

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	11/01/2019
<b>Subject:</b> DCSS Business Plan: Quarter 2 Update	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Marcus Roberts, Head of Strategy and Performance	

### Summary

This report sets out the progress made during Quarter 2 (Q2) – July to September 2018 – against 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 Q2 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) which 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 1.

#### Business Plan KPI Performance

2. Overall performance in Q2 of 2018/19 shows that, of the *reported* departmental KPIs:

RAG status	Traffic light description	Total KPIs
<b>Green</b>	KPIs for which the set target was achieved or exceeded	21
<b>Amber</b>	KPIs within the tolerance of 10% of the set target	1

<b>Red</b>	KPIs that are below the tolerance of 10% of the set target	3
<b>Not provided</b>	KPIs where there is no update for the quarter report – these will be reported in subsequent quarters	16

3. Performance for RED or AMBER rated indicators for Q2 of 2018–19 is set out below. Of the 16 where RAG status was not provided, eight are annual targets, four are reported as data from independent agencies becomes available, and in four cases, we are confirming targets.

4. DCCS will be reviewing our KPIs as part of the 2019–20 business planning process.

### Red Performance Indicators

5. ***BP3a – Reduction in delayed transfers of care (discharge) from hospital – NHS.*** This is red for the second consecutive quarter, with 103 days recorded in July–September against an annual target of 182. The bulk of the delays in this quarter were for those awaiting assessment (Continuing Healthcare) and/or awaiting a residential home placement or availability. Where these are recorded as NHS delays, this means that they are often affecting people who self-fund care. The City of London (COL) can assist in advising self-funders how to look for care providers and even offer some interim support to reduce any delays but if this is refused, then it is the responsibility of the NHS provider to ensure that the patient is moved into the community.

6. ***BP11 – Number and proportion of participants in the exercise on referral programme who are still active after six months.*** The performance figure for this quarter is a direct result of previous failure to recruit participants onto and move them through the programme. The Q2 figure for sustained activity after six months would be for those people who completed the exercise on referral programme in Q3 and Q4 of 2017–18. There were no completers in those quarters, and therefore none who could have remained active. Performance has improved since the provider was issued with a poor performance notice in 2017–18. Five people completed the course in Q1 and seven in Q2 of 2018–19. We will be able to report whether they have remained active in Q3 and Q4. The annual target is 12.

7. ***BP22 – Increased proportion of new rough sleepers who sleep out just once.*** This fell to 59% in Q2 against a target of 76%. While this is disappointing, it should be noted that the number of new rough sleepers eligible for ‘No Second Night Out’ (NSNO) fell from 29 to 22, and the number of rough sleepers who spent a second night on the streets was the same as the last quarter (seven), although it is

concerning that two of these proceeded to the Living on the Street cohort. Several factors affect the City's NSNO data:

- The City has a comparatively high number of intermittent rough sleepers who are not eligible for NSNO.
  - There are capacity issues, as the hubs are often closed.
  - Drug dependency is a barrier to some rough sleepers accessing NSNO support.
8. More encouragingly, there was a reduction in the number of people living on the street in the COL for the third quarter in a row, with 30 classed as living on the street, against a target of less than 46. The Homelessness and Rough Sleeping Sub Group of the DCCS Grand Committee is closely monitoring developments and is overseeing a programme of work to improve outcomes for rough sleepers.

### **Amber Indicators**

9. **BP27 – Participation in the Business Healthy Programme.** The number of subscribers to the newsletter fell to 1,053 against a target of 1,400. Numbers have been negatively impacted by the introduction of the General Data Protection Regulation (GDPR). Work is now being done to address this by developing alternative methods to engage businesses and disseminate information. On a positive note, there has been a significant increase in the number of individual organisations that are registered with Business Healthy and financial targets have been met and exceeded. Overall, growth is ongoing, but at a significantly slower rate.

### **Departmental Strategic Risk Register**

10. A summary of the Departmental Risk Register is provided in Appendix 2. One risk was closed in this quarter.
11. DCCS CP 002 – COL Community Education Centre relocation – Adult Education classes are now being delivered from the Golden Lane Community Centre.
12. A new risk relating to the impact of Brexit on local communities will be added in Q3.

## **Complaints and Compliments**

13. The Adult Social Care Team received two complaints in Q2, one of which was partially upheld in respect of the delay in completing a financial assessment. No complaints were received in respect of Children's Social Care.
14. There were 23 complaints received in Q2 in relation to commissioned services. Just under 80% related to Fusion Health and Fitness and an analysis has shown that most relate to the cleanliness or condition of the centre. In the same period, 12 compliments were received and users have welcomed the new gym equipment installed during Q2.

## **Financial and Risk Implications**

15. A summary of the departmental local risk and central risk is included in Appendix 3.

## **Appendices**

- Appendix 1 – 2018/19 Q2 Key Performance Indicators (KPIs) Update
- Appendix 2 – Q2 Departmental Risk Register Summary
- Appendix 3 – 2018/19 Q2 Key Budget Information

## **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 Q2 Key Performance Indicators (KPIs) Update

		KPIs	Target	Progress		Commentary
				Q2	Q2 RAG	Q2
<b>Delivering an outstanding education offer through the COL family of schools</b>	BP1	School Ofsted ratings	All schools rated good or outstanding	Achieved	G	All schools continue to be rated as good or outstanding
	BP2	Progress and attainment at school stages (KS2) that is considerably above national levels	<b>Attainment RWM (Reading, Writing, Maths):</b> Expected 64% Higher 10%  <b>Progress</b> Reading 0.1 Writing 0.1 Maths 0.1	<b>John Cass Data</b>  <b>Attainment RWM</b> Expected 72.4% Higher 20.7%  <b>Progress</b> Reading 0.8 Writing 3.8 Maths 2.8	G	<b>These figures are based on provisional data.</b> Final data will be confirmed in the Q3 report <i>(The Inner London provisional rates for 2018 are 70% expected and 13% higher)</i>

Securing efficiencies and better outcomes through the integration of health and social care		KPIs	Target	Progress		Commentary
	BP3a	Reduction in delayed transfers of care (discharge) from hospital – NHS	182 (annual)	103	R	In Q2, there were 103 delayed transfers against a target of 45 recorded by the NHS. This is the second consecutive quarter where this KPI has been red. The majority of the delays in this quarter were for those awaiting assessment (Continuing Healthcare) and/or awaiting a residential home placement or availability.
	BP3b	Reduction in delayed transfers of care (discharge) from hospital – ASC	73 (annual)	0	G	In Q2, there were no delays recorded against a target of 18 for adult social care. However, a provider had incorrectly attributed 14 days to COL. This is being challenged and corrected. Overall, in Q1 and Q2, COL is performing well against this indicator, and is on track to be significantly below the 2018–19 target.
	BP4	Reduction of average cost of residential social care	£906.18 during 2017–18	£673.39 (Q1)/ £741.24 (Q2)	Data availability	While these figures provide some insight, we have not RAG rated this indicator, in recognition of the limitations of the data we are working with. Some service users are not recorded by the existing Mosaic report, and finance reports do not capture some payments made by those service users that directly pay the COL. The figures provided may not be a full reflection of the average cost of residential social care. We are addressing these issues for future reports.
	BP5	Proportion of people who require less support following a period of reablement	78% (2016/17 National Average)		Annual	This is a year-end target and will be populated in Q4. The 2017/18 figure for the reporting year was 56% (19 of the 34) people required less support following a period of reablement.
Promoting effective transitions and progression		KPIs	Target	Progress		Commentary
	BP6	Proportion of completions of City	In development	67%	Annual	This is an annual measure. There have been 15 leavers since April 2018; 10 progressions into further

<b>through education and fulfilling employment</b>		apprenticeships and positive destinations (employment or further training)				apprenticeships; three early leavers (withdrawals); and two unknown destinations.
	BP7	Percentage of City young people not in education, employment or training (NEET)	Below London average (5.3%). 2018 Department for Education (DfE) Annual Scorecard national average 6%.	Not yet available	Data availability	The September NEET/Not Known reporting was not available when the Q2 report was completed. For reference the DfE have now published the national average for 2018 for 16- and 17-year-olds who were NEET/Not Known, which was 6%. The City's average for this period was 1.5%
	BP8a	Enrolments and passes of adult skills courses (accredited and non-accredited)	2,500 (annual)	710	Annual	Annual target. The figure represents the number of enrolments from April to end Q2. This is slightly lower than in the past due to the disruption of bringing this service in-house, with numbers expected to rise during the year.
	BP8b	Percentage of people who pass adult skills courses (annual)	87%	>90%	Annual	Annual measure: This is for the whole of 2017/18 academic year and will be confirmed next quarter once the annual report has been compiled.

Promoting equality in health through outreach to all the City communities and increasing access to sexual health services		KPIs	Target	Performance		Commentary
	BP9	Percentage of people engaging in City smoking cessation programmes who quit smoking	TBC	52%	Target TBC	91 people who engaged with the Westminster Drug Project (WDP) City smoking cessation programme set quit dates in Q2, and 47 people quit smoking.
	BP10	Residents taking up an NHS health check	196	125	G	There has been a significant increase in the NHS health checks completed in Q2 (125 against a target of 48). Cumulatively, the performance in Q1 and Q2 is 139 against a target for this period of 96. The increased performance is, in part, due to an additional member of staff being used to assist with bookings. Combined with the 114 community health checks in the same period, the provider is delivering 96% of the total health check target.
	BP11	Number and proportion of participants in the exercise on a referral programme who are still active after six months	12	0	R	The Q2 figure relates to those who would have completed the exercise on a referral programme in Q3 and Q4 2017–18. There were no completers in those quarters, therefore none were eligible to be active after six months in this quarter. Five people completed the course in Q1 and seven in Q2, and we will be able to report if they have remained active in Q3 and Q4. Performance has improved since City LivingWise were issued with a poor performance notice in 2017–18.
	BP12	Take-up of e-services for sexual health testing	70%	80%	G	Measured by % and number of people who return a kit and receive their results within 21 days of ordering it: 43,723 kits were requested in this period and 35,078 kits were returned for testing.

		<b>KPIs</b>	<b>Target</b>	<b>Performance</b>		<b>Commentary</b>
<b>Delivering more homes and better meeting social housing needs</b>	BP13a	Number of planning consents	3	3	G	This meets the 2018/19 target.
	BP13b	Number of constructions starts	92	10	G	This is building toward the 2018/19 target.
	BP13c	Number of completions	13	0	G	Based on the Q2 17/18 figures, this is in line with what would be expected during this quarter.

		<b>KPIs</b>	<b>Target</b>	<b>Performance</b>		<b>Commentary</b>
<b>Improving outcomes for children and young people with special educational needs and disability (SEND)</b>	BP14	Education outcomes for children with SEND	TBC		Target TBC	
	BP15	Take-up of Youth Services	Increase in participation of target groups	7 SEND participants	G	Total of seven SEND young people have taken up Youth Services: One engaged in an Access to Sports Summer camp; six with Information Advice and Guidance services provided by Prospects.
	BP16	Use of the Golden Lane Sport and Fitness Centre by young people	7,282 visits	1,606 visits	G	The Q2 figure is on track to meet the annual target.

		<b>KPIs</b>	<b>Target</b>	<b>Performance</b>		<b>Commentary</b>
<b>Improving outcomes and experience for adult social care users</b>	BP17	Adult social care service users and carers reported quality of life	Above London average	64% (carers) 75% (service users)	Data availability	City completes the Adult Social Care Survey (ASCS) and the Survey of Adult Carers in England (SACE) returns biannually. The 2018/19 returns will provide figures and commentary for these KPIs. Figures provided are taken from returns for the 2016/17 reporting period. In this period, 64% of carers and 75% of service users reported positive quality of life during 2016/17, and 75% of service users reported feeling safe and secure.
	BP18	Proportion of adult social care service users who say services have made them feel safe and secure	Above London average	75% (service users)	Data availability	

<b>Safeguarding children and young people at risk</b>	BP19a	<b>Reduced Duration of Children in Need and Child Protection Plans</b>				
		Overall target: Increase % at lower rates of duration / be below the Inner London rate for two years or more				
		<b>KPI</b>	<b>Target</b>	<b>Performance</b>	<b>Commentary</b>	
		Reduced duration of Children in Need (CIN) - those on a CIN Plan at quarter/year end (methodology period since date of plan).	<b>Inner London rate for all those open to Children's Services at 31/03/2018</b>		<b>G</b>	<i>DATA CAVEAT: the published benchmark rate includes all those open to CSC at 31/03/2018 including Children in Care (CIC) and Child Protection (CP) Plans, whereas this indicator looks at those on a CIN Plan only.</i>
		3 months or less	25.2%	3 (33.3%)	<b>G</b>	Nine children were on CIN Plans at 30 September, including three siblings who had commenced plans after their CP Plans had ended. Of the nine, one young person had been on a CIN Plan for over two years (28 months). This young person is on an Education, Health and Care (EHC) Plan, has been subject to several fixed-term exclusions from school since Spring 2016, and has transferred to specialist education provision.
		More than 3 months but less than or equal to 6 months	12.6%	1 (11.1%)		
		More than 6 months but less than 1 year	16.1%	4 (44.4%)		
		1 year but less than 2 years	16.6%	0.0%		
	2 years	29.8%	1 (11.1%)			

		KPI	Target	Performance		Commentary
<b>Safeguarding children and young people at risk</b>	BP19b	<b>Reduced duration CP Plans</b>	<b>Inner London rate for 31/03/2018</b>			<p>Six CP Plans that were opened in Q1 were closed during Q2. Another child who had become subject of a plan in Q4 2017/18 also ended their plan in Q2, having been taken into care for a period.</p> <p>Three siblings were transferred in during Q2 (emotional abuse). This was the second time that all three had been on a CP Plan in the City. Therefore, at 30 September 2018, six children were on CP Plans, of which three had only just begun their plans at City; one child had been on a plan for exactly six months, and two other children (siblings) had been on plans for just over a year. As no child had been on a plan for over two years, and there is weighting towards plans under one year, performance is good against the recently published 2018 Inner London average rates.</p>
		3 months or less – number (%)	29.7%	3 (50%)	G	
		More than 3 months but less than or equal to 6 months	24.8%	1 (16.7%)		
		More than 6 months but less than 1 year	26.7%	0.0%		
		1 year but less than 2 years	16.9%	2 (33.3%)		
		2 years	2.0%	0.0%		
	BP20	Percentage of assessments for children's social care carried out within 45 working days of referral	Above the Inner London average (2018) – 77.9%	100%	G	<p>Seven Child and Family Assessments were completed during Q2, three relating to Q1 referrals. Six were completed within 45 working days of referral; the seventh was a subsequent assessment on an open CP case and was completed within two working days of a contact on the open case.</p>

		KPI	Target	Performance		Commentary
<b>Safeguarding adults at risk (e.g. of abuse or neglect)</b>	BP21	Number and % of adults referred for safeguarding whose expressed outcomes are fully or partly met	Below the 2017/18 London average	71%	G	The two people who did not meet this KPI were regarded as 'not applicable' because no outcomes were identified with them in the first place, although they were asked about outcomes.

		KPI	Target	Performance		Commentary
<b>Delivering and enhancing 'accommodation pathways' and health services for rough sleepers</b>	BP22	Increased proportion of new rough sleepers who sleep out just once	76%	59%	R	The number of new rough sleepers eligible for No Second Night Out fell from 29 to 22. The number of these who spent a second night on the street was the same as last quarter at seven, although two proceeded to the Living on the Street (LOS) cohort.
	BP23	Reduced number of people deemed 'living on the streets'	Less than 46	30	G	This is the third successive quarter where we have seen a reduction in LOS and the fourth where we have seen no rise in the number. One factor is the increase in the capacity of the outreach team supported by a larger budget and Rough Sleepers Initiative (RSI) grant funding. Another is the continued good performance of the assessment hub.

		<b>KPIs</b>	<b>Target</b>	<b>Performance</b>		<b>Commentary</b>
<b>Delivering a programme of major works to maintain and improve our existing homes</b>	BP24	Increase in average energy efficiency rating for our housing stock	69	69	G	This coincides with the 2018/19 target.
	BP25	Proportion of City housing stock meeting 'decent homes' standard	89% (2016/17 London average)		Annual	This is a year-end target and will be populated in Q4.
	BP26	Annual fire risk assessments	100%		Annual	This is a year-end target and will be populated in Q4.

		<b>KPIs</b>	<b>Target</b>	<b>Performance</b>		<b>Commentary</b>
<b>Supporting City businesses and the Corporation to improve their employees' health and wellbeing and participation in health and wellbeing activities</b>	BP27	Participation in Business Healthy programme	1,400 newsletter subscribers and 1,200 individual organisations by December 2018	1,053 newsletter subscribers (1-10) and 797 individual organisations	A	The number of members and newsletter subscribers have been negatively impacted by the introduction of the GDPR, and work is now being done to address this by alternative methods. There has been a significant increase in the number of individual organisations registered with Business Healthy. Growth is still ongoing, but at a significantly slower rate. Financial target has been met and significantly exceeded.
	BP28	Worker take-up of City smoking cessation programmes	TBC	77 workers	Target TBC	77 of 91 people who set quit dates in Q2 were in employment.

Supporting the development of skills and learning for all ages in the community through a range of activities, resources and support, and enhance the art and culture offer in the City		KPI	Target	Performance		Commentary
	BP29a	Percentage of children achieving a good level of development in foundation stage profile (FSP)	% above London rate: Pan London average 2018 73.8%	81.3%	G	Note: the COL 2018 rate includes some children (summer-born children) from two independent schools, as well as all Early Years FSP pupils at Sir John Cass's Foundation Primary. <i>The national average rate achieving GDS (greater than the expected standard) in 2018 was 71.5%</i>
	BP29b	Percentage inequality gap in achievement across all the Early Learning goals	% below London rate: Pan London average 2018 31.4%	29.40%	G	See note above regarding the children included in the data. <i>The national average percentage inequality gap in 2018 was 31.8%</i>
	BP30	Percentage of primary school offers meeting first choice	% above Pan London rate		Annual	This is annual data, and will be presented in Q4.

Promote and champion inclusion, diversity, accessibility and social mobility for all the communities we support		KPI	Target	Performance		Commentary
	BP31	The library's services and activities have a positive impact on my family's health and wellbeing	86%	96% (75 of 78 respondents)	G	The number of responses received have more than doubled from 32 in Q1. The number of those who agree that the library services have a positive impact on their family's health and wellbeing is up by 2% from the first quarter to 96%. Overall, the target was exceeded by 10%.
	BP32	Take-up of services matches make up of community	Consideration is being given to how this KPI can be measured		Target TBC	
	BP33	Percentage involved in community activities and volunteering reporting an improved quality of life	60%	N/A	Annual	This data depends on an Annual Survey.
	BP34	Proportion of residents involved in community activities who are new to volunteering	30%	46%	G	This data can now be calculated quarterly. Q2 showed that 24 of 49 respondents were new to volunteering, giving a cumulative total to date of 29 new volunteers (46%).
	BP35	Percentage of Portsoken Pavilion Café employees from the local community	25%	37%	G	There are currently four full-time and four part-time staff, primarily based at Kahaila Aldgate. One full-time and two part-time members of staff live in Tower Hamlets, two of them within a 10-minute walk of the café.

## Appendix 2 – Q2 Departmental Risk Register Summary

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Target Date	Risk Trend
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	
CR17	Safeguarding	A 	8		31/03/19	
DCCS 001	Departmental Emergency Response	A 	8		31/03/19	
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential and commercial accommodation	A 	8		31/03/19	
DCCS ED 001	Failure to deliver City of London Academy expansion programme	A 	8		01/04/20	
DCCS CL 001	Loss of IT systems at public-facing sites	G 	6		31/03/19	
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)	Urgent action required to reduce rating
Amber (Significant)	Action required to maintain or reduce rating
Green (Manageable)	Action required to maintain rating

## Appendix 3 – 2018/19 Q2 Key Budget Information

### Financial Table

	<b>DCCS Budget Monitoring period 6</b>					
<b>Local risk</b>	<b>Budget 2018/19</b>	<b>YTD Budget</b>	<b>Actual to date</b>	<b>Projected outturn</b>	<b>Variance</b>	<b>Notes</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Peoples Services	7,534	3,143	2,477	7,465	(69)	1
Commissioning & Partnerships	2,384	666	434	2,431	47	
Housing Non HRA	886	432	433	885	(1)	
HRA Gross Income	(15,705)	(7,799)	(8,105)	(15,705)	0	
HRA Gross Expenditure	11,228	5,958	5,848	11,228	0	
HRA transfers to/from reserves	2,778	-	-	2,778	0	
Barbican Residential	(1,983)	(1,523)	(3,776)	(1,983)	0	
Education Board	613	428	159	595	(18)	
Libraries	2,402	1,309	1,268	2,402	0	
	10,137	2,614	(1,262)	10,096	(41)	
<b>Central Risk</b>	<b>Budget 2018/19</b>	<b>YTD Budget</b>	<b>Actual to date</b>	<b>Projected outturn</b>	<b>Variance</b>	
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Peoples Services	569	470	433	609	40	
Commissioning & Partnerships	161	171	(5)	156	(5)	
Housing Non HRA	67	(209)	156	287	220	2
HRA	(250)	(61)	(91)	(250)	0	
Barbican Residential	(1,035)	(169)	(149)	(1,035)	0	
Education Board	1,792	1,200	1,495	1,792	0	
Libraries	293	87	6	293	0	3
	1597	1,489	1,845	1,852	255	
Notes						
Brackets indicate income or a favourable variance						
1 - A number of clients have passed away resulting in savings due to decreased care costs however this area is very volatile and any changes in circumstances can have a major impact on the outturn						
2 - Housing benefit payments are anticipated to be higher than budgeted. Again this is a volatile area and any changes in circums						
3 - Year tto date variance relates to the Show Lane rates bill which is yet to be paid.						

## Out-turn Compared to Budget

Projected Outturn Variance vs. Latest Approved Local Risk	Latest Approved Budget for Year £'000	Forecast for Year £'000	Variance B/(W) £'000
Peoples Services	£7,534	£7,465	£69
Commissioning & Partnerships	£2,384	£2,431	(£47)
Housing Non HRA	£886	£885	£1
HRA	(£1,699)	(£1,699)	£0
Barbican Residential	(£1,983)	(£1,983)	£0
Education Board	£613	£595	£18
Libraries	2,402	2,402	0
<b>Total</b>	<b>10,137</b>	<b>10,096</b>	<b>£41</b>

**Projected Outturn Variance vs. Latest Approved Local Risk Budget £'000**

