

Committee:	Dated:
Community and Children's Services Committee	14/09/2018
Subject: DCSS Business Plan: Quarter 1 update	Public
Report of: Director of Community and Children's Services	For information
Report author: Marcus Roberts, Head of Strategy and Performance	

Summary

This report sets out the progress made during Quarter 1 (Q1) – April to June 2018 – to deliver the 2017– 2022 Department of Community and Children's Services (DCCS) Business Plan. It also comments on the departmental risk register and the DCCS budget.

Recommendations

Members are asked to:

- Note the Q1 report and progress of the DCCS Business Plan.

Main Report

Background

1. Progress against the departmental Business Plan is monitored and reported against a set of 41 Key Performance Indicators (KPIs). The KPIs are aligned to the plan's priorities and provide evidence of achievement of outcomes. A full list of KPIs and recommended targets are listed in Appendix A.

Business Plan KPI performance

2. Overall performance in 2018/19 shows that, of the *reported* departmental KPIs:
 - 20 (80%) achieved or exceeded the target set (rated GREEN)
 - one (4%) was performing within 10% of the target set (rated AMBER)
 - four (16%) were more than 10% outside of their target (rated RED).

Sixteen KPIs were not reported on this occasion (annual or bi-annual measures).

RAG status	Traffic light description	Total KPIs
Green	KPIs for which the set target was achieved or exceeded	20
Amber	KPIs within the tolerance of 10% of the set target	1

Red	KPIs that are below the tolerance of 10% of the set target	4
N/A	KPIs where there is no update for the quarter report – these will be reported in subsequent quarters	16

3. There have been three changes to the 2018/19 KPIs.

Remove	Reason	Replaced by:
Stability of placements (foster care) for looked after children	The small number of Children in Care means that any change can notably impact on the KPI	% of assessments for children's social care carried out within 45 working days of referral
Libraries Soft Outcome Learning (SOUL) measures	Changes in management system mean this KPI can no longer be collected	% of people who attended an event at the library and felt that services and activities had a positive impact on their family's health and wellbeing
Number and proportion of families taking up the free early learning offer for two-year-olds	The small number of eligible families means that any change can notably impact on the KPI	Percentage of children achieving a good level of development in foundation stage profile (FSP) and percentage of inequality gap in achievement across all the Early Learning Goals

4. Performance for RED or AMBER rated indicators for Q1 of 2018/19 is set out below.

Red performance indicators

5. **BP3A – Reduction in delayed transfers of care discharges from hospital (DTOCs) – NHS.** A high number of DTOCs where the cause of delay was attributed to the NHS were reported in June (65), following satisfactory performance in the first two months of Q1. By contrast, only one DTOC was reported in June where a delay was attributed to Adult Social Care, with such delays well within target in this quarter overall and maintaining their green RAG rating.

We continue to work with NHS colleagues through the integration programme to reduce DTOCs. Work is progressing with City and Hackney Clinical Commissioning Group (CCG) and London Borough of Hackney to develop a neighbourhood model and a new model for commissioning Continuing Health Care and Adult Social Care packages through a pooled budget. We have been building relationships with Tower Hamlets CCG to establish links with their health providers and integrated models for City residents who are registered with Tower Hamlets GPs.

6. **BP10 – Proportion of residents taking up an NHS Health Check.** A total of 71 health checks were undertaken (14 NHS and 57 in the community) against a target of 132 (54%). The number of NHS health checks (14) was significantly lower than the amount completed in the same quarter last year (126). The provider is meeting with the Neaman practice and some reasons for the low number have been identified, including some checks being undertaken but not recorded. An action plan has been agreed with the Neaman practice to rectify these issues. The commissioning team plan to meet with the Neaman practice. A communications and engagement plan has been developed to promote health checks in the east of the City to generate more referrals. Nationally there was a lower figure towards the end of the five-year cycle. A cancellation fee is being considered to avoid people not attending booked health check sessions.
7. **BP11 – Number and proportion of participants in the exercise on referral programme who are still active after six months.** In Q1 only six participants were recorded as completing the programme against a quarterly target of 12. There have been some staff changes at the provider; however, they have now recruited a new member of staff and are able to offer evening and weekend appointments, which we anticipate will improve the completion rate. We are also considering a cancellation fee for this programme to improve compliance.
8. **BP20 – Percentage of assessments for children's social care carried out within 45 working days of referral.** Of the 11 Child and Family Assessments during Q1, five were not completed within this period. The five assessments were for two sibling groups. One of these groups (three children) were escalated to Child Protection investigation in Q1 due to new information being available.

Amber performance indicators

9. **BP30 – Percentage of primary school offers meeting first choice.** The data reported here is for the Primary National Offer Day 2018 for reception entry. There were 34 on time, online applications made for reception places in September 2018. Twenty-nine children (85.3%) were offered their first choice, and the other five were offered their second choice (14.7%), so all the children were offered their first or second preference. While City was ranked 22nd for first place offers in London, it was ranked first for both second place and top three preference offers.

Departmental Strategic Risk Register

10. A summary of the Departmental Risk Register is provided in Appendix 2. In Q1 the rating of three risks reduced.

DCCS ED 001 – Failure to deliver City of London Academy expansion programme. The risk rating has reduced from Red to Amber as Final Planning Approval was granted on 19 July 2018.

DCCS HS 002 – Failure to carry out and review effective fire risk assessments for residential and commercial accommodation. The risk score has reduced from 12 to 8 as all residential fires risk assessments for 2018 have been completed. An action plan approved by this committee in May is being implemented across the residential estate.

DCCS CP 002 – City of London Community Education Centre site redevelopment. The risk rating has reduced from Amber to Green. Building works to the Golden Lane Community Centre have been completed and it is anticipated that the premises will be available for Adult Skills and Community Learning to be delivered there for the new academic year in September 2018.

Complaints and compliments

11. The Adult Social Care Team received one complaint in Q1 which was partially upheld in respect of the guidance provided to the client about his individual budget. One complaint was received regarding Children's Social Care and the actions taken in respect of a child. The complaint was investigated and was not upheld.
12. In Q1, 26 complaints were received in respect of commissioned services, 23 related to Golden Lane Health and Fitness. An analysis of complaints has identified issues relating to the poor state of some of the equipment, and the centre itself. To resolve these issues, repairs are being undertaken by the City to remedy water penetration into the Centre and Fusion will be installing new equipment valued at £100,000 in August 2018.

Financial and Risk Implications

13. The Budget Information and Charts for Q1 are included as Appendix 3 and provide a summary of the departmental local risk and central risk.

Appendices

- Appendix 1 – 2018/19 Q1 Key Performance Indicators (KPIs) Update
- Appendix 2 – Quarter 1 Departmental Risk Register Summary
- Appendix 3 – 2018/19 Q1 Budget Information and Charts

Background Papers

- Departmental Business Plan 2018–19 Report to Community and Children's Services Committee – 7 March 2018
- DCCS Business Plan 2017–2022 Report to Community and Children's Services Committee – 11 May 2017.

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Appendix 1: 2018/19 Q1 Key Performance Indicators (KPIs) Update

QUARTER 1 – DCCS PERFORMANCE SUMMARY

CORPORATE PROJECT		KEY MEASUREMENTS	TARGET	2018/19 KPIs	2018/19 COMMENTARY	
				Q1	Q1 RAG	Q1
Delivering an outstanding education offer through the City of London (CoL) family of schools	BP1	School Ofsted ratings	All schools rated good or outstanding by Ofsted	All academies rated outstanding in three years of joining the CoL Academies Trust	G	No new Ofsted inspections since the previous reports.
	BP2	Progress and attainment at school stages (KS2) that is considerably above national levels	Above national level			Unvalidated results to be reported in Q2 when the national data is first available, validated results to be reported Q3.
Securing efficiencies and better outcomes through the integration of health and social care commissioning across the City of London and Hackney (and with other partners)	BP3A	Reduction in delayed transfers of care (discharge) from hospital – NHS	182 (annual)	April:0 May:24 June: 65	R	For the first two months of the quarter, NHS attributed DTOCs were on track with a total of 24 delayed days against a target of 30. However, all delayed days were in May, taking it over the monthly target of 15. In June, there were a record number of 65 delayed days recorded (more than double the monthly target).
	BP3B	Reduction in delayed transfers of care (discharge) from hospital – Adult Social Care	73 (annual)	April:0 May:9 June: 1	G	For the first two months of the quarter, performance was on track with a total of nine delayed days against a target of 12. However, all delayed days were in May, taking it over the monthly target of six. June had only one recorded day of delayed transfer, which meant that the overall quarterly figure for Adult Social Care was well within the target range.

	BP4	Reduction of average cost of residential social care				Annual measure (in development).
	BP5	Proportion of people who require less support following a period of reablement (help on discharge from hospital to regain independence)	78% (2016/17 National Average)	99.1%	G	
Promoting effective transitions and progression through education and fulfilling employment	BP6	Proportion of completions of City apprenticeships and positive destinations (employment or further training)	In development			Annual measure.
	BP7	Percentage of City young people not in education, employment or training (NEET & unknown) (16- to 17-year-olds)	Below London Average (5.3%)	3.7%	G	The monthly average of people Not in Education, Employment or Training (NEET) and Not Known 16- and 17-year-old City residents was 3.7%. This was two young people NEET in period. Prospects (an education, employment, skills and care company) engaged with both young people and one was EET by early June, and the other by early July. Prospects continues to monitor and support the two people.

	BP8A	Enrolments and passes of adult skills courses (accredited and non-accredited)	2,500	437	G	On course to reach enrolment target – in Q1 there were 62 accredited and 375 non-accredited enrolments. Pass rates will be available after the end of the 2017–18 academic year.
	BP8B	Percentage of people who pass adult skills courses (annual)	87%			Annual measure
Promoting equality in health through outreach to all the City communities	BP9	Percentage of people engaging in City smoking cessation programmes who quit smoking	42%	51%	G	The number of clients who commenced treatment and set a quit date in Quarter 1 is 102. The number of clients who successfully completed the programme (12 weeks) was 52.
	BP10	Proportion of residents taking up an NHS health check	Currently working with provider to set targets	71 health Checks (of which 14 were NHS checks)	R	A total of 71 health checks were undertaken (14 NHS and 57 community) against a total target of 132 (54%). The number of NHS health checks (14) was significantly lower than the amount completed in the same quarter last year (126). The provider has met with the Neaman practice as a matter of urgency and reasons for the low number have been identified, including some checks being undertaken but not recorded. Ongoing discussions are taking place with the surgery to rectify issues.
	BP11	Number and proportion of participants in the exercise on referral programmes who are still active after six months	Quarterly: 20 starters and 12 completers Annual: 100 starters and 65 completers	6	R	The data provided is for people who complete following a referral

Increasing access to and effectiveness of pan-London sexual health services through the mobilisation of e-healthcare services	BP12	Take up of e-services for sexual health testing - % and number people who return a kit and receive their results within 21 days of ordering it	70%	77%	G	16,555 kits dispatched of which 12,680 were returned providing a return rate of 76.6% for results within 21 days of ordering.
Delivering more homes to better meet social housing needs	BP13 A	Number of planning consents	3	0		There are annual targets. The figures for this quarter were as expected and in line with Q1 in 2017/18.
	BP13 B	Number of construction starts	92	0		
	BP13 C	Number of completions	13	0		
Improving outcomes and services for children and young people with special education needs and disabilities (SEND)	BP14	Education outcomes for children with SEND	Tbc			
	BP15	Take up of Youth Services	Increase in participation of target groups	3	G	These figures are for children and young people with SEND to have access to information, advice and guidance services. It should be noted this is a relatively small population. Previously no SEND children and young people were accessing these services, so this is an encouraging start.
	BP16	Use of the Golden Lane Sport and Fitness Centre by young people	7,282 visits	1,773 visits	G	Attendance for Q1 by young people (under 19s) was up year on year. Based on last year's trend, an increase in participation in Q2 is expected, which will ensure that service is on track to meet the annual target.

Improving outcomes and experience for Adult Social Care users	BP17	Adult Social Care service user and carer reported quality of life (survey outcome)	Above London average			City completes the Adult Social Care Service as well as the Survey of Adult Carers in England (SACE) returns biannually so the upcoming 2018/19 returns will provide the necessary figures and commentary for these KPIs.
	BP18	Proportion of Adult Social Care Service users who say services have made them feel safe and secure (survey outcome)	Above London average			
Safeguarding children, young people and adults at risk	BP19 A	Reduced duration of Children in Need and Child Protection Plans Increase % at lower rates of duration/below the Inner London rate for two years or more				
		Reduced duration of children on a Child in Need plan at quarter/year end ¹				
		3 months or less - Number (%)	25%	0%	G	At 30 June 2018, eight children were subjects of Child in Need plans. Only two had been on plans for over a year, and they were both also open to the SEND team and on Education, Health and Care (EHC) plans.
		More than 3 months but less than or equal to 6 months - Number (%)	13%	3 (37.5%)		
		More than 6 months but less than 1 year - Number (%)	16%	3 (37.5%)		
		1 year but less than 2 years - Number & %	16%	2 (25%)		
		2 years - Number & %	31%	0%		

¹ Please note: this differs from the Children in Need (CIN) census which reports on duration from referral to case closure, whether No Further Action (NFA), Child Protection Plan (CPP), Looked After Children (LAC) or CIN.































Safeguarding children, young people and adults at risk	BP19 B	Reduced duration of Child Protection Plans (CPP) – those on a Child Protection Plan at quarter/Year end			
		3 months or less - Number (%)	20%	6 (60%)	G At 30 June 2018, 10 children (including three sibling groups) were subjects of Child Protection Plans. Six of these children (two families) began Child Protection Plans during Q1. No plans ended in the quarter. Only one child was on a subsequent plan.
		More than 3 months but less than or equal to 6 months - Number (%)	10%	2 (20%)	
		More than 6 months but less than 1 year - Number (%)	39%	2 (20%)	
		1 year but less than 2 years - Number & %	27%	0%	
		2 years - Number & %	5%	0%	
	BP20	Percentage of assessments for children's social care carried out within 45 working days of referral.	Above the Inner London average (2017) - 74.7%	54.5%	R Of the 11 Child and Family Assessments completed during Q1, five were not completed within 45 working days from referral. These five assessments were for two sibling groups and one of these groups (three children) escalated to Child Protection investigation in Q1 due to new information. (Not included in this measure are subsequent assessments completed on open cases).
	BP21	Number and % of adults referred for safeguarding whose expressed outcomes are fully or partly met.	Below the 2017/18 London Average	100%	G During Q1 2018/19, two SAC enquiries concluded and, of the two, both respondents felt their outcomes were fully achieved.



Delivering and enhancing “accommodation pathways” and health services for rough sleepers	BP22	Increased proportion of new rough sleepers who sleep out just once	76%	76%	G	
	BP23	Reduced number of people deemed ‘living on the streets’	Less than 46	34	G	
Delivering a programme of major works to maintain and improve our existing homes	BP24	Increase in average energy efficiency rating for our housing stock	69	69	G	
	BP25	Proportion of City housing stock meeting ‘decent homes’ standard	89% (2016/17 London average)	Q4		This is a year-end target and so will be populated in Q4 as in previous years.
Maintaining safe homes that comply with advances in fire safety requirements	BP26	Annual fire risk assessments	100%	Q4		This is a year-end target and so will be populated in Q4.
Supporting City businesses and the Corporation to improve their employee’s health and wellbeing	BP27	Participation in Business Healthy programme	1,400 newsletter subscribers (1,200 individual organisations) by December 2018	Newsletter subscribers (Q1): 1,064; individual organisations (Q1): 766	G	There has been a growth in the number of members and the organisations they represent. However, this has been impeded by General Data Protection Regulation (GDPR), with a higher number of members unsubscribing from the newsletter (this does not include key City contacts). The Business Healthy sign-up process is GDPR compliant. New ways of lead generation are being trialled and work is ongoing to explore new opportunities to identify potential members.

	BP28	Worker take up of City smoking cessation programmes	Tbc	Provider not currently collecting this information		Total referrals/clients setting a quit date = 102. Currently provider service data only records place of abode and not where the client works.
Supporting the development of skills and learning for all ages in the community through a range of activities, resources and support, and enhancing the art and culture offer in the City.	BP29 A	Percentage of children achieving good level of development in foundation stage profile	% above London Offer			Unvalidated data available Q2 when Pan-London data also available, validated data Q3.
	BP29 B	Percentage inequality gap in achievement across all the Early Learning Goals	% below London Offer			Unvalidated data available Q2 when Pan-London data also available, validated data Q3.
	BP30	Percentage of primary school offers meeting first choice	% above Pan-London (Pan-London first preference offers: 86.55%)	City for 2018 entry 85.3%	A	This data is for the Primary National Offer day for September 2018 entry. There were 34 on time online applications made for reception places: 29 (85.3%) were offered their first choice; the other five were offered their second (14.7%). Although the number of children offered their first choice was below the Pan-London average of 86.55%, we performed well above the Pan-London average of 7.2% for second place offers. City was ranked 22nd in London for first preference offers and first for second preference offers. City was ranked first for top three preference offers (100%). All 10 children offered places at Cass selected it as their first preference. The second-largest cohort (8) were offered places at the new CoL Primary Academy Islington, of which six had selected it as their first preference. The third-largest cohort (5) were offered places at Prior Weston, all from a first preference selection.

	BP31	Percentage of people who attended an event at the library and felt that services and activities had a positive impact on their family's health and wellbeing	86%	94% (30 out of 32 responses agree)	G	These figures exceeded the target of 86%. Dragon Café in the City and activities at Shoe Lane Library have greatly impacted (positively) on the attendee numbers for health and wellbeing activities and this has been reflected in the responses.
Promote and champion inclusion, diversity, accessibility and social mobility for all the communities we support.	BP32	Take up of services matches make up of community	Work to develop appropriate measures for this is in progress			
	BP33	Percentage of participants involved in community activities and volunteering reporting an improved quality of life	60%	95%	G	63 people responded to the survey. This is an annual survey and, therefore, there will be no reports in Q2–Q4.
	BP34	Proportion of residents involved in community activities who are new to volunteering	30%	35%	G	
	BP35	25% of Portsoken Pavilion Café employees from the local community	25%-		G	

Appendix 2: Quarter 1 Departmental Risk Register Summary

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Target Date	Risk Trend
DCCS ED 001	Failure to deliver City of London Academy expansion programme	A 	12		01/04/20	
DCCS ED 002	Failure of the City of London Academies to meet the high performance and financial expectations of the City of London	A 	12		01/09/19	
DCCS HS 003	Lone Working	A 	12		30/06/18	
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential and commercial accommodation	A 	8		31/03/19	
CR17	Safeguarding	A 	8		31/03/19	
DCCS 001	Departmental Emergency Response	A 	8		31/03/19	
DCCS CL 001	Loss of IT systems at public-facing sites	G 	6		31/03/19	
DCCS CP 002	City of London Community Education Centre site redevelopment	G 	4		01/09/18	
DCCS HS 004	Housing Finance Changes	G 	4		31/03/19	
DCCS HS 001	Health and Safety Procedures	G 	4		31/03/19	

Actions Assessment:  Actions to mitigate the risk are in place and are being delivered to anticipated timescales.  : Risk trend unchanged since last report

Risk Score key:

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

Red (Severe)
Amber (Significant)
Green (Manageable)

Urgent action required to reduce rating

Action required to maintain or reduce rating

Action required to maintain rating

Appendix 3: 2018/19 Q1 Budget Information and Charts

DCCS Budget Monitoring period 3

Local risk	Budget 2018/19 £'000	YTD Budget £'000	Actual to date £'000	Projected outturn £'000	Variance £'000	Notes
Peoples Services	7,591	1,054	668	7,367	(224)	1
Commissioning & Partnerships	2,595	142	6	2,580	(15)	
Housing Non HRA	898	249	203	855	(43)	2
HRA Gross Income	(15,705)	(3,900)	(4,150)	(15,705)	0	
HRA Gross Expenditure	11,228	3,277	2,683	11,228	0	
HRA transfers to/from reserves	2,778	-	-	2,778	0	
Barbican Residential	(1,983)	(550)	(2,345)	(1,983)	0	
Education Board	656	193	134	654	(2)	
Libraries	2,401	619	682	2,388	(13)	
	10,459	1,083	(2,120)	10,162	(297)	

Central Risk	Budget 2018/19 £'000	YTD Budget £'000	Actual to date £'000	Projected outturn £'000	Variance £'000	
Peoples Services	474	(18)	(410)	474	0	
Commissioning & Partnerships	(140)	496	486	(140)	0	
Housing Non HRA	67	(206)	22	67	0	
HRA	(250)	(30)	(0)	(250)	0	
Barbican Residential	(1,035)	(164)	(148)	(1,035)	0	
Education Board	1,730	0	1,385	1,730	0	3
Libraries	336	85	85	336	0	
	1182	162	1,420	1,182	-	

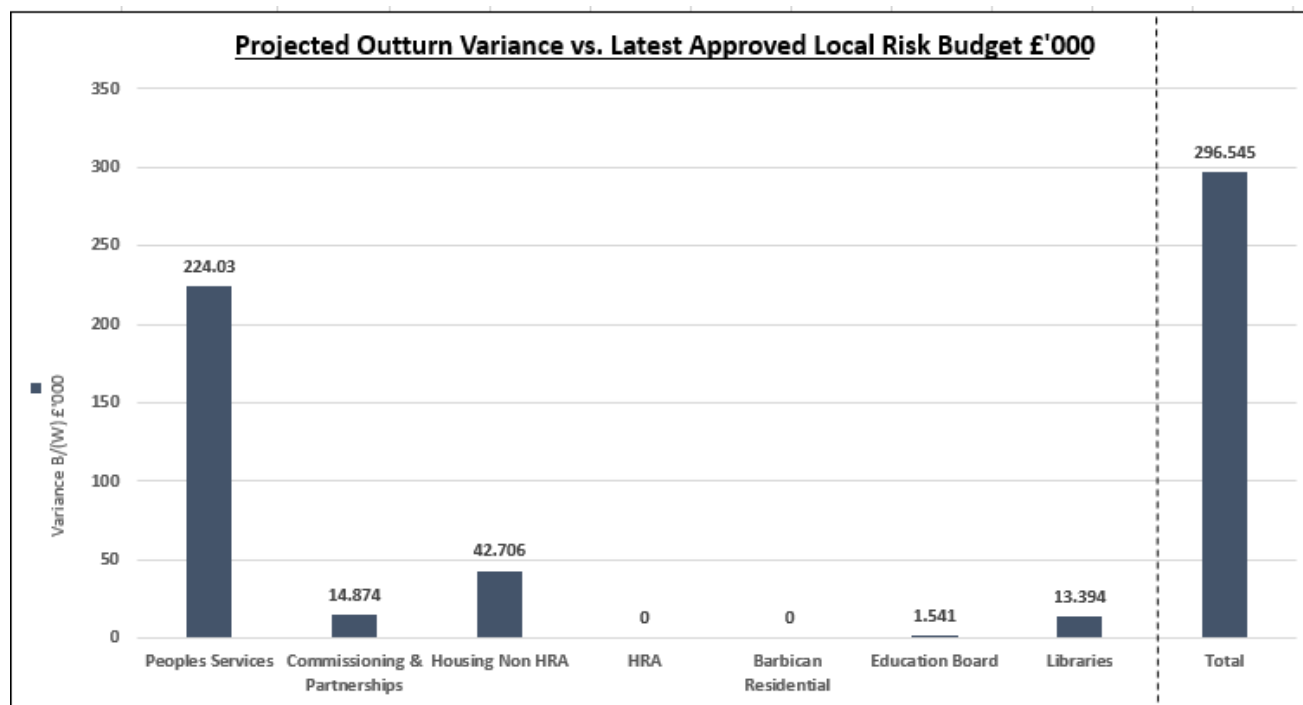
Notes

Brackets indicate income or a favourable variance

1 - client movement since budgets were set. a number of clients have passed away resulting in savings due to decreased care costs however this area is very volatile and any change in client circumstances can have a major impact on the outturn.

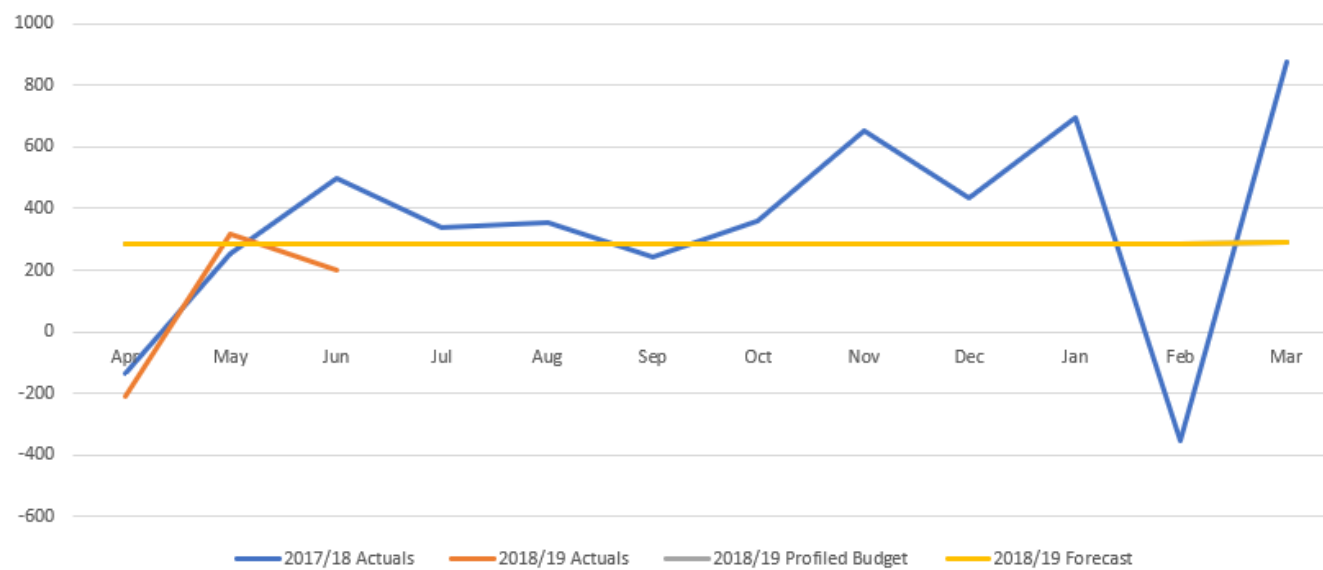
2 - Small underspend due to vacant posts not yet filled

3 - the year to date variance relates to grants paid to schools which were originally forecast to be spent in September 2018 but was paid early



Project Outturn Variance vs Latest Approved Local Risk	Latest Approved budget for year £'000			Forecast for Year £'000	Variance B/(W) £'000
People's Services	£7,591			£7,367	£224
Commissioning and Partnerships	£2,595			£2,580	£15
Housing Non-HRA	£898			£855	£43
HRA	(£1,699)			(£1,699)	£0
Barbican Residential	(£1,983)			(£1,983)	£0
Education Board	£656			£654	£2
Libraries	£2,401			£2,388	£13
Total	£10,459			£10,162	£297

HRA R&M
Net Local Risk Performance - 2018/19 with 2017/18 Comparator



	2017/18 Actuals £'000	2018/19 Actuals £'000	2018/19 Profiled Budget £'000	2018/19 Forecast £'000
Apr	(£137)	(£211)	£290	£290
May	£254	£318	£290	£290
Jun	£497	£199	£290	£290
Jul	£340		£290	£290
Aug	£355		£290	£290
Sept	£243		£290	£290
Oct	£360		£290	£290
Nov	£650		£290	£290
Dec	£433		£290	£290
Jan	£696		£290	£290
Feb	(£351)		£290	£290
Mar	£877		£291	£291
Total	£4,217	£306	£3,481	£3,481