold for intervention.	32%	39.4%	Q1 and 2 22/23	Positive	50% (progressing over time)	There has been continuing progress in this KPI albeit slower than hoped which is due to a combination of factors around partner agencies practice and procedures. There is a willingness amongst partners to ensure that only appropriate referrals are made, as seen in the positive multi agency work with the ambulance service and Sirona for instance.
Percentage of people referred who achieved the outcomes identified at outset	Reporting had not commenced.	44% fully achieved 46% partially achieved	Q1 22/23 Q2 data not available	No previous comparison to look at trend	75%	Reporting now available from Q1 22
Repeat victimisation rate following a Multi-Agency Risk Assessment Conference for vulnerable victims of domestic abuse	15% Q4 21/22	8%	Q1 22/23	Positive	28% – 40% (This is a national target which assumes	This is well below the national target set and a further reduction from the last quarter. It continues to be an area of focus in both quarterly data and monthly themes.

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
					28% as a minimal threshold)	
Reduction in number of repeat DVA offences carried out by perpetrators on the DRIVE programme	41.8% Q4 2021/22	42.9%	Q1 2022/23	Positive	Proposed target is set at 45%	<p>By the end of Q1 2022/23:</p> <p>20 Domestic Abuse Perpetrator Panels held – well-attended by Multi agency partners</p> <p>368 cases discussed (NB: this includes cases which have been held at panel and discussed more than once)</p> <p>137 referrals accepted onto Drive.</p> <p>9 perpetrators known to be abusing multiple victims (whilst open to Drive)</p> <p>76 perpetrators are on record as being serial perpetrators</p> <p>These 137 cases involve 146 victims/survivors &amp; 274 children and young people</p> <p>Currently we have 65 open cases, 38 of which are currently contact cases</p> <p>274 CYP protected through DRIVE, of whom Perpetrator has direct parental responsibility for 162</p> <p>108 Children's Social Care involved</p> <p>82 already had Children's Social Care involvement prior to DRIVE</p> <p>14 now under local authority/kindship care</p> <p>Other cases may be closed / never opened by Children's services because risk is deemed not to be high enough, or that the non-abusive parent is acting protectively.</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Total recorded crimes per 1,000 population	58.8 2020	60 2021	Annual Survey per calendar year	Positive against target and national average, despite slight local increase	To be below national, regional, Avon & Somerset levels	In 2021/22 the overall rate of recorded crime in South Gloucestershire was 60 crimes per 1,000 residents, which represents 17,168 crimes across the year. This is an increase of 14%. Crime numbers were notably lower across the whole of England and Wales in 2020/21 but have risen again in 2021/22.
Percentage of residents who agree Police and other public services are successfully dealing with crime and anti-social behaviour in the local area	40% 2020	32% 2021	Annual Survey per calendar year	Negative 8% reduction is significant	42% by 2024	<p>The proportion of residents who agree Police and other public services are successfully dealing with crime and anti-social behaviour in the local area was 8 percentage points lower than the previous year, with 32% of respondents agreeing compared to 40% in 2020.</p> <p>Disabled respondents were more likely to disagree with this statement when comparing the results to non-disabled respondents (46% compared to 30%).</p> <p>Male respondents were much more likely to disagree with this statement compared to female respondents (46% compared to 19%).</p> <p>Residents living in priority neighbourhoods were more likely to agree with this statement compared to those living in the rest of the district (27% compared to 41%).</p> <p>A&amp;S Police has introduced a 'Gold Standard' for ASB, which is now embedded within their ASB and neighbourhood Policing Teams.</p> <p>A review of partnership procedures for dealing with ASB will be undertaken over the next 6 months and reported to the Senior Officer Group of the SSCSP.</p>

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Percentage of residents feeling safe outside in the local area	74% 2020	89% 2021	Annual Survey per calendar year	Positive	85% by 2024	<p>The majority of respondents felt safe outside in South Gloucestershire in both the day and the night. 89% of respondents advised they feel safe when outside in the day, and 56% feel safe outside after dark. Respondents were more likely to feel 'fairly unsafe' or 'very unsafe' after dark than during the day (21% compared to 2%) but the majority still stated that they feel very or fairly safe when outside after dark. Women were more likely to feel unsafe outside after dark than men (27% of women feeling unsafe compared to 16% of men).</p> <p>The Council and Community Safety Partnership will be concentrating on public confidence and addressing Violence Against Women and Girls for 2022/23 and beyond.</p>
Percentage of residents who feel anti-social behaviour is a problem in their area	9% 2020	7% 2021	Annual Survey per calendar year	Positive	8% by 2024	<p>The proportion of residents believing Anti-Social Behaviour is a problem in their local area had risen to 9% in 2020, having hovered between 7% and 8% for the previous few years. The 2021 result has fallen back down to 7%, however, perhaps reflecting the easing of neighbourhood tensions after the end of lockdown.</p>

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<b>Action Plan Commitment</b>	Commitment 12: We will clean streets and maintain roads effectively
<b>Priority / Theme</b>	Council Plan Priority 3: Promoting sustainable inclusive communities, infrastructure, and growth
<b>Lead Officer</b>	Mark King, Head of StreetCare
<b>Executive Member</b>	Cllr Steve Reade, Cabinet Member for Regeneration, Environment and Strategic Infrastructure
<b>Department / Division</b>	Department for Place
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	October 2022

<b>Summary of progress</b>				
<u>Clean Streets</u>				
Our progress is measured as a mix of annual indicators of condition and indicators of public perception.				
We have some early indicators of cleanliness levels with surveys carried out during recent months that suggest our good progress made during 2021-22 has carried forward into the current year. Levels suggest that the good standards archived last year have stayed at those levels. We are continuing to work on areas that we need to improve such as main roads, industrial areas, and town centres.				
We have continued our excellent work with enforcement with Operation Tiedown (joint operation with SGC and the Police). The operation was set up to combat the volumes of waste that are regularly found strewn along the Ring Road. During the operation we check vehicles to ensure that loads are properly secured, and that waste carriers have the correct compliance in terms of licences and transfer notes. Alongside this operation we have already had 134 potential investigations and up until September our Street Enforcement team have issued 56 FPN's 22 warning notices and have six cases going to court. The team has also been able to investigate a variety of other 'activities' too such as fly posting, advertising vehicles for sale and abandoned vehicles. We have identified that a significant problem with materials being fly tipped is not only the actions of those tipping waste but the lack of knowledge of residents who want waste removed from their premises. Later in the year we are going to survey residents about their knowledge of the correct requirements they might need and the consequences if they do not meet those requirements.				
September saw the start of programme of 'door knocking' in the UWE area to target the student population at the start of the academic year and raise awareness of waste and recycling facilities and procedures in an endeavour to reduce waste appear left on the streets or in incorrect receptacles. There has been some good cross team working throughout the period including involving the Town centre teams and are working on reducing clutter to aid mobility and removing detritus and making sure bins are emptied regularly and in good condition.				
<u>Maintaining Roads</u>				
We started the year with several maintenance programmes. We have completed these as set out below				
Type of treatment	Target number of sites	Sites complete by 30 <sup>th</sup> Sept	Outstanding sites	Comments

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## Summary of progress

Macadam	20	29	4	Increase in sites for DBM plus 5 Asphalt sites not included in these stats.
Micro-asphalt	28	24		The contractor must come back in the spring to carry out a significant number of repairs (at their cost)
Footway Slurry	35	35		In addition, we carried out major surfacing of a section of the Bristol-Bath railway path

Despite the pressure of inflation, the programme has been completed. However, as it is a year-on-year programme we are able to balance spend over the period.

We introduced a new IT system (ALLOY) that enables us to make more efficient and effective use of data on potholes and other defects.

During the spring and summer, we introduced a new roadworks bulletin. Over the next few months, we will be promoting it on the website, through social media and press releases, along with other aspects of the data and information we have on roadworks including:

- Major highway works webpage which highlights important projects usually lasting for 12 months
- Highway maintenance programme for the financial year
- Summary of highway works taking place in the next 3 months which are lasting for more than 2 weeks.
- Infographics on how we repair our roads

The NHT survey results were issued in October 2022 and give an indication of public satisfaction with highway and transport services across South Gloucestershire and how they compare with other local authorities. South Gloucestershire has taken part in the NHT Survey 15 times. This year the survey was sent to 3,300 households across the authority area and 835 members of the public responded. This represents an overall response rate for South Gloucestershire of 25.3% compared with the national average of 22.8%. Percentage satisfaction is shown in the table below

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## Summary of progress

The table of results below is sorted to show the most important aspect of service first. The scores for each question are highlighted in colour from highest to lowest, using a blue (75 to 100), green (50 to 75), amber (25 to 50) and red (0 to 25) scale.

Key Aspect of Service	Q1 - How Important	Q2 - How Satisfied	Q3 - Getting Better	Q4 - Spend More
Safety on roads	95	59	44	72
Condition of roads	94	38	29	84
Pavements	90	59	45	67
Local bus services	86	51	39	73
Levels of traffic pollution	85	48	37	72
Street lighting	85	68	51	59
Traffic congestion	84	46	34	73
Rights of way network	79	60	51	59
Cycle routes/lanes	73	58	60	57
Community transport	71	59	53	57
Demand responsive transport	64	53	47	58
Local taxi services	59	56	49	46









The next table compares SGC with the other 110 authorities who took part in the NHT survey

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## Summary of progress

South Gloucestershire's theme scores are compared with the NHT Average scores below. Also shown are the year on year change in results (Trend) and the difference from the NHT Average (Gap), which are highlighted in colour; blue and green for positive and amber and red for negative.

Theme	Description	Score	NHT Average	Trend	Gap
	Overall	53%	50%	1%	3%
	Accessibility	65%	68%	-3%	-3%
	Communications	49%	46%	-1%	3%
	Public Transport	50%	51%	-5%	-1%
	Walking/Cycling	57%	51%	1%	6%
	Tackling Congestion	46%	44%	3%	2%
	Road Safety	56%	52%	3%	4%
	Highway Maintenance	51%	46%	2%	5%

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
12.1	<p>We are working to ensure our streets are clean and provide a pleasant environment to live and work.</p> <ul style="list-style-type: none"> <li>emptying bins on a regular basis</li> <li>maintaining effective cyclic manual street cleaning</li> <li>picking up litter in a timely manner</li> </ul>	NA	Annual measure	Simon Spedding	<p>We are continuing to update our bin stock with larger capacity bins. Larger bins mean we need to empty them less frequently and this creates capacity with staff to be more responsive to other areas needing litter picks.</p> <p>We have to date completed upgrades we had planned for Cadbury Heath and Warmley, however Oldland is currently outstanding from this year's programme, and these are planned to be installed before March 2023.</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>We are planning further upgrades in the future, and this will include Chipping Sodbury and Thornbury.</p> <ul style="list-style-type: none"> <li>We put together a new hit squad earlier in the year with the purpose of being more responsive to issues identified by parish and town councils in their areas. The small team has been a tremendous success with plenty of praise in how they have been able to work with the T&amp;P councils on items such as cutting back hedges, detritus clearance, repairing or cleaning signage, weed killing, graffiti clearance</li> </ul>	
12.2	<p>To use the Envirocrime Team to proactively enforce against environmental offences, e.g., littering &amp; fly tipping.</p> <p>We will also provide education and communication to raise awareness and impact of people's action on the environment.</p>	NA	Spring 2022	Simon Spedding	<p>Operation Lockdown was carried out in May and September will be repeated November and in March 2023. Sept stats</p> <ul style="list-style-type: none"> <li>Ten vehicles stopped</li> <li>One driver reported for waste related offences</li> <li>One formal caution given for not having a load properly secured</li> <li>One warning administered for not having a waste load fully secured</li> <li>Five given words of advice</li> <li>Two who had loads that were fully compliant and so NFA was taken</li> </ul>	<b>GREEN</b>
12.3	<p>To tackle outstanding road maintenance programmes in targeted areas</p> <ul style="list-style-type: none"> <li>continue our strategy of investment into minor road estate road network improving the street outside of our residents' front doors.</li> <li>ensuring the remaining network remains at acceptable levels of maintenance</li> </ul>	NA	Annual Measure	Simon Spedding	<p>We continue with our strategy to address the estate roads with early intervention processes where possible</p> <p>We have continued with our white lining replacement programme routinely targeting specific areas for replenishment.</p> <p>We continue with our programmed safety inspection regime (and associated reactive repairs) which has been revised in line with usage and condition rationale and will increase areas of inspection to include open space footways. Up to the end of September we have repaired more than 8,500 priority defects (mostly potholes). As of 30<sup>th</sup> September, only seventy-five of these remain outstanding.</p> <p>We are also looking at road maintenance options that consider CO2e and will looking to reduce our carbon footprint. We have had a second report from a consultant giving us options. This will be considered during Q3 &amp; Q4</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					2022-23 will see updated survey data for our performance indicators For the 2022-23 we have brought money forward from future allocations to top up the maintenance budget. This should see improvements in survey results and earlier intervention can extend the life of the road and reduce cost of treatments.	
12.4	Invest in waste management infrastructure: <ul style="list-style-type: none"> <li>Tackle congestion and accessibility issues at the Mangotsfield Sort-it-Centre through land acquisition and highways improvement package.</li> <li>Develop New North Fringe site</li> </ul>	NA	2023	Simon Spedding	Works began on the new slip road into the Mangotsfield Sort It Centre in September. The slip road will divert traffic heading to the sort it centre away from Carsons road and is due to be completed by the end of February  Work continues to progress the designs and development of the North Fringe site. This is being carried out internally due to other commitments that SUEZ currently have.	<b>GREEN</b>

Performance Indicator	March 2021	March 2022	Reporting Period	Trend	Target	Commentary
Litter	10%	6%	Financial Year	Positive	9%	This is a significant improvement on 2020/21 (10%) and meets our Council Plan target. The areas where we scored well were town centres, recreation areas and low obstruction housing. We did not record any unsatisfactory levels of litter in the town centres. The areas with the highest levels of litter were high obstruction housing, main roads, industrial areas, and other highways. Much of the volunteer litter picking activity is concentrated on recreation and residential areas. The improvement in litter score started to be recorded before the Street Enforcement Officers were in post.
Litter & Detritus (combined)	16.76%	11.44%	Financial Year	Positive	15%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Graffiti visible level	3.45%	4.01%	Financial Year	No change	1%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Fly posting visible level	0%	0.36%	Financial Year	No change	1%	Updates will be provided when the annual figures are available in Q1 of 2023/24

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Performance Indicator	March 2021	March 2022	Reporting Period	Trend	Target	Commentary
Bins overflowing	1.67%	0.6%	Financial Year	Positive	4%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Bin condition (structural)	1.67%	4.49%	Financial Year	Negative	2%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Bin condition (cleanliness)	6.67%	4.27%	Financial Year	Positive	10%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Dog fouling	0%	0.19%	Financial Year	No change	1%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Staining/gum	1.44%	2.59%	Financial Year	Negative	2%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Detritus	23.56%	16.8%	Financial Year	Positive	22%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Response time to remove fly tips within target time (tips removed within 3 days)	84%	95%	Financial Year	Positive	95%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Condition of roads	-10%	-10%	Financial Year	No change	-8%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Action the council is taking to carry out urgent repairs to local roads	-23%	-23%	Financial Year	No change	-21%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Action the council is taking to resurface local roads	-32%	-32%	Financial Year	No change	-30%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Cleanliness of local roads and open spaces	23%	23%	Financial Year	Positive	23%	Updates will be provided when the annual figures are available in Q1 of 2023/24
A Roads (Red)	2.5%	2.5%	Financial Year	Positive	2.5%	Updates will be provided when the annual figures are available in Q1 of 2023/24
A Roads (Amber)	22%	22.0%	Financial Year	No change	19%	Updates will be provided when the annual figures are available in Q1 of 2023/24
B Roads (Amber)	22.4%	22.4%	Financial Year	Positive	22.4%	Updates will be provided when the annual figures are available in Q1 of 2023/24
B Roads (Red)	3%	3.0%	Financial Year	Positive	3%	Updates will be provided when the annual figures are available in Q1 of 2023/24
C Roads (Amber)	34.6%	34.6%	Financial Year	No change	34.6%	Updates will be provided when the annual figures are available in Q1 of 2023/24
C Roads (Red)	9.0%	9.0%	Financial Year	No change	8%	Updates will be provided when the annual figures are available in Q1 of 2023/24
Unclassified Roads (Amber)	25%	20.4%	Financial Year	Positive	24%	Updates will be provided when the annual figures are available in Q1 of 2023/24 (the unclassified roads figures were not available for the 2021-22 review due to supplier issues. These

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Performance Indicator	March 2021	March 2022	Reporting Period	Trend	Target	Commentary
						have been added in Q2 2022. They show improvement over previous surveys
Unclassified Roads (Red)	21%	17%	Financial Year	Positive	20%	Updates will be provided when the annual figures are available in Q1 of 2023/24 (the unclassified roads figures were not available for the 2021-22 review due to supplier issues. These have been added in Q2 2022. They show improvement over previous surveys

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<b>Action Plan Commitment</b>	Commitment 13: We will lead the response to climate emergency and deliver on our commitments
<b>Priority / Theme</b>	Council Plan Priority 3: Promoting sustainable inclusive communities, infrastructure, and growth
<b>Lead Officer</b>	Mark King, Head of Streetcare, Transport and Waste
<b>Executive Member</b>	Toby Savage, Leader of the Council & Cabinet Member for Local Economy and Devolution
<b>Department / Division</b>	Department for Place
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	October 2022

<b>Summary of progress</b>
<p>The latest available figures for area wide Co2e emissions in 2020 show an 11% drop from the previous year. Such a scale of reduction is necessary each and every year in order to meet our 2030 carbon neutrality target. Unfortunately, the reduction is largely due to the impact of the Covid 'lockdowns' and it is highly likely that there will be a significant bounce back in next year's results as consumption rose steeply as lockdowns were eased.</p> <p>While further reductions have been made in the Council's own emissions, these have slowed as the challenges of decarbonising heat in Council buildings present significant financial challenges. However, year on year reductions are still being maintained.</p> <p>Year 3 of the Climate and Nature Emergency Action Plan continued to see strong delivery across over 80 actions blending both operational projects such as Individual EV charge points and the roll out of thermal imaging cameras in libraries by our Warm and Well delivery partners Severn Wye Energy Agency (SWEA), with longer term strategic approaches to the decarbonisation of heat and cooling using water in abandoned mines. Responding to the need for retrofit and home energy advice, additional support was commissioned from SWEA in April, titled 'step up south Gloucestershire', and in Q2 directly supported 116 clients to make a total of £31,870 worth of savings, trained 24 frontline workers and ran 35 advice and drop in events.</p> <p>Activity supporting nature's recovery continues to grow with the award of funding from the Natural Environment Investment Readiness Fund, strong sign up to Local Nature Action Plans and the Common Connections project starting to deliver on the ground. Over £1 million of funding for the creation of a new 'River Reserve' was secured from the Green Recovery Fund and it is hoped that this will be followed up with a further award for help in doubling tree canopy cover. The full progress report for year 3 actions will be reported to Cabinet and Council in December.</p> <p>Progress on adapting to the now inevitable consequences of a changing climate remains a challenge both nationally and locally. Changes continue to be made with refinements to our approaches to commissioning and procurement, but it is anticipated that the publication of DEFRA's 3rd Climate Change Risk Assessment (CCRA3) earlier this year and the anticipated third National Adaptation Action Plan (NAP3), due in the new year, will provide a greater focus to the next stage of this work.</p> <p>The Council's 'Climate Emergency Steering Group' hosted by UWE, have recently reported on our current trajectory to 2030, current estimates are that South Gloucestershire will be between 250kt – 665kt Co2e away from achieving carbon neutrality by the end of the decade. Recommendations for further actions will be incorporated into proposals for actions in year 4. (2023)</p>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
13.1	<b>Buildings</b> Through our own operations, lead the reduction in energy demand in our existing buildings and ensure we build to high energy efficiency standards on new schemes. Enable homes and businesses to reduce their energy needs and inspire more to do the same.	Annual reduction in Co2 emissions from homes and business. Annual reduction in Co2 emissions from SGC estate.	Annual December 2020	Catrin Mathias Barry Wyatt	<p>Property Services plan to launch an internal and external marketing campaign to everyone to think about electricity usage at all time.</p> <p>We will continue to review all facilities and undertake energy improvements across the estate.</p> <p>Working across the WoE Councils, we supported the 'Solar together' initiative which saw over 100 new PV and battery storage projects take place within the District.</p> <p>This year saw the delivery of 'Step up South Gloucestershire' Energy Advocacy Service, which in the first two months directly engaged with 80 households, including 60 home visits. Resulting in £6,785 of energy savings for households.</p> <p>Working with the National Coal Authority we completed a feasibility study into the potential of utilising heat from abandoned mines to heat (and cool) up to 25,000 homes and business. The next stage is to seek funding to undertake on site detailed surveys to better understand the extent of the heat resource.</p> <p>Working with developers 'YTL' we completed a study into the development of a strategic heat network to serve the new and existing communities at the Filton Airfield site. Following the announcement of Bristol City Council's 'City Leap' partner, we introduced Vattenfall to YTL.</p>	AMBER
13.2	<b>Transport</b> Prioritise walking and cycling schemes that can be brought forward quickly. Reduce mileage in all vehicles through effective land use planning and proactive regeneration activity that reimagines our town	Annual reduction in Co2 emissions from SGC own feet including RCVs. New charge points installed.	Annual December 2020	Emma Blackham	<p>Building on the success of the Go Ultra Low West (GULW) scheme which introduced 46 Revive charging bays within South Gloucestershire, the council have committed to continue to support the roll-out of EV charging infrastructure. As part of these efforts, we have recently been awarded £182k in funding to implement public charging infrastructure in residential locations that lack access to off-street parking. This will lead to a further 28 charging bays being introduced as part of the On-street Residential Charging Scheme (ORCS). Following discussions with Combined Authority officers, we also intend to</p>	GREEN

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	centres to focus on minimising the need to travel. Enhancing charging infrastructure across both urban and rural communities ensuring coverage for both origin and destination charging.				develop investment proposals to access the Green Recovery Fund (GRF) alongside the other WoE local authorities. This will provide a further £1.3m in funding to support the implementation on residential chargers, community charging hubs and destination chargers in our public car parks. All our schemes are being supported as part of our Climate Emergency Action plan.	
13.3	<b>Renewable Energy</b> Assess the potential to increase renewable generation within the district and provide a supportive policy context to enable individuals and communities to fulfil their generation potential.	Percentage of Districts energy needs met from renewable sources Percentage of SGC energy needs met from renewable sources (purchased and self-generated).	Annual Dec 2020	Barry Wyatt	Data for the percentage of Districts energy needs met from renewables is calculated in January of the following year (we will receive the 2022 information in January 2023. In 2021 the Percentage was 4%. A number of large PV schemes have planning permission but are as yet unimplemented. Also, domestic PV installations have seen a sharp rise which will boost this figure further in future years.  The Council currently procures 100% of its electricity and Gas from certified renewable sources. This doesn't include vehicle fuels but does include electricity for EV charging.	AMBER
13.4	<b>Green infrastructure and Nature Recovery</b> We will complete, consult on and adopt the South Gloucestershire Green Infrastructure Strategy and Action Plan, to optimise GI asset management for climate change, nature recovery, health and community adaptation, mitigation and resilience.	Adoption of the strategy and action plan	October 2021	Pete Walley	Strategy and action plan adopted.  Action plan included completion and adoption of new specific policies.  Draft polices complete –currently out for comment, Briefing note to go to exec members November (on the Plant bio security, Ragwort pesticide policy plus pollinator plan). In anticipation of sign off before year end	BLUE

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13.5	<b>Waste</b> Deliver the South Gloucestershire 'Resource and Waste Strategy 2020 and Beyond' with ambitious targets to build on existing success and drive recycling to 70% with zero biogenic waste to landfill by 2030.	Reduction in per capita tonnage. Percentage recycled.	Ongoing	Andrew Gore	Statutory Recycling figures dropped in Q1 compared to same time last year, around a 0.6% drop. Q2 results will be available to compare towards the end of December. Overall tonnages for the first 6 months of this year are around 10% lower than in the first half of 2021/22. Following the Covid pandemic, a return to normal lifestyles, the workplace and the recent effects of rising living costs and reducing consumption is resulting in both less recycling and residual waste being collected.	<b>AMBER</b>
13.6	<b>Adaptation and Resilience</b> We will work with the Carbon Trust Pathfinder Programme to develop a systematic approach to Adaptation and Resilience in South Gloucestershire to ensure that the Council is taking necessary steps across all service areas to adapt and make South Gloucestershire resilient to the local impacts of climate change.	The completion of the programme	April 2021	Barry Wyatt	Engagement work was carried out with procurement and commissioning teams around several commissioned services including Adult Social Care and IT procurement. Also, the Procurement Strategy was updated to better reflect the Council's declaration of a Climate and Nature Emergency. Stage 1 of the Carbon Trust element of the work was initiated pre covid, but it was suspended during Covid and has not subsequently restarted. The need to relaunch adaption work features in the draft Climate and Nature Emergency year 4 action plan for 2023. This timetable will allow for the publication of NAP3 (Third National Adaptation Programme) and for it to help shape the Council's approach.	<b>AMBER</b>

Performance Indicator	March 2021	March 2022	Reporting Period	Trend	Target	Commentary
Carbon Dioxide Emissions from the Local Authority Area (published 2 years in arrears)	1177.6	1,068.2	Financial Year	Positive	1157.33	Each year the Department of Business, Energy and Industrial Strategy provides a breakdown of CO2e emissions by local authority area. In 2020 (the most recently available data),

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						emissions totalled 1068.2 kt which is 48.5% lower than in 1990. The Council declared a Climate Emergency in July 2019 and a new target set for South Gloucestershire to be carbon neutral by 2030 (i.e., reduce carbon emissions by 100% by 2030). Data for 2020 shows a 11% reduction in local emissions when compared to the previous year. This indicates that potentially significant progress has been made, however the impact of the Covid 'lock downs' is likely to be the main reason for the reduction. (The national reduction was 9%). It is anticipated that when the national figures for 2021 are released in 2023, they will show an increase in Co2e emissions.
Proportion of South Glos. total local energy demand to be generated from renewable energy installations located within South Gloucestershire	3.7%	4%	Financial Year	No change	13.33%	Target reset from 2020. Aim is 100% by 2030. Current figure is 4%, so an increase of 9.6% needs to happen each year. The Climate Emergency target for the area of South Gloucestershire to be carbon neutral by 2030 means that local energy needs must be met by renewable or low carbon sources. A new aim has been set in the Climate Emergency Strategy (2020-2030) which seeks to maximise the generation of renewable energy from installations located in South Gloucestershire. To ensure progress is made towards this aim, energy demand needs to fall, and renewable energy generation needs to rapidly increase. Currently, renewable energy generated in South Gloucestershire is equal to 4% of current local energy demand (which includes heat, power and transport). South Gloucestershire has 153 MW of installed renewable energy capacity. Solar PV projects, including both rooftop and ground-mounted solar, represent around two thirds of renewable electricity capacity South Gloucestershire. The largest wind installation in South Gloucestershire is the wind farm at Alveston with a capacity of 6.8 MW. There is a further 176MW of solar capacity in the planning system, plus 45MW of battery storage. Despite this, significant increases in renewable energy generation are required in order to make progress towards the Climate Emergency target. To help with this, the Council has completed a Renewable Energy Resource Assessment Study which will inform: the setting of appropriate renewable energy targets for the area; new planning policies; and

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						identifying key local actions that can be undertaken by communities, industry, other stakeholders and the Council.
ECS: Greenhouse Gas Emissions from Council Estate (tonnes CO2 equivalent)	9562	9031	Financial Year	Negative	8338.4	South Gloucestershire Council emissions in 21/22 decreased from 9562 tonnes of Co2e to 9031 tonnes of Co2e. This represented a reduction of 5.5% against a target of 10% per year. There has been a fall in all sources of emissions other than business milage which has seen a small increase following the previous 'covid year' and in the use of Biomass for heating has also increased which may be responsible for displacing some gas and oil in schools. While progress is still being made, it is starting to lag behind the 10% target per year. The Council's 'scope 3' emissions associated with its own operations represent approximately 6.5 % of area wide emissions.

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<b>Action Plan Commitment</b>	Commitment 14: We will promote clean, affordable, high-quality design of new and existing communities
<b>Priority / Theme</b>	Council Plan Priority 3: Promoting sustainable inclusive communities, infrastructure, and growth
<b>Lead Officer</b>	Brian Glasson, Head of Strategic Planning and Housing
<b>Executive Member</b>	Cllr Steve Reade, Cabinet Member for Regeneration, Environment and Strategic Infrastructure Cllr Ben Burton, Cabinet Member for Corporate Resources
<b>Department / Division</b>	Department for Place
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	October 2022

<b>Summary of progress</b>
The review of the planning service has continued despite on-going uncertainty regarding the national policy framework. A Peer Review was undertaken in May 2022, and a delivery plan will take forward the recommendations. The strong recovery in the speed of determining planning applications has continued over this period, however going forward service delivery will need to reflect the financial pressures facing the council as a whole. A new Local plan Delivery Programme has been brought forward during the review period, and at a local level, 2 further Neighbourhood Plans were approved. The council continues to be committed to high quality design with a further 5 schemes being taken through design review. Work on the North Fringe Masterplan neared completion during the review period and progress with the Housing Strategy remained on track following a period of stakeholder consultation over the Summer.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
14.1	Review impacts of Covid-19 and Planning White Paper on the Planning service including consideration of 'dispersed' working pattern and CTSP proposed income and operational structure of the Planning service to ensure it meets the needs of the Council and our customers now and in the future	Completion of Review, Impact of review on core targets (performance and income)	Income Q1 2021/22 Structure Q3 2021/22 Performance from Q1 2022/23	Brian Glasson	As previously reported, the external risks remain chiefly the uncertainty over of the scope and timing of the government's planning reforms and delays to the revision of nationally set fees. An external Peer Review of the service was carried in May, with the report published and stakeholder views sought on the plan to deliver on the review's recommendations. Subsequently the delivery plan has been approved by the Executive Member for Regeneration,	<b>AMBER</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					Environment and Strategic Infrastructure (10 <sup>th</sup> Oct.) Like all council services, the nature and extent of service delivery will have to adapt to the resourcing challenges facing council going forward.	
14.2	Deliver plan-led housing and employment growth, working on our own initiative and with partners such as WECA, ensuring the needs and views of our communities are built into our sustainable vision for the future of the district	Reduction or absence of successful appeals for speculative planning proposals Housing and employment growth trajectories maintained and monitored. Community engagement delivered in accordance with our Statement of Community Engagement (SCI) including digital platforms.	Appeals -Quarterly and annual monitoring Local Plan (LPDP) dates met Housing Trajectory published Q3 Community measures from Q3 2020/21	Patrick Conroy	A report updating the Council Local Plan Delivery Programme (LPDP) which includes the Local Plan timetable will be presented to 10 <sup>th</sup> October Cabinet. <a href="#">Local Plan Delivery Programme   BETA - South Gloucestershire Council (southglos.gov.uk)</a> During Q2 the Cabinet Member approved the bringing into force two focused Article 4 Directions to introduce some restrictions on the rights of homeowners to convert existing housing into Houses in Multiple Occupation (HMOs.) The remaining regulatory stages will be undertaken in Q3. The Council is also preparing an SPD for Biodiversity Net Gain which completed public consultation on 9 <sup>th</sup> September. Work to review comments received and complete the process for publishing the SPD will be undertaken in Q3 and Q4. At the end of Quarter 2 officers completed the Government's Housing Reconciliation Flow Return for 2021/22 which confirmed housing completions of 1657 for 2021/22. Work has progressed in Q2 to prepare a new 2022 housing trajectory and 5 year housing land supply calculation, with the aim to publish in December 2022 as part of the Council's Authority's Monitoring Report taking account.	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>There have been 25 planning appeals with 6 allowed (24%) in the six months from 1<sup>st</sup> April to 30 September. There have been no successful appeals made by promoters of speculative housing proposals in this period.</p> <p>Ways to measure community satisfaction with new development are under development. During Q3 subject to resources, the project PiD will be completed with the aim to agree the survey questions and undertake an initial pilot during Q4</p>	
14.3	Provide housing in South Gloucestershire that meets people's lifetime needs through the range of housing provided by the market and specialist providers, s106 contributions, maximising government funding opportunities and the use of council assets.	Housing delivery targets met, including Affordable Housing targets, and reducing expenditure per head on supported housing and emergency accommodation. Increasing the range and supply of housing to meet needs (e.g., Extra care)	Quarterly and annual reporting	Patrick Conroy Claire Wood (Kerry Cox)	<p>2021/22 Housing completions confirmed as 1657 new homes (net) on sites of 10 or more units. This represents the highest figure since the start of the Core Strategy plan period in 2006 and also since South Gloucestershire Council came into being in 1996.</p> <p>Work has progressed in Q2 to prepare a new 2022 housing trajectory and 5-year housing land supply calculation, with the aim to publish this in December 2022 as part of the Council's Authority's Monitoring Report taking account.</p> <p><b>Affordable Housing and Need Evidence:</b></p> <p>Affordable Housing gross completions for Q1 and Q2 are 356 against the annual target of 600.</p> <p>The West of England Local Housing Needs Assessment, published on 12<sup>th</sup> October 2021, includes identifying needs of different groups: housing for older people, housing for people with disabilities, students, service families, people wishing to build their own homes and essential local workers. Understanding the needs of these target groups will be key evidence to support the new Local Plan, Housing Delivery Strategy</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>and pipeline of supported housing projects and active interventions.</p> <p><b>Supported and Specialist Housing:</b></p> <p>Rough Sleeping Initiative (RSI) is delivering 10 additional supported housing accommodation for single adults from 2020/21 to March 2025.</p> <p>Bid to Bristol and Bath Regional Capital Funding being worked up, may include proposals for different models of ExtraCare, people with LD, shared living for people with Mental Health issues, care leavers and emergency accommodation for homeless people.</p> <p>Further borrowing has been approved to secure the delivery of the first self-build plots on council owned land at Woodlands in Tytherington. This site has received One Public Estate Land Release funding and LGA Housing Advisors Programme funding.</p> <p>Resources allocated from Homelessness Prevention Grant to SG Homes from 2021/22 has been used to expand supply of private rented properties for homelessness prevention and relief. Remains very challenging accessing homes in the private rented sector.</p> <p>9 additional units of shared housing for homeless people with funding to March 2024. 6 tenancies of Housing First at full capacity. A bid to increase capacity for Housing First was successful, and scheme capacity now doubled, subject to staff recruitment.</p> <p>Supported housing schemes are proposed on council owned land and/or by a partner RP on sites in Oldland Common and Frenchay.</p> <p><b>Council Owned Sites:</b></p>	

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					<p>The Council continues to work in partnership with Aequus Developments; B&amp;NES Housing Company to deliver approx. 390 homes (inc Affordable and Self Build homes). Sites will aim to deliver higher build standards such as air source heat pumps, solar panels and EV charging points.</p> <p>The Grange, Warmley has received both One Public Estate Brownfield Land Release funding and Homes England Accelerated Construction funding.</p> <p>The site at Malmain Drive, Frenchay has now commenced development with homes due for completion in Spring 2024.</p> <p>SGC land at Savages Wood Road, Bradley Stoke has recently transferred to Live West for the delivery of a supported housing scheme for residents with learning disabilities.</p> <p>Progressing towards development of a new Extra Care Housing scheme at Thornbury on council acquired land.</p>	
14.4	Adopt ambitious design standards for new housing and employment development, and place making to deliver sustainable new communities	<p>High satisfaction rates of the residents of new communities</p> <p>Design Panel metric (no of sites reviewed)</p> <p>Carbon emissions from new dwellings statistic to be devised</p> <p>Quality code measure to be devised</p>	New measures from Q1 2021	Patrick Conroy Barry Wyatt	<p>5 sites have been reviewed by the Design Panel over the last 6-month period.</p> <p>Ways to measure community satisfaction with new development are under development.</p> <p>During Q3 subject to resources, the project PiD will be completed with the aim to agree the survey questions and undertake an initial pilot during Q4</p> <p>The Placemaking Charter was launched by WECA this summer, published on the council's website, and will be used to help to inform the council's new Local Plan.</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					Working with colleagues from WECA, the UAs and the South West Energy Hub technical guidance relating to the potential for carbon and energy offsetting from new developments has been completed and published enabling the council to define, in policy, the energy performance that it requires of new commercial and residential development. The Renewable Energy Resource Assessment Study which was published in December 2021, continues to support the potential for renewable generation and underpin our renewable energy aspirations in the Local Plan.	
14.5	Optimise the density, efficient use of land and mix of uses through coordinating regeneration, investment, new uses and development within and around our urban town centres and high streets, to ensure that they remain vibrant, viable and serve local community's needs, now and into the future focusing on the Bristol North Fringe, Kingswood High Street, Yate and Thornbury.	Local Plan Delivery Programme in collaboration with Infrastructure Master Planning initiatives	Local Plan (LPDP) dates met	Patrick Conroy	<p>Delivery of the LPDP continues to be on track with 10 new SPDs completed and published since 2020.</p> <p>The Council is also preparing a SPD for Biodiversity Net Gain which completed public consultation on 9<sup>th</sup> September. Work to review comments received and complete the process for publishing the SPD will be undertaken in Q3 and Q4.</p> <p>During Q2 the Cabinet Member approved bringing into force two focused Article 4 Directions to introduce some restrictions on the rights of homeowners to convert existing housing into Houses in Multiple Occupation (HMOs.) Remaining regulatory stages will be undertaken in Q3.</p> <p>We have also made progress in bringing forward a master-planning approach for our areas of regeneration focus. A report will be presented to the 10<sup>th</sup> October Cabinet seeking approval to publish the final WECA-led Bristol North Fringe Master Plan, with the Severnside and Parkways</p>	<b>GREEN</b>

**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					Masterplans due for consideration at the Cabinet meetings in December.	
14.6	Ensure new homes, workplaces, streets provide high quality residential amenity, private space and internal layouts that are adaptable to cater for households whose needs may change over time and for our ageing population, Refocus on the value of high quality green infrastructure, nature rich habitat and open spaces (rediscovered during lockdown). Deliver local regeneration, employment and education opportunities which contribute to reducing health inequalities	Local Plan Delivery Programme	Local Plan (LPDP) dates met	Patrick Conroy	<p>Delivery of the LPDP continues to be on track with 10 new SPDs completed and published since 2020.</p> <p>The Council is also preparing a SPD for Biodiversity Net Gain which completed public consultation on 9<sup>th</sup> September. Work to review comments received and complete the process for publishing the SPD will be undertaken in Q3 and Q4.</p> <p>Over the period 1<sup>st</sup> April to 30<sup>th</sup> September, the Neighbourhood Plans for Oldbury on Severn and Thornbury were made (adopted) by Council on 18<sup>th</sup> May, bringing the total number of completed NP in South Glos to 3. Work on the Pilning &amp; Severn Beach by the NP local community group is continuing. Discussions have been held with a number of other parish and town councils who are considering formally commencing a neighbourhood plan.</p>	<b>GREEN</b>
14.7	Where this is consistent with our ambition of creating great places to live and work bring forward a suite of Supplementary Planning Documents (SPDs) to support our existing adopted Development Plan focusing on supporting the council's climate change emergency and design quality objectives.	Local Plan Delivery Programme	Local Plan (LPDP) dates met	Patrick Conroy	<p>Delivery of the LPDP continues to be on track with 10 new SPDs completed and published since 2020.</p> <p>The Council is also preparing a SPD for Biodiversity Net Gain which completed public consultation on 9<sup>th</sup> September. Work to review comments received and complete the process for publishing the SPD will be undertaken in Q3 and Q4.</p>	<b>GREEN</b>
14.8	New Housing Strategy to be developed to set the vision for	Adoption of Housing Strategy	Jan/ Feb 2023	Claire Wood (Katy Nurse)	Project on track. Public consultation took place between 1 <sup>st</sup> July 2022 and 1 <sup>st</sup> September 2022.	<b>GREEN</b>

**Key to RAG Rating:**

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
	housing in South Gloucestershire and comprise high-level objectives alongside a summary and suite of relevant documents. It is proposed to be a dynamic resource which can be updated and evolve as required				3 drop-in events took place as well as online questionnaires. Responses have been assessed and a project group workshop has taken place to determine the amendments required for the strategy. The strategy is currently being redrafted to reflect the responses for the consultation. Still on track for the strategy to be finalised and published for Jan/Feb 2023.	

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Development plans and policies in accordance with LPDP milestones	100%	100%	Financial year	Positive	100%	<p>At the end of Q2 Delivery of the LPDP is on track.</p> <p><b>South Glos new Local Plan</b></p> <p>Key issues raised by people who responded to the public consultation undertaken on the council's new Local Plan covering urban, rural and other key issues ended between February and April 2022 have been identified and presented to Informal Cabinet at the monthly Strategic Planning Progress meetings.</p> <p>Following the decision to stop work on the WECA led SDS which was taken unilaterally by the WECA Mayor, officers have rescoped the new Local Plan timetable and work programme to reinstate strategic policies and their supporting technical evidence that was previously being undertaken by the WECA led SDS. Following discussions with Informal Cabinet during Q2, the new Local Plan timetable will be presented to Cabinet at their meeting on 10th October.</p>

**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

					<p>Subject to Cabinet approval, the new Local Plan Delivery Programme, will be republished which confirms the council's work programme for the next three years as required by the NPPF.</p> <p><b>Community Infrastructure Levy</b></p> <p>Officers continue to monitor the requirement to undertake a CIL Review. As the landscape remains highly uncertain the council continues to carefully review the situation. Key actions continuing to be taken during 2022/23 which are overseen by the CIL Officer Board which meets monthly include:</p> <ul style="list-style-type: none"> <li>• Continue to index CIL charges so the actual CIL liability per square metre is now greater than the figures within the Charging Schedule.</li> <li>• Continue to implement the 'enhanced s106' provisions approach. This engages on sites of over 10 dwellings in rural areas and 30 dwellings in the principal urban areas and enables the council to seek additional S106 obligations in addition to CIL charges where viability indicates opportunity to do so.</li> <li>• The Council published its 2021 Infrastructure Funding Statement (IFS) in December 2021 Community Infrastructure Levy (CIL)   BETA - South Gloucestershire Council (<a href="https://southglos.gov.uk">southglos.gov.uk</a>). This sets out the financial and non-financial contributions secured by the Council through planning obligations within South Gloucestershire for previous financial year.</li> <li>• Undertake CIL collection in accordance with the CIL / s106 Supplementary</li> </ul>
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**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.



					<p>Planning Document (SPD) Refresh that was adopted on 11th March 2021.</p> <ul style="list-style-type: none"> <li>• Continue to keep under review the Levelling Up and Regeneration Bill published by DLUHCs at the start of May which proposes to replace the current system of CIL and S106 developer contributions with a simple, mandatory, and locally determined Infrastructure Levy. Currently headline material only with detailed content to follow as it progresses through its legislative programme</li> <li>• Implement policy for CIL surcharging and enforcement</li> </ul> <p><b>Supplementary Planning Documents and other Planning Documents</b></p> <p>During Q2 public consultation was undertaken on the Biodiversity and Planning SPD during Q3 comments received will be reviewed and considered. The SPD is due to be adopted in Q4.</p> <p>Project scoping work has commenced to define the work programme to refresh the council's Landscape Character Assessment SPD. This will be included as a new SPD in the council's updated Local Plan Delivery Programme.</p> <p>During Q2 work has continued with the decision confirmed on 26th August by the Executive Member for Regeneration, Environment and Strategic Infrastructure decision to bring into force a direction to introduce some restrictions on the rights of homeowners to convert existing housing into Houses in Multiple Occupation (HMOs) covering two areas in the Stoke Park and Cheswick ward, and to the east of Southmead Road and Gloucestershire Road North in the Filton ward under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015. Further public consultation is being undertaken in Q3 in accordance with statutory regulations following this decision. Subject to formal</p>
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**Key to RAG Rating:**

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						completion and review, the Direction is intended to be operational before the end of Q4.
Housing Strategy objectives met	1	1	Six Monthly	Positive	1	Project still on track – draft strategy and appendixes are ready for public consultation connecting 1st July 22. Consultation planning underway. Still on track for strategy to be finalised and published for Jan/Feb 23.
No of developments assessed by the West of England Design Panel	3	5	Six Monthly	Positive	7	Use of the Design Review Panel by applicants is increasing particularly with pre application proposals
Residents' survey of new development - levels of satisfaction	NA	NA	Financial Year	NA	tbc	The satisfaction survey is being development and will be used to report performance at the end of 2022/23
Number of new homes delivered	1491	1657	Quarterly	Positive	1455	Performance reporting for 2022/23 is based on dwelling completions for the monitoring year 2021/22. At the end of Quarter 2 officers have completed the Government's Housing Reconciliation Flow Return for 2021/22. This has confirmed completions of 1657 for 2021/22. This will represent the highest completions recorded since South Glos came into being as a Council.
Reduction in expenditure per head on supported housing and emergency accommodation	NA	NA	Financial Year	NA	n/a	Funding for supported housing is included within workbook 6 and will be reviewed under that. It is not possible to target any reduction in expenditure per head for households occupying emergency accommodation as this is derived from 1) charges by private providers in a market where there is no competition and 2) average lengths of stay which arises from a range of factors that the service has no or little control or influence over
Unemployment rate (ONS Model based estimate of unemployment)	2.2%	2.6%	Quarterly	Contextual	NA	

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<b>Action Plan Commitment</b>	Commitment 15: We will plan to join up housing and appropriate infrastructure such as schools and transport networks that make it easier for people to get around, prioritising sustainable and low carbon travel choices.
<b>Priority / Theme</b>	Council Plan Priority 3: Promoting sustainable inclusive communities, infrastructure, and growth
<b>Lead Officer</b>	Brian Glasson, Head of Strategic Planning and Housing Emma Blackham, Head of Strategic Infrastructure
<b>Executive Member</b>	Cllr Steve Reade, Cabinet Member for Regeneration, Environment and Strategic Infrastructure Cllr Ben Burton, Cabinet Member for Corporate Resources Cllr Rachael Hunt, Cabinet Member for Communities and Local Place
<b>Department / Division</b>	Department for Place
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	October 2022

<b>Summary of progress</b>
<p>The Local Plan Development Programme has been refreshed during the review period (and has since been approved by Cabinet (10<sup>th</sup> Oct). The intended review of the Community Infrastructure Levy (CiL) but is dependent on clarity coming from Government on bringing forward revised arrangements to enable some of the value of new development to be captured to support new infrastructure delivery.</p> <p>The work to develop masterplans for our key strategic locations, is progressing as planned, with both Kingswood and Yate approved. The North fringe Masterplan is due to be considered at Cabinet in Nov 22 as planned.</p>

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
15.1	Revise our CiL arrangements to maximise CiL and S106 contributions whilst ensuring development remains viable	CiL income meets trajectory targets	Dependent on Government's Planning For the future reform programme	Brian Glasson	<p>South Gloucestershire Council adopted its CiL Charging Schedule on 6th April 2015 and the charging of CiL on planning applications commenced on 1st August 2015.</p> <p>In the seven years since the adoption of CiL, total receipts have amounted to circa £21.7m. Over £7.7m of CiL receipts have been spent on Capital projects to the end of Q2 2022/23. Projects which have received funding include the Aztec West roundabout, the North Fringe to Hengrove MetroBus scheme, Climate Emergency projects,</p>	<b>AMBER</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>primary school places and highways maintenance. Parish and Town Councils have received a total of £3.1m of funding via CIL.</p> <p>A CIL review was intended to be undertaken in 2020. However, given effects of the Covid-19 pandemic upon the development sector the council in April 2020 decided to pause its CIL Review. This decision was reviewed again in June 2021 and was supported by the Scrutiny Commission CIL Task and Finish Group.</p> <p>The Leveling up and Regeneration Bill published May 2022 proposed that an infrastructure levy will be introduced to largely replace existing CIL and S106 arrangements in due course, but further details or transitional arrangements are not known at present.</p> <p>In the meantime the following steps are being taken:-</p> <ul style="list-style-type: none"> <li>• Continue to index CIL charges so the actual CIL liability per M<sup>2</sup> is now greater than the figures within the Charging Schedule.</li> <li>• Apply the 'enhanced s106' provisions approach, which enables the council to seek additional S106 obligations in addition to CIL charges where viability indicates opportunity to do so.</li> <li>• The CIL / S106 Supplementary Planning Document (SPD) Refresh was adopted on 11<sup>th</sup> March 2021. This SPD was updated to refer to the changes to the CIL Regulations and various CIL reliefs and exemptions.</li> <li>• Continue to update the Cabinet member for Regeneration, Environment and Strategic Infrastructure on the CIL policy landscape and review options, taking into account information on the Government's proposed CIL reforms for progressing CIL.</li> <li>• Implement policy for CIL surcharging and enforcement – which since becoming operational in 2020 has secured c£960k</li> <li>• An officer task and finish group reviewing our S06 process to ensure they remain fit for purpose was commenced.</li> </ul>	
15.2	Produce and maintain the Infrastructure Funding Statement (IFS)	IFS produced	Annually in December	Greg Evans	<p>CIL expenditure forms are currently being returned from Parish &amp; Town Councils. S106 &amp; CIL income and expenditure data being collated. Correspondence will shortly be going out to relevant departments to provide details of CIL and S106 expenditure for publication.</p>	<b>GREEN</b>

**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					Awaiting results of AMR (December) for completion of income projections. The 2022 IFS is intended to be published by the end of Q3.	
15.3	Identify through our new Local Plan the infrastructure necessary to support our new and existing communities through development	Local Plan Delivery Programme	Local Plan (LPDP) dates met	Patrick Conroy	<p>As part of preparing the new Local Plan an Infrastructure Delivery Plan (IDP) and viability assessments will support the Plan's spatial strategy and identification of new allocations for growth. This is be undertaken as part of the next stages of the Local Plan as the overall spatial strategy and scale of homes and jobs becomes established.</p> <p>Work to inform the new Local Plan is taking place through the Council's new approach to site specific place-shaping through master planning activity at Yate, Severnside, North Fringe, East Fringe and Parkway Station areas.</p>	<b>GREEN</b>
15.4	Work in partnership with WECA, neighbouring local authorities and delivery partners to develop and deliver strategic infrastructure projects (e.g. Metrobus, rail stations and increased frequency), road, cycling and walking infrastructure	WECA & WoE Investment Programme in Strategic Transport	Ongoing	Emma Blackham	<p>The planning application for Charfield Station has been submitted, with determination expected in early 2023. Work will then continue with NR to help complete the full business case.</p> <p>The A432 and A38 Bus Corridor improvement schemes Outline Business Cases have now been approved and work has started on the full business cases for these schemes.</p> <p>Network Rail still have some work to complete on the NE Corner of GPL Bridge. The new M4 Metrobus service using the CPME infrastructure is due to start in early 2023</p> <p>We are supporting WECA who are leading on MetroWest 2, developing new stations at North Filton and Henbury.</p> <p>The outline business case for the Arena Infrastructure Project, including traffic management schemes, walking and cycling links has gained approval, with submission of the full business case later this year.</p> <p>Design work for the M49 Link Road is progressing, with a planning application due for submission in December 2022. Land negotiations are ongoing.</p> <p>Work is also progressing with WECA on the processes required to deliver the CRSTS programme of works, including drawing down funding for additional resource.</p> <p>Development is progressing in securing funding to deliver walking and cycling infrastructure. Outline business cases have been approved for</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>Yate spur to complete the final phase of connecting Yate with the Bristol Bath Railway Path and Alveston Hill Cycle route an alternative greenway route connecting Alveston to Thornbury. Full business cases are in development.</p> <p>Funding was secured for the delivery of a strategic cycle route in Kingswood linking the town centre to the Wesley Way route into central Bristol.</p> <p>Outline business cases are being prepared for three Local Walking and Cycling Infrastructure Plan schemes. Grovesend Road/ Gillingstool in Thornbury, A4174 MOD to Filton Roundabout and Bitton Station to Keynsham rail station.</p>	
15.5	Undertake commercial appraisals to determine the commercial and / or regeneration value to communities and Masterplan delivery of the Council directly investing in acquiring land and buildings	Number of Masterplan development sites acquired	Commercial assessments from June 2020 onwards	Donna Whinham	<p>To date the Council has purchased 3 sites falling within the geographical scope of the approved Yate Masterplan. This is in addition to existing land ownership in the Town Centre. The purchase of these sites and the commercial appraisal of each will help inform and deliver upon the ambitions in the Yate Masterplan.</p> <p>As each of the masterplans are approved the regeneration team in conjunction with Property Services will consider acquiring land to meet the delivery ambitions of the masterplans. Each will be supported by a commercial assessment through the portfolio guiding acquisition.</p>	<b>GREEN</b>
15.6	Deliver and Renew the Commissioning of Places (Schools) Strategy 2018 - 2022	Provision of school places	Annually	Hilary Smith	A review of the approach taken currently in developing the commissioning of school places strategy is underway. This work will complete at the end of the year. In the meantime, a first phase has identified some changes to the approach which will be adopted and a sufficiency of school places document has been produced and will be reported to members.	<b>AMBER</b>

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Development plans and policies in accordance with LPDP milestones	100%	100%	Quarterly	Positive	100%	At the end of Q2 Delivery of the LPDP is on track. <b>South Glos new Local Plan</b>

**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

					<p>Key issues raised by people who responded to the public consultation undertaken on the council's new Local Plan covering urban, rural and other key issues ended between February and April 2022 have been identified and presented to Informal Cabinet at the monthly Strategic Planning Progress meetings.</p> <p>Officers have rescoped the new Local Plan timetable and work programme to reinstate strategic policies and their supporting technical evidence that was previously being undertaken by the WECA led SDS. Following discussions with Informal Cabinet during Q2, the new Local Plan timetable will be presented to Cabinet at their meeting on 10th October. Subject to approval, the new Local Plan Delivery Programme, will be republished which confirms the council's work programme for the next three years as required by the NPPF.</p> <p><b>Community Infrastructure Levy</b></p> <p>Officers continue to monitor the requirement to undertake a CIL Review. As the landscape remains highly uncertain the council continues to carefully review the situation. Key actions continuing to be taken during 2022/23 which are overseen by the CIL Officer Board which meets monthly include:</p> <ul style="list-style-type: none"> <li>• Continue to index CIL charges so the actual CIL liability per M2 is now greater than the figures within the Charging Schedule.</li> <li>• Continue to implement the 'enhanced s106' provisions approach. This engages on sites of over 10 dwellings in rural areas and 30 dwellings in the principal urban areas and enables the council to seek additional S106 obligations in addition to CIL charges where viability indicates opportunity to do so.</li> <li>• The Council published its 2021 Infrastructure Funding Statement (IFS) in December 2021 Community Infrastructure Levy (CIL)   BETA - South Gloucestershire Council (<a href="https://southglos.gov.uk">southglos.gov.uk</a>). This sets out the financial and non-financial contributions secured by the Council through</li> </ul>
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						<p>planning obligations within South Gloucestershire for previous financial year.</p> <ul style="list-style-type: none"> <li>• Undertake CIL collection in accordance with the CIL / s106 Supplementary Planning Document (SPD) Refresh that was adopted on 11th March 2021.</li> <li>• Continue to keep under review the Levelling Up and Regeneration Bill published by DLUHCs at the start of May which proposes to replace the current system of CIL and S106 developer contributions with a simple, mandatory, and locally determined Infrastructure Levy. Currently headline material only with detailed content to follow as it progresses through its legislative programme</li> <li>• Implement policy for CIL surcharging and enforcement</li> </ul> <p><b>Supplementary Planning Documents and other Planning Documents</b></p> <p>During Q2 public consultation was undertaken on the Biodiversity and Planning SPD during Q3 comments received will be reviewed and considered. The SPD is due to be adopted in Q4.</p> <p>Project scoping work has commenced to define the work programme to refresh the council's Landscape Character Assessment SPD. This will be included as a new SPD in the council's updated Local Plan Delivery Programme.</p> <p>During Q2 work has continued with the decision confirmed on 26th August by the Executive Member for Regeneration, Environment and Strategic Infrastructure decision to bring into force a direction to introduce some restrictions on the rights of homeowners to convert existing housing into Houses in Multiple Occupation (HMOs) under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015. Further public consultation is being undertaken in Q3 in accordance with statutory regulations following this decision.</p>
CIL and S106 receipts	£11,658,000	£7,903,000	Six Monthly	Positive	NA	

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Infrastructure Funding Statement completed and published annually	1	1	Financial Year	Positive	1	<p>CIL expenditure forms are currently being returned from Parish &amp; Town Councils. S106 &amp; CIL income and expenditure data being collated.</p> <p>Correspondence will shortly be going out to relevant departments to provide details of CIL and S106 expenditure for publication.</p> <p>Awaiting results of AMR for completion of income projections.</p> <p>2022 IFS is due to be published during December 2022.</p>
Master Planning of Kingswood, Yate and Bristol North Fringe	0	2	Six Monthly	Positive	3	<p>The completion and approval of the masterplans for Kingswood, Yate and Bristol North Fringe are on track.</p> <p>To date both Kingswood and Yate have been approved by Cabinet and are either in or moving towards their delivery phase. The North Fringe Masterplan is due to be considered at Cabinet in Nov 22 as planned.</p>

**Key to RAG Rating:**

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<b>Action Plan Commitment</b>	Commitment 16: We will enable people and business to recover and thrive within cohesive communities that value diversity.
<b>Priority / Theme</b>	Council Plan Priority 3: Promoting sustainable inclusive communities, infrastructure, and growth
<b>Lead Officer</b>	Emma Blackham, Head of Strategic Infrastructure
<b>Executive Member</b>	Cllr Toby Savage, Leader of the Council & Cabinet Member for Local Economy and Devolution Cllr Steve Reade, Cabinet Member for Regeneration, Environment and Strategic Infrastructure Cllr Rachael Hunt, Cabinet Member for Communities and Local Place
<b>Department / Division</b>	Department for Place
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	October 2022

<b>Summary of progress</b>
<p>There has been some really good progress in the first 6 months of the financial year on working with businesses and the South Gloucestershire Business show which is due to take place in early November. The Universal Business Support (UBS) programme has 25 webinars, a face-to-face marketing workshop, 22 light, 68 meaningful and 15 high intensity interventions with businesses delivered. Alongside this the Recovery, Evolve, Grow programme has delivered 446 hours of support covering a range of topics and the Invest in South Glos Website is being redesigned to better meet the needs of business. The number of businesses registered in South Gloucestershire has increased to 15,882 from 15,437 in August 21 and we are working on a number of inward investment opportunities.</p> <p>The UMBRELLA project has worked with 10 SMEs through the Community Renewal Fund Project and a business case for the next phase of UMBRELLA is being developed. The UMBRELLA project won the Connected Britain industrial innovation award. There is a need to continue to progress the connectivity strategy.</p> <p>The work in our high streets has continued through the help us thrive project and a focus is now supporting the high streets into the Christmas period and with their events.</p>

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
16.1	Develop and host a high-level business network to shape the work set out below	Good engagement and understanding of the issues faced by our businesses and employers	2020 and then updated annually	Ian Steele	<a href="#">South Gloucestershire Business Show #SGBS22</a> Is scheduled for 9 and 10 November 2022 at UWE Enterprise 1, BS34 8RB. The show is aimed at creating a space for new ideas and relationships to help drive innovation, communication, business development and transactions. The show manifests as a festival of business & innovation; a physical exhibition event and a business forum. <a href="#">The festival incorporates wide-ranging topical content</a> , all presented by a collaboration of businesses and their leaders with ideas, thinking and	GREEN

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>discussion that will help businesses anywhere to build relationships, understand more about doing better business and to start addressing some of the real challenges faced by businesses – whether on an individual level, across regions and nations, or on a truly global basis.</p> <p>The physical exhibition, allows exhibitors and sponsors to promote their businesses, identify with the content of the festival and to focus on business development delivering outcomes to support and grow their business.</p> <p>The forum includes:</p> <ol style="list-style-type: none"> <li>9<sup>th</sup> November: South Gloucestershire Major Employers Breakfast - <i>An opportunity to discuss matters of economic resilience and network with other large employers and leaders within the district.</i></li> <li>9<sup>th</sup> November: <a href="#">Federation of Small Business South Gloucestershire Breakfast</a>: <i>The first live FSB networking event in South Gloucestershire since the COVID pandemic</i></li> <li>10<sup>th</sup> November: <a href="#">Bristol Chamber Networking Breakfast</a>: <i>An opportunity to meet colleagues, collaborators and new contacts</i></li> </ol>	
16.2	Provide access to local business support programmes (delivery partners, codesigning interventions for businesses in South Gloucestershire) and to develop a business case to provide a COVID-19 specific set of support products.	<ul style="list-style-type: none"> <li>Number of programmes accessed</li> <li>£'s leveraged</li> <li>Number of programme outcomes/output delivered</li> </ul>	Delivered in line with programme timelines	Ian Steele	<p>The SGC Economic Development Team, continues to deliver the <a href="#">Universal Business Support (UBS) Programme</a> throughout South Gloucestershire. For the latest available reporting quarter ending June 2022, delivery outputs include:</p> <ol style="list-style-type: none"> <li>25 webinars delivered during Q1 2022.</li> <li>Delivered a face-to-face marketing workshop at Yate job centre.</li> <li>Directly engaged with 22 businesses (light touch intervention) and 68 businesses (meaningful intervention).</li> <li>15 businesses accessed twelve hours or more “high intensity” support. The total number of businesses that have received high intensity support is now 61 across the project.</li> <li>14 business start-ups during the quarter leading to 17 new jobs created.</li> </ol>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
					<p>6. Webinar feedback was 98.1%. (April and June 2022 were both 100%).</p> <p>As part of SGC's additional COVID-19 recovery work aimed at helping small businesses recover more quickly from the impact of the pandemic, the SGC Economic Development Team continues the delivery of a more intensive business support programme (Recover, Evolve, Grow project). As of June 2022, delivery outputs include:</p> <ol style="list-style-type: none"> <li>446 hours of support delivered; 39 businesses supported with a 100% satisfaction rate.</li> <li>Applications spanned several sectors including hospitality, retail, leisure, professional, construction, health and transport.</li> <li>Topics include Finance, Marketing (strategy, planning, social media etc), business strategy, business process improvement, HR and website reviews. In addition, the programme funded three hours of support from the South Gloucestershire Trading Standards Team.</li> <li>Engagement activities include contacting existing clients, direct engagement through the SGC Business Engagement Officer, referral partners, consultants, business associations and networking events, marketing through social media, PR, update of website and main Council newsletter.</li> </ol>	
16.3	Provide businesses with information on services available to them through business directory and online at <a href="http://www.insouthglos.co.uk/">http://www.insouthglos.co.uk/</a>	Percentage growth in new registrations to <a href="http://insouthglos.gov.uk">insouthglos.gov.uk</a> .	2020 and then updated annually	Ian Steele	<p>The redesign of the In South Glos business website is scheduled for completion in October 2022. Rebranded as "Invest South Glos" the key objectives for the new website are:</p> <ol style="list-style-type: none"> <li>Hosting of the business directory</li> <li>Inward investment i.e., "South Gloucestershire - a great place to invest"</li> <li>Highlighting direct support available to business</li> </ol> <p>A vehicle for starting conversations between SGC and business</p>	<b>GREEN</b>
16.4	Promote and develop further the South Gloucestershire	<ul style="list-style-type: none"> <li>Activity programme agreed</li> </ul>	2021/22	Nita Patel	<ul style="list-style-type: none"> <li>UMBRELLA network launched successfully in October 2021.</li> <li>SGC secured Community Grant funding which has been used run an SME competition through which we are currently supporting 10 winning SME to develop their products using our Umbrella</li> </ul>	<b>GREEN</b>


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	'Innovation Arc' and deliver the UMBRELLA digital test bed Phase 1 (Science Park to UWE) and develop and seek funding for phase 2 (UWE to Filton Airfield Enterprise area	<ul style="list-style-type: none"> <li>Launch of UMBRELLA 1</li> <li>Achieve funding for UMBRELLA 2</li> </ul>			<p>network. Some of the SMEs will be showcasing their development a that the SG Business Show in November.</p> <ul style="list-style-type: none"> <li>Umbrella network will be used to support a pilot use case to better understand the impacts of climate change by i) understanding real-time data on how external environment impacts internal environment, ii) how to reduce / optimise energy consumption and iii) carbon footprint projection (CFP) towards net-zero.</li> <li>SG's ambition to be recognised as an Innovation hub as an area has been achieved by our Umbrella network winning the Connected Britain The Industrial Innovation Award for 2022 in September.</li> <li>Umbrella business case is currently being refined to incorporate more council related service improvement opportunity. Further use case to development an education and skills development by linking umbrella network to school and providing hands on learning for pupils to support their school to understand and develop ideas to manage and understand climate emergency and achieving net zero.</li> <li>Umbrella network has brought to live the innovation corridor / Tec Arc within SG</li> </ul>	
16.5	Secure Funding for Broadband to achieve 100% broadband coverage across South Gloucestershire.	Percentage of broadband coverage achieved.	2021	Rhianon Wakely	<p>We are working with Building Digital UK (BDUK) to explore delivery options in South Gloucestershire via the Government's Project Gigabit programme, the Gigabit Broadband Voucher Scheme (GBVS) and innovative alternative delivery options.</p> <p>Gigabit connectivity is currently at 84.71% in South Gloucestershire, so we are on track to achieve the Government's target of 85% coverage by 2025.</p>	GREEN
16.6	Review, publish and execute Digital Connectivity Strategy	Strategy published	2021	Nita Patel	Strategy was issued for review. Current focus is on the SGC strategy, which will need to be developed alongside the connectivity strategy.	AMBER
16.7	Strengthen networks to support innovation in the aerospace,	Number of networks established	2021	Nita Patel	Relationships have been developed across various industrial areas which includes aerospace. Strong links and synergies have been developed with NCC, Digital Catapult, DCMS and Innovated UK.	GREEN

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	composites, robotics, micro-electronics & environmental technology sectors (Programmes such as Digital Engineering Technology & Innovation programme (DETI)).				<p>These links have been further strength by SGC Umbrella network winning Connected Britain The Industrial Innovation Award for 2022 in September.</p>  <p>We were also shortlisted for 4 LGC awards, Global IoT award and Smart Cities Enabling Technology award for 2021.</p>	
16.8	Work with destination places to support the delivery of a Destination Management Plan to increase visitor numbers, by creating better experiences and to develop a business case to provide a targeted COVID-19 specific response.	Percentage increase in visitor numbers in line with the Plan	2021	Ian Steele	<p>The final draft of Articles of Association and Members Agreement have been developed and are due for agreement during Q4 2022.</p> <p>As part of a Service Level Agreement Sout Gloucestershire Council agreed an additional fund outside of the business-as-usual work with Visit West to deliver three covid recovery related objectives:</p> <ol style="list-style-type: none"> <li>1. Contribution towards Bristol Visitor Guide to cover dedicated content for South Gloucestershire.</li> <li>2. Funding for South Gloucestershire businesses for assessment and accreditation by Green Tourism.</li> <li>1. Commission a writer to create content for South Gloucestershire – new editorial to be used on and offline.</li> </ol>	GREEN
16.9	Deliver activity identified within Invest Bristol & Bath/WECA marketing campaigns and	Assessment of business growth relative to campaigns developed	2020 and then updated annually	Ian Steele	South Gloucestershire Council continues to co-develop and deliver programmes via the <a href="#">West of England Business Support Guide</a> . This incorporates programmes associated with, Financial & Business Support (x6 programmes); Leadership & Management (x3	GREEN

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	promote investor and developer opportunities within the local area to provide stimulus for business growth.				<p>programmes); Workforce Development (x3 programmes) and Technology &amp; Innovation (x4 programmes).</p> <p>From information regularly obtained by the SGC Economic Development Team via Banksearch Consultancy, during the period September 2021 to August 2022 a total of 1,471 start-up businesses were created within South Gloucestershire (87 registered at addresses in Staple Hill &amp; Mangotsfield with only 31 in Charfield and 31 in Longwell Green). As a comparison 1,584 businesses were created during period September 2020 to August 2021 with 1,657 created prior to the COVID-19 crisis.</p> <p>Of the 1,471 new businesses created, 421 were in the Real Estate, Professional Services and Support sector; 250 in Construction and 196 in Wholesale &amp; Retail Trade.</p> <p>As of August 2022, there are 15,882 businesses registered in South Gloucestershire (15,437 registered as of August 2021). Of these, 1,428 are registered at addresses in Bradley Stoke North, 1,162 in Staple Hill &amp; Mangotsfield, only 201 in Woodstock and 192 in Stoke Park &amp; Cheswick.</p>	
16.10	Work with Department for International Trade / Business, Energy & Industrial Strategy to generate and host local Foreign Direct Investment enquiries.	Number of enquiries handled	2020 and then updated annually	Ian Steele	<p>In October 2022 and as part of <a href="#">Invest Bristol &amp; Bath</a>, the SGC Economic Development Team is currently working on 577 inward investment opportunities. Of these, 75 are registered by the Team as "Projects" i.e., those opportunities having a higher probability of success.</p> <p>The 577 inward investment opportunities are spread across a range of sectors including High Tech &amp; Digital (115); Aerospace &amp; Advanced Engineering (73); Nuclear, Low Carbon &amp; Renewables (35); FinTech (35) and Financial, Professional &amp; Business Services (32).</p> <p>Since March 2022, 11 companies expanded or moved into South Gloucestershire. This established 228 new jobs, with potential for an additional 245 safeguarded jobs over the next three years.</p>	GREEN
16.11	Develop a 'Thrive' campaign for each of our town centre high streets,	Thrive campaign launched on every high street	December 2020	Donna Whinham	Each High Street has its own Thrive Campaign to promote the high street and support local business. The campaigns are promoted through key trading periods, summer/Christmas and there is a parallel comms campaign at the same time. This work is co-ordinated through	GREEN

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. any key actions in the pipeline)	RAG Rating (see footnote)
	promoting the high street and supporting local businesses.				the High Street Co-ordinators in Partnership with the community/traders in the Partnership Groups established for each.	
16.12	Hold a series of community conversations based on communities of interest and place and develop a 'South Gloucestershire Deal' providing a new reciprocal understanding of roles and responsibilities and laying out joint expectations and agreement between the council and residents	South Gloucestershire Deal adopted	March 2022	Andrew McLaughlin	<p>As part of the quantitative research aspects, a survey has been completed by more than 5,000 local residents. The sample size will allow results to be analysed not only at the district level but also by geography and by key demographics such as age, gender, ethnicity and socio-economic status.</p> <p>A programme of qualitative research to provide in-depth understanding and augment the quantitative data has been commissioned with NatCen Social Research. The qualitative research will seek to go beyond regular contributors to South Gloucestershire engagement processes and ensure that we are engaging with traditionally under-served and under-represented groups.</p> <p>Discussions are being (or will be) held with key local partners. For consistency and comparison this work will follow the same discussion structure agreed for the qualitative research with NatCen.</p>	AMBER
16.13	Work with external equality groups and staff equality groups to improve results in the areas they have identified as most important to them (educational attainment of BAME, disabled, and SEND pupils;	Themes to be identified and agreed	To be set pending agreed themes	Hilary Smith Claire Kerswill	<p>The council has put in place its Workforce Equality Action Plan which focuses on improving diversity in the workplace. The action plan is monitored with the staff equality groups on a quarterly basis. The council publishes its data on management diversity in the annual Equalities in Employment report.</p> <p>The Council has also established an Equality in Education (EiE) initiative which brings key stakeholders together to develop and implement an Action Plan to address inequalities across the education system. Young people advise that they do not always relate to business leaders who visit their schools to promote career opportunities. Therefore, within the EiE Plan, we will consider how to ensure that all young people across our schools have opportunity to meet diverse role models, holding leading positions from across the</p>	GREEN

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	diversity of council management and leadership)				local business sector to inspire the potential leaders of the future. We will explore how to develop an approach between schools and the business community over the next 12 months.	

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
% of residents who feel people from different backgrounds get on well together in their local area (NI1)	69%	N/A	Financial Year	N/A	65%	Reported at end of financial year
% residents thinking there's a problem with respect and consideration665% (NI23)	13%	N/A	Financial Year	N/A	12%	Reported at end of financial year
Unemployment rate (ONS Model based estimate of unemployment)	2.2%	2.6%	Quarterly	Similar	N/A	Contextual
Business rates collected (xBV10)	96%	60.6%	Quarterly	Positive	63.6%	As at the 9 <sup>th</sup> January the current collection rate is 85.3% which is more than collected at this time last year. Despite the slow start to the financial year, we feel that payments have returned to pre-pandemic levels.

(\*1) Period covers January 2021 to December 2021 and is taken from the 12 April 2022 data release: [M01 Regional labour market: Modelled unemployment for local and unitary authorities - Office for National Statistics \(ons.gov.uk\)](#)

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<b>Action Plan Commitment</b>	Commitment 17: We will demonstrate how well we deliver value for money in the services we provide and commission from others
<b>Priority / Theme</b>	Council Plan Priority 4: Realising the potential of our people and delivering value for money
<b>Lead Officer</b>	Andrew McLaughlin
<b>Executive Member</b>	Cllr Ben Burton, Cabinet Member for Corporate Resources
<b>Department / Division</b>	Resources and Business Change
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	Oct 2022

**Summary of progress:** NB: This update should be read in conjunction with Commitment 10 (for community conversations reference) and Commitment 12 (for reference to core services that act as ‘drivers’ for value for money)

Analysis shows that the performance of the value for money (VFM) Key Performance Indicator (KPI) is driven by resident satisfaction with specific service areas: the **maintenance of roads and paths, street cleansing and lighting, waste and recycling, customer services** (e.g., One Stop Shop) and **parks and open spaces**. Our work under this commitment has therefore focused on shining a light on these core services, in particular the work that goes into delivering these services on residents’ doorsteps. Activities since the last Cabinet report include the wider roll-out of VFM signage next to road schemes and delivering video and other content linked to these core council services via social media and other communications channels. This includes content on resurfacing/pothole filling at a local level, graffiti removal and interviews with frontline staff from StreetCare and Suez. Over the summer months, this content had a combined audience reach of almost 60,000. This approach to content is both more watchable (the number of video minutes watched has increased by 50% over this period) and more engaging (with engagement activity, likes and shares, increasing by 60%) than some of our more traditional content. Sentiment analysis has shown that this content helped to increase social media positivity in comments from 2% at the start of the activity to 24% by the end of the summer. Using different approaches has allowed the communications team to develop its video capabilities, with learnings including that the posts that perform best on social media are often the simplest, with time lapses showing staff removing graffiti or the results of planting efforts consistently attracting high levels of engagement. Focusing on the hard work of individual members of staff, who are well known in the communities they serve, is also another rich vein that helps to bring a more human face to the council.

However, despite these communications impacts and investment in core services (see council plan commitment 12), the VFM KPI has continued to decline (27% in 2022 vs 36% in 2020 vs 46% in 2019). This can be explained by declining resident satisfaction (which fell by 4 percentage points in Net Satisfaction across all services last year, following a 2-percentage point fall on the year before that) as the key driver of VFM. Aside from small improvements in parks and open spaces (67% Net Satisfaction, up 3 percentage points on last year) and customer services e.g. One Stop Shop (up 1 percentage point on last year), satisfaction with other ‘VFM driver’ services fell significantly in highways and roads (-25% Net Satisfaction, down 10 percentage points on last year) and waste and recycling services (62% Net Satisfaction, but down 4 percentage points on last year). Whilst there has been an overall decline in agreement with the statement that the council provides VFM, the % of residents who disagree with the statement has actually declined (from 25% in 2020 to 23% in 2022), suggesting that the comms activity has helped to provide an important buffer in an otherwise negative trend. What has grown instead is the proportion of residents who have no view either way on whether the council provides good VFM, with almost half (42%) fitting into this category compared to 2020 (34%). There would be merit in further exploring residents’ perceptions of the relevance of the VFM measure and whether wider

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determinants, such as the Cost-of-Living crisis and how funding decisions within the council have played a role in influencing residents views on VFM over the last two years. The analysis of the residents survey will also provide more context on this in terms of variations by demographics and geography.

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. key pipeline actions)	RAG Rating (see footnote)
17.1	Develop a stronger corporate narrative, external storytelling, and community engagement	Increasing number of residents who "feel the council keeps them informed" as measured in the budget survey	Q4 2021/22	Andrew McLaughlin	We have adopted three communications priorities to help provide more focus for the corporate narrative. This has helped with some of the organising aspects of our work, but further work is required to refine and resource this aspect of our corporate narrative.	GREEN
17.2	Key VFM messages delivered via preferred communications channels (according to CACI Acorn segmentation data) to parishes and groups with lowest VFM standings.	Increasing number of residents that "feel the council provides value for money" as measured in the budget survey	Ongoing	Andrew McLaughlin	Signage focused video content is helping to improve positivity, reach and engagement across our VFM category. However, wider determinants – linked primarily to satisfaction -appear to have greater sway over residents' perceptions of VFM	GREEN
17.3	Resume the corporate branding refresh project to ensure a more consistent approach and visibility of the council providing value for money services in the community	Increasing number of residents that "feel the council provides value for money" as measured in the budget survey	Q4 2021/22 (pending Covid-19 impacts)	Andrew McLaughlin	The corporate branding was refreshed to strengthen a delivery message linked to VFM. Further work to social media branding will be carried out via the comms review.	BLUE

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Increasing the number of residents who “feel the Council provides value for money” as measured in the budget survey	NA (Previous – 36%)	27% (Nov 2022)	Annual	Negative	50%	Further to the narrative above, the net VFM score for the council (i.e., the difference between advocates and detractors) has decreased again to 4% (2022) compared to 11% (2020) and 26% (2019). The data has only just arrived and further analysis of protected characteristics is required. Previously (2020) only 19% of residents from a minority ethnic background felt that the Council delivered VFM. In the last survey 25% disagreed with the statement that the council delivers value for money.
Increasing the number of residents who feel the Council keeps them informed	48%	NA Previous - 48%)	Annual	No change	50%	We’ve seen a positive increase in the number of residents who feel that the Council keeps them informed, largely due to the significant impact of the regular e newsletter to residents. With 78,000 subscribers reaching approximately 65% of households, this is now a core element of our communications channel mix. We continually check to ensure we are also effectively communicating with those who do not use technology, for example creating a print version of the e-newsletter to be sent to residents on request and with the twice-yearly media partnership with The Voice and Journal series delivering council news directly to households.

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<b>Action Plan Commitment</b>	Commitment 18: We will increase our commercial operations to generate income to support council services and use our assets for maximum benefit to our communities
<b>Priority / Theme</b>	Council Plan Priority 4: Realising the potential of our people and delivering value for money
<b>Lead Officer</b>	Nina Philippidis
<b>Executive Member</b>	Cllr Ben Burton, Cabinet Member for Corporate Resources
<b>Department / Division</b>	Resources and Business Change
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	Oct 2022

<b>Summary of progress</b>
<p>The global and national impact of rising inflation and the cost-of-living crisis has had a stark impact on the council's finances since the last reporting period. Details of these impacts have been covered in various reports to Cabinet over the last 6 months. With inflation hitting 10.1% and the Local Government Pay Offer for 2022/23 averaging 5.88% at £1,925 per FTE, it is not possible to contain such cost increases with the delivery of ongoing efficiencies as has been achieved over several years. As such officers are developing changes to service level options to be presented to Cabinet in December and consulted upon publicly leading through to the setting of the 2023/24 budget in February 2023 alongside receiving the Local Government Finance Settlement by the end of this calendar year. Scrutiny Commission will be engaged through this process.</p> <p>Good progress has been made on implementing the Asset Management Plan and developing out council owned land and assets working through joint ventures to deliver housing and associated infrastructure. The Social Value Target Operating Model (TOM) has now been rolled out and is embedded in day-to-day procurement activity. Work through Integra continues to support Education outcomes alongside maintaining community meals.</p>

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. key pipeline actions)	RAG Rating (see footnote)
18.1	Develop a long-term financial strategy aligned with Council Plan priorities	Balanced MTFP	Feb 2023 and life of plan	Nina Philippidis	Whilst a balanced 4-year MTFP was developed and approved by Full Council in February 2022, a year ahead of schedule, the unprecedented impact of rising inflation and the cost-of-living crisis driven by the war in Ukraine has destabilised this position. The draft revenue budget in October 2022 highlighted a potential £29.3m budget shortfall in 2023/24 based on information available at the time. Officers have been working since on developing options to	<b>RED</b>

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					change service levels with a focus on moving back to a balanced budget position for the next two years with the longer-term ambition of returning to a four year balanced budget.	
18.2	Implement the Asset Management Plan to ensure optimum service delivery for residents and businesses and maximise income and regeneration opportunities	Effectively managed operational property to meet our current needs and to be responsive to future demands for change and investment. Land and buildings used to maximise income and to stimulate development and growth to benefit our communities.	Dec 2022 and life of plan	Catrin Mathias / Chris Cox	19 key actions were identified as arising from the Asset Management Plan (AMP) which have been reviewed by the Property Asset Board (PAB). A project has been established to deliver the AMP by Dec 2022 and thereafter the team will continue to work in accordance with the plan for the life of the plan. New Terms of Reference for PAB are being circulated to reflect a Corporate Landlord model for the entire estate together with appropriate governance and a new Property Asset Board meeting is arranged for January to launch. A paper to be submitted to SLT in December 2022 outlining the concepts of a Corporate Landlord and how it operates.	GREEN
18.3	Use the Property & Land Investment Strategy to drive commercial and regeneration investments	Outcomes of the strategy delivered. Assets invested helping to deliver council plan priorities	March 2022	Catrin Matias / Chris Thomas	The council has made investments in purchasing the Bristol & Bath Science Park and Kings Chase Shopping Centre. It has also compiled an investment portfolio (Portfolio 1) primarily for income generation. The majority (90%) of Portfolio 1 is invested and is currently generating net receipts of 1.16% which is above the performance target of 1%. A second portfolio to support regeneration is currently being compiled. 30% of Portfolio 2 has currently been invested generating a net yield of 2.81%. All investments are made in accordance with the latest PWLB requirements, and this is governed through the Property & Land Investment Strategy which is updated annually.	GREEN
18.4	Support the Climate Declaration through the use of council property assets and resources.	Delivering Climate Emergency Action Plan	March 2024 and life of plan	Catrin Matias / Chris Knight	New council buildings under construction or planned construction (Lyde Green & Elm Park schools) have adopted low carbon principles as part of their designs. The Council's gas and electricity supply to March 2023 (non-school, street lighting & school estate) is from certified renewable energy sources. A 'data led' study of 89 properties informed our heat	GREEN

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					<p>decarbonisation and long-term strategy report. The report proposes a costed strategy to improve thermal performance of existing buildings by reducing (fossil fuel reliant) heat and electricity demand by increasing on-site renewable energy generation. The report findings and impacts are being reviewed with Finance, Climate Emergency, and Education officers. The team are working on Decarbonisation Strategy Plan that will outline the steps that need to be achieved in order to deliver decarbonisation across the corporate estate. This plan will be presented to SLT in December 2022.</p> <p>Opportunities for investing in 'nature recovery' are being considered through the creation of new river reserve on a council farm. At a separate council owned farm and working with a local community, technical studies and work have been undertaken to develop a community energy project with a view to decarbonising energy at a whole community scale with an innovative co-ownership model.</p>	
18.5	Use procurement activity to drive commercial, social, and environmental value	Social value outcomes directly contributing to council priorities	March 2022 and life of plan	Mark Roddan	Social Value Themes, Outcomes and Measures (TOMs) process now rolled out to all Departments and embedded in procurement processes.	<b>GREEN</b>
18.6	Develop processes and reporting to drive Full Cost Recovery for income generating services	Income generating services delivered on Full Cost Recovery basis unless otherwise agreed	Dec 2022 and life of plan	Jason Manning	The Overhead Model is now complete and is being shared with department FBPs and Finance Service Directors to allocate department overheads. This will enable a review of chargeable services to identify if full cost recovery is taking place and to begin discussions on charging rates. A new Income Generating Policy is being developed and will be presented to cabinet with the updated Draft Budget Report at the December Cabinet Meeting. The next stage of the project is the review of existing fees and charges within Place and the results will be available by the end of December for consideration in the Final Budget Report. A review of People and R&BC fees and charges will take place in 2023.	<b>GREEN</b>

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18.7	Support businesses and residents to pay promptly and efficiently for services and taxes	High collection rates, reduced bad debts, reduced enforced activity, majority of income collected within payment terms, reduced aged debt	June 2022	Mark Denley / Jason Manning	The Financial Services review actions are steadily being implemented and the new Corporate Debt Recovery Team Leader is revising the policy covering different areas of the Council. This includes working with managers across the council supporting pre and post 60-day old debt recovery and write off support and actions. The council is conducting monthly liability order courts at North Somerset Magistrates Court although the number of cases we can take before the magistrates has been restricted by them. Having said this we are slowly managing to catch up with the court action which should have taken place during the pandemic.	GREEN
18.8	Work across all Divisions and Departments to promote and champion the services of Integra	Optimise the Integra Service in meeting internal delivery that might otherwise require external commissioning	Ongoing and reviewed annually	Kevin Ford	Integra and ELS are meeting regularly for intelligence sharing and to develop enhanced understanding of schools' needs both on a formal and informal basis. This has also increased as we work together in relation to the academy agenda across South Glos. Continued engagement with Department for People relating to Breakthrough mentoring and Choices seeking to regularise and agree direction of travel. Community Meals continue to deliver daily circa 235 meals which remains well ahead of pre covid levels.	GREEN

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
In year spending contained within approved budgets (spend as a percentage of budget <= 100%)	100%	100% after specific reserve usage 112.7% before reserve usage	Quarterly	Positive (Max Value)	<= 100%	Driven by the significantly higher than anticipated Local Government Pay Offer and rising inflation, the Quarter 1 2022/23 Revenue Forecast highlighted a potential £3.3m overspend mitigated using a specific reserve earmarking at 2021/22 Outturn for rising inflationary pressures.

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Percentage of contracts awarded over £75k that have included Social Value in the tender process	83.3%	66.6%	Quarterly	Negative	100%	4 contracts out of 6 awarded included SV. 1 contract did not include SV as it was awarded under Rule 8 for its special nature. Another contract did not specifically include SV as it was let through a framework and the supplier included SV at framework level. Please also note that these are contracts where procurement have line of sight. There may be others than have been awarded of which we do not have visibility.
Annual performance of the Commercial Investment Portfolio (Portfolio 1)	1.13%	1.16%	Annual	Positive	1%	Stable trend from last reporting period but still above target.
Operating costs/m2 of the back-office estate (CIPFA indicator)	NA	NA	Annual	NA	Above mid quartile	This indicator is no longer being produced by CIPFA. Investigating alternative RICS indicators.
Manage Council use of gas and electricity. Efficient collection of user data with timely & accurate billing by the Council's energy supplier	96%	97%	Quarterly	No major change	90%	No major change over the past three reporting periods.

**Key to RAG Rating:**

Blue – now BAU; Green – On track, no concerns; Amber – Minor slippage, some concerns; Red – No progress, major concerns; White – Not yet started.

<b>Action Plan Commitment</b>	Commitment 19: We will work as one council providing staff with the skills, tools, and support to perform at their best, promote equality of opportunity for all and live our values
<b>Priority / Theme</b>	Council Plan Priority 4: Realising the full potential of our people and delivering value for money
<b>Lead Officer</b>	Claire Kerswill
<b>Executive Member</b>	Cllr Ben Burton, Cabinet Member for Corporate Resources & Cllr Franklin Owusu-Antwi Cabinet Member for PH&EO
<b>Department / Division</b>	Resources and Business Change
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	Oct 2022

<b>Summary of progress</b>
<p>The Workforce Equality Action Plan (WEAP) is in delivery with our staff groups. The employee survey (Sept 2022) included the seven questions we are using to track progress against our workforce equalities ambition statement. Responses to these seven questions form an Inclusion Index that we will track and report progress against. Inclusion Index will be calculated in every employee survey cycle with the next one being in Spring 2023. The results of the survey became available in Q3 – overall the survey is very positive. Of note is a positive baseline Inclusion Index. 72% of respondents would recommend the council as an employer and 80% of staff feel they are making a difference through their work. Our staff report that managers are doing an excellent job in supporting them and staff feel they are trusted. There are areas to focus improvement on including the lived experience of our staff declaring a disability which is not as positive as we would want. Employee Survey cycle will become annual in September to allow for any regular (pulse) checks against identified areas and effective reporting.</p> <p>Service areas continue to monitor specific recruitment and retention schemes which were put in place to support the challenges of social care recruitment, notably within Children’s Services. A significant programme of work to enable international recruitment has been planned over Q1 and Q2 and the council has successfully recruited overseas social workers to join our Children’s services teams.</p> <p>We continue to actively promote Apprenticeships across the council as part of our ‘grow your own’ recruitment and retention strategy. We are working with local businesses to passport any unused levy to benefit the local economy and grow the skills of our local workforce.</p> <p>Workforce development offer continues to be predominantly on-line which provides greatest flexibility for staff to continue to access core CPD learning options and role related development opportunities. Our focus is on refreshing our leadership and management offer including clear expectations of managers.</p> <p>Our workforce change activity and employee relations activity remains focused on having an effective workforce, skilled and flexible. We have published a Hybrid Working policy to support workforce flexibility. Our teams are investing in the preparatory work, through a fit-gap analysis, to support a new ERP (finance &amp; HR system) to provide tools and processes for more effective people management.</p> <p>All people metric data reports are available on <a href="#">MYHR South Gloucestershire Council</a>.</p>

**Key to RAG Rating:**

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. key pipeline actions)	RAG Rating (see footnote)
19.1	Attract, develop, and retain a skilled and effective workforce. This includes measures to make work more flexible for roles that can be delivered in different ways creating benefits for employees and the council.	<p>Reduction in work related travel to support climate emergency</p> <p>Reduction in agency spend covering permanent vacancies</p> <p>Staff tell us they have had a minimum of two conversations focused on performance and development – measured through employee survey</p> <p>Staff turnover</p> <p>Use of apprentice levy measured by number of apprenticeships</p>	Annual targets and improvements	Claire Kerswill	<p>Mileage Travel claims for Q1 &amp; Q2 22-23 have increased compared to Q1 &amp; Q2 21-22 but they are still well below pre-pandemic levels.</p> <p>The council has now published its Hybrid Working Policy which enables our workforce to work from the best location to meet service needs reducing the requirement to travel to an office base to deliver effective work output.</p> <p>Although the labour market remains tight, in Q1 &amp; Q2 22-23 we have made an offer of employment on 95% of the roles advertised. This has been possible through specialist additional attraction techniques, campaigns and partnership working.</p> <p>The utilisation of the levy has increased slightly during Q1 &amp; Q2 22-23. Total Levy pot is currently £735,052 and total funds used £232,076 so far, this financial year. We have now started to share our levy with local SME businesses, and this offer has been greatly received in the community.</p> <p>Agency spend has continued to increase. Spend for Q1 &amp; Q2 22-23 is £4,398,859 – this is an increase on the same period last year. The majority of the spend in the People Department (Qualified staff in Adults and Children) due to the ongoing recruitment challenges and an agreement to use</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. key pipeline actions)	RAG Rating (see footnote)
					<p>an off-contract agency for the supply of Children's Social Workers.</p> <p>Overall turnover for Q1 2022/23 was 3.4% (a reduction of -0.4% compared to the previous quarter) whereas the turnover rate for Q2 2022/23 was 4.7% (an increase of +1.3% compared the previous quarter). The increase in Q2 2022/23 has been primarily driven by a significant number of variable-hour mentors' employment coming to an end.</p>	
19.2	Co-produce and deliver with staff equalities groups a Workforce Equality Plan	<p>Staff tell us they understand and identify with our Equality value (measured through employee survey)</p> <p>Workforce distribution reflects the community it serves (ONS comparison used in equalities in employment report)</p>	2021	Claire Kerswill	The Workforce Equality Action Plan is now published and reporting against actions will happen quarterly to the staff equality groups. Our 21-22 Equality in Employment Report highlights workforce distribution. This is published on MYHR.	<b>BLUE</b>
19.3	Co-produce and deliver with staff groups an Employee Wellbeing Strategy	Staff tell us they value and use wellbeing resources (measured through employee survey)	2021	Claire Kerswill	Activities, support and advice continue to be provided to staff. Our Wellbeing Co-ordinator is delivering actions determined by our Wellbeing Strategy. All Wellbeing information on the Intranet has been updated (September 2022) and will be reviewed and updated regularly. Additional Mental Health Champions (MHC) have been recruited, with the network of MHC covering all departments throughout the Council. A Wellbeing Working	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (Brief summary of progress inc. key pipeline actions)	RAG Rating (see footnote)
		Absence targets achieved			Group is in place with participation from officers across the council. These groups will feed into the Strategy to focus wellbeing projects/initiatives in the future to meet workforce needs. Information and support targeting cost of living help and return to office post Covid has been increased and promoted to our workforce both office and field based. Narrative for the Q2 22/23 sickness absence rate is below.	
19.4	Promote staff productivity tools and user adoption/training to enable new ways of working	Increase in number of users actively using digital collaboration tools and technology to realise more efficient ways of working (benchmarking survey results)	4-year ambition  Annual progress	Stephen Lewis	ITD Support Team are beginning to build a suite of user documents around windows 10 standard functionality this will initial include, transcription and dictate functionality, screen sharing and break out rooms in teams and the use of online Visio and Project tools, all of which are included in our E5 microsoft licensing costs	<b>GREEN</b>

Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Absence rate comparable to or better than benchmarks	See annual report	1.5 days (as at Q2 2022/23) against a Q2 target of 2.4 days	Annual	Positive	7.91 days 2022-2023	The overall sickness absence rate in Q2 22/23 saw a substantial decline from Q1 22/23 (by -22.7%). This has been driven by a reduction in number of FTE days lost for mental ill-health reasons compared to Q1 22/23. Short-term sickness reasons such as Colds or Flu also fell in Q2 22/23. Last year we did not meet the sickness target of 7.1 sickness days per FTE. However, we are currently on track to be below the sickness target for the 2022/23 year.

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Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Pulse Surveys to obtain feedback on employee experience	NA	NA	Quarterly	NA	Improvement on previous	<p>Latest employee survey (Sept 2022) included the seven questions we are using to track progress against our workforce equalities ambition statement. Responses to these seven questions will form an Inclusion Index that we will track and report progress against. Inclusion Index will be calculated in every employee survey cycle with the next one being in February 2023. See summary narrative for highlights of the survey which became available in Q3 and are included as they are available ahead of publication of this report.</p> <p>First Inclusion Index is positive and will be tracked and monitored with individual actions identified within services to maintain and improve this index.</p> <p>Employee Survey Cycle will be Spring 23 and annually thereafter September to allow for regular (pulse) checks against identified areas.</p>

**Key to RAG Rating:**

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<b>Action Plan Commitment</b>	Commitment 20: We will develop our digital infrastructure to support residents and staff in day-to-day life
<b>Priority / Theme</b>	Council Plan Priority 4: Realising the potential of our people and delivering value for money.
<b>Lead Officer</b>	Stephen Lewis, Service Director Information, Technology and Digital
<b>Executive Member</b>	Cllr Ben Burton, Cabinet Member for Corporate Resources
<b>Department / Division</b>	Department for Resources and Business Change
<b>Period</b>	1 <sup>st</sup> April 2022 – 30 <sup>th</sup> September 2022
<b>Date</b>	October 2022

<b>Summary of progress</b>
<p>Good progress across a number of projects has been made in the last reporting period. We have released new Revenues &amp; Benefits online services with further initiatives planned through to the end of the financial year. We have done further work on Alloy (Strategic Asset Management System) capability which is due to go live by the end of 2022. The first agents are live on the new Strategic Customer Contact Platform. The social care self-service portal for professionals to use when referring to Integrated Children’s Services within the council and send related review documentation is at pilot phase with 10 schools. Full roll out to all schools is expected by the end of the school year. Desktop and laptop replacement continues, we are also upgrading users with old versions of windows 10 to newer machines to cope with the increased ask of later releases of Windows 10. We are undertaking further, more detailed, work assessing software for our HR/Finance system and are recruiting a dedicated programme lead for the work. The go-live for new IT Service Management (ITSM) solution is imminent for the IT Service Desk incorporating an improved self-service capability for staff and realise future integration and automation. Work continues on our email migration to O365 and skype to Teams telephony migration. We are also planning to move our remote desktop service to Azure in 2022/23. Progress continues to ensure that we keep up to date with products and services that allow us to build security into the heart of our infrastructure as we move forward.</p>

Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (summary of progress inc. pipeline actions)	RAG Rating (see footnote)
20.1	Convene a Digital Exclusion Task and Finish Group through the Scrutiny Commission to gain a clear understanding of the needs and difficulties experienced by those without access to online services and explore the further opportunities to facilitate access. The Scrutiny Commission has chosen to focus	Reduce the percentage of the population excluded from our digital services (noting this is not a reported KPI as measuring is currently challenging)	Convene before end of 2020	Alison Hilyer-Jones	Action completed	<b>BLUE</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (summary of progress inc. pipeline actions)	RAG Rating (see footnote)
	on communication via other methods to those not digitally enabled.					
20.2	Increase the number of high-quality digital self-services available for customers to use at a time that suits them, not just in council business hours	Residents, business, and partners choose to use digital services over alternatives, so that the vast majority of interactions with the council (75% or higher, excluding planned casework) take the form of online self-service and of those, 75% or higher, can be completed successfully, unaided, first time, and be rated good or excellent	June 2023	Stephen Lewis	<p>Revenues &amp; Benefits online services (e.g., Council Tax, single person discount, direct debit payments) are now rolling out, linked to the council's Customer Account. The first group of these were available in November 2022 with the rest to follow over the next 3-6 months.</p> <p>The next group of asset-based services go live in December 2022. These covers reporting issues with electrical assets such as streetlights and cover the end-to-end process of self-service reporting through to back office automated work allocation and job ticketing to the field-based workforce on mobile devices.</p> <p>Discovery work has been undertaken to define an improved end-to-end complains, FoI and SAR digital service that will provide new customer-facing capability and improve the processes and data available for council managers. Delivery of the solution is targeted for 22/24.</p> <p>Work on improved digital Waste Management services is on hold and due to be assessed whilst the Waste PFI Transition project is in progress and strategy is being formulated.</p> <p>The Omnichannel project has been delayed due to staffing and recruitment issues. These are now resolved, and</p>	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (summary of progress inc. pipeline actions)	RAG Rating (see footnote)
					the first phase of delivery is now confidently targeted for Q4. web chat and chat bots.	
20.3	Implement superfast broadband infrastructure to support the needs of our residents, business, and partners.	Within available funding, work towards Government's broadband target of 85% full-fibre/ Gigabit-broadband infrastructure by 2025, moving to 100% nationwide coverage by 2030.	2025	Stephen Lewis	We are working with Building Digital UK (BDUK) to explore delivery options in South Gloucestershire via the Government's Project Gigabit programme, the Gigabit Broadband Voucher Scheme (GBVS) and innovative alternative delivery options. Gigabit connectivity is currently at 84.71% in South Gloucestershire, so we are on track to achieve the Government's target of 85% coverage by 2025.	<b>GREEN</b>
20.4	Deliver secure, fit for purpose equipment and line of business systems for council staff, to enable self-serve, workflow and facilitate more flexible and collaborative ways of working	Through the delivery of the agreed roadmap in-line with strategic and architectural principles, staff have the equipment, software, and line of business systems they need to deliver outcomes. Technology is an aid, not a frustration	Dec 2023	Stephen Lewis	NWOW desk equipment refresh for BMR has been completed BMR meeting rooms equipment has been out to tender and decision on supplier due shortly will then be implemented Waiting on a decision on what work will be undertaken within the hubs to standardise equipment across all sites. SGC continue to work with the DHULC to review our progress against the agreed plan in relation to cyber security, allocated grant funding will be spent by the end 22/23 fiscal period	<b>GREEN</b>
20.5	Implement a more strategic, cross-council view of data to support customer	Enhanced, cross-council, strategic use of data realising better decisions due to more accurate and	March 2022	Stephen Lewis	A Data Strategy Board of information asset owners and assistants comprising of several service directors across the council was formed. The	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (summary of progress inc. pipeline actions)	RAG Rating (see footnote)
	interactions, working within legal and data security guidelines.	accessible Management Information (MI) and achieving a greater insight into our customers' needs.			<p>board reviewed an external consultant enterprise-wide review of our capabilities around data and business intelligence. The report identified opportunities to become more efficient and as well as roles and processes we should consider as part of that. This is awaiting approval to progress.</p> <p>The board also created a draft data strategy which was reviewed and incorporated into the wider SGC Digital Strategy refresh which focusses upon People, Digital, Data and Technology, this will be published in Q4 22/23.</p> <p>The Performance Management function are being supported by technical resource to establish a CEO dashboard of KPIs that will be evolve over time as requirements develop.</p> <p>This will review the council's approach to performance management, what and how it measures performance and also how that information is collated and visualised to assist in decision making.</p> <p>Some preparatory work has started in support of ERP to understand the state of HR data.</p> <p>A solution was implemented to support management of Homes for Ukraine data.</p>	
20.6	Establish South Gloucestershire as an innovation area, through initiatives such as the UMBRELLA digital testbed and the driverless cars programme	Deliver the UMBRELLA research and development network joining the Bristol & Bath Science Park to	2023	Nita Patel	The UMBRELLA network launched successfully in October 2021 and currently 10 SMEs are developing their products. The network will be used to	<b>GREEN</b>

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Ref	Action	Measure of success	Delivery date	Responsible Officer	Progress (summary of progress inc. pipeline actions)	RAG Rating (see footnote)
		University of West of England, Bristol Robotics Labs and Future Space			support a pilot use case to better understand the impacts of climate change. The network won the Connected Britain Industrial Innovation Award for 2022.	

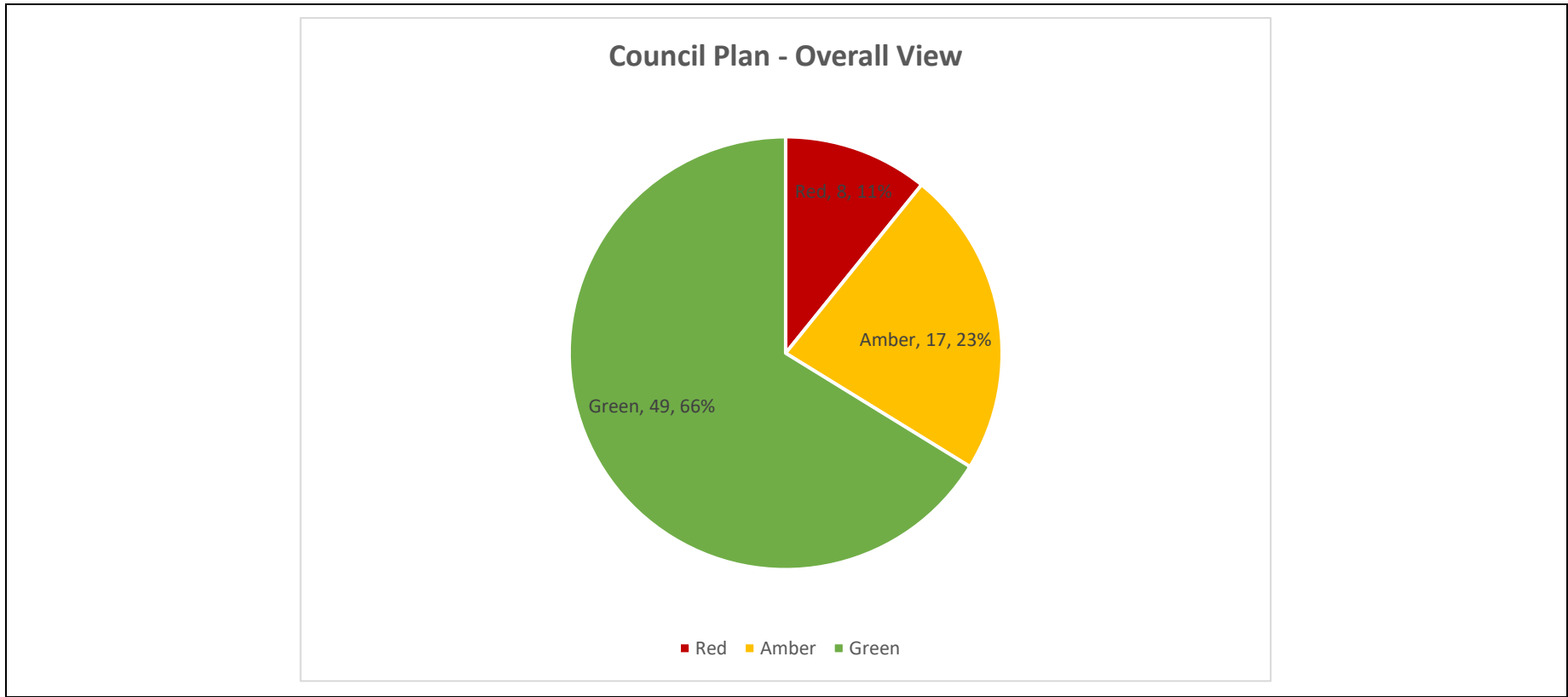
Performance Indicator	March 2022	Sept 2022	Reporting Period	Trend	Target	Commentary
Percentage of interactions with the council (excluding planned casework) that take the form of online self-service, can be completed successfully unaided, first time and are rated good or excellent	NA	NA	Quarterly	NA	75%	Data reportable from Omnichannel project due Q4 22/23
Increase in the percentage (%) of superfast fibre broadband homes passed	98.9%	NA	Quarterly	NA	99.9%	The Government is no longer using superfast as a measure and is moving to full fibre gigabit capable coverage. As the methodology for reporting this indicator has changed and will be updated.
Increased number of transactional processes available via self-service (Digital KPI A) (% of processes, quarterly)	NA	NA	Quarterly	NA	75%	Data reportable from Omnichannel project due Q4 22/23
Migration of contact from mediated channels to self-service channels (Digital KPI B) (% change, yearly)	NA	NA	Quarterly	NA	10%	Data reportable from Omnichannel project due Q4 22/23
Reduction in cost of average customer contact (Digital KPI C) (% decrease, yearly)	NA	NA	Quarterly	NA	NA	Data reportable from Omnichannel project due Q4 22/23

**Key to RAG Rating:**

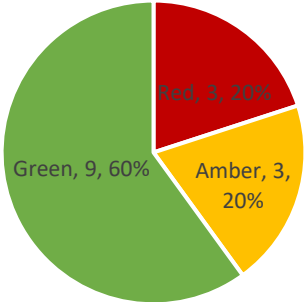
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**Summary of progress against the performance indicators contained within the Council Plan**

There are approximately 100 performance indicators included within the Council Plan. Some of these are new indicators which are being developed, while there are also a number which currently cannot be reported, largely due to the impact of the Covid. The charts below therefore show performance against those indicators that can currently be reported. To enable a more rounded view of performance to be provided, the charts are based on two factors – progress against target and improvement trend.

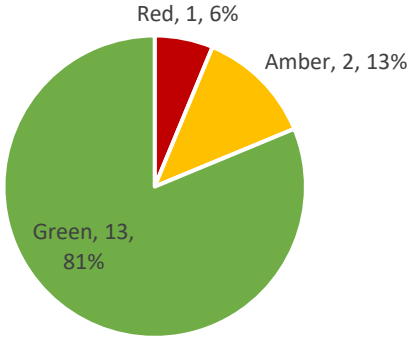


**Priority 1 - Creating the best start in life for our children and young people**



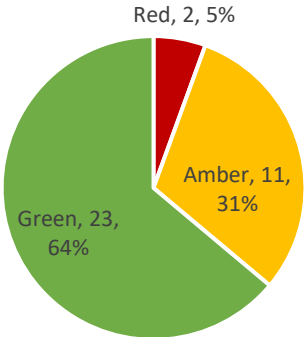
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**Priority 2 - Identifying and supporting those most in need and helping people to help themselves**



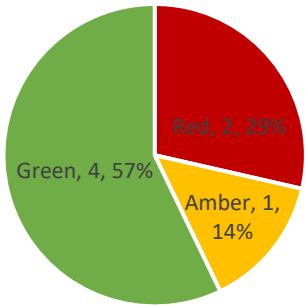
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**Priority 3 - Promoting sustainable inclusive communities, infrastructure, and growth**



■ Red ■ Amber ■ Green

**Priority 4 - Realising the full potential of our people and delivering value for money**



■ Red ■ Amber ■ Green