

Committee:	Dated:
Community and Children's Services Committee	08/04/2016
Subject: Community and Children's Services Business Plan: Quarter 3 update	Public
Report of: Director of Community and Children's Services	For Information

Summary

This report sets out the progress made during Quarter 3 (Q3 – October to December 2015) against the refreshed 2015–17 Community and Children's Services Business Plan. It shows what has been achieved and the progress made against our five departmental strategic aims:

- Safeguarding and early help
- Health and wellbeing
- Education and employability
- Homes and communities
- Efficiency and effectiveness.

Full details of performance against all key performance indicators are provided at Appendix 1; the report provides details of complaints received by the Department at Appendix 2; and the Department's budget information is provided at Appendix 3.

Departmental performance and progress for Q3 are overall good with some areas of outstanding performance. Seven performance indicators for this quarter were achieved or exceeded and four were within the tolerance of -10% of the set target. Two indicators have a red RAG status, below the tolerance of -10% of the set target. Four indicators do not report performance during Q3 as they are annual or termly indicators.

Recommendation

Members are asked to:

- Note the Q3 update and the progress made against the strategic priorities of the Business Plan.

Main Report

Background

1. In May 2015, Members agreed the refreshed Department of Community and Children's Services (DCCS) Business Plan for 2015–17, *Roadmap to Outstanding Services*. This contains five strategic aims and 17 key priorities to achieve our vision for delivering outstanding services and outcomes for our residents and communities. Although initiatives are grouped under the most relevant of these strategic aims, many support the achievement of goals across multiple areas.
2. As agreed, quarterly update reports are provided to Members.

Current Position

3. Q3 performance (October to December 2015) against 17 measurable performance indicators (PIs) was good (see Appendix 1). The performance against the 17 indicators fully analysed in this report is depicted in the table below:

RAG status	Traffic light description	Total number of PIs	% of PIs
Green	PIs for which the set target was achieved or exceeded	7	41%
Amber	PIs within the tolerance of -10% of the set target	4	24%
Red	PIs that are below the tolerance of -10% of the set target	2	11%
N/A	Not applicable this quarter (annual or termly indicators)	4	24%

4. Four of the indicators do not report performance in Q3. These are BP 3.1: Sufficiency of school places (annual indicators reported in Q1 for primary schools and Q4 for secondary schools) and three adult learning indicators (BPs 3.2, 3.3 and 3.4), as the three terms are reported in Q1, Q2 and Q4.
5. One indicator which was amber in the last quarter has been rated as red in Q3. This is BP 1.3: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. In Q3, 15 out of 19 clients were still at home 91 days after discharge. One client died, one moved into a rehab hospital, one client was ill so had to be readmitted to hospital, and another went into a care home.
6. BP 2.1: Percentage of people engaging in City smoking cessation programmes who quit smoking has also been rated as red in Q3. This quarter, 42% quit smoking compared with 48% in Q2. Uptake of the Stop Smoking Service offered by the level 2 Pharmacy Service has been lower due to the proliferation of e-cigarettes which many smokers are using as a means to stop smoking. To

improve awareness, the Stop Smoking Service will be producing and distributing specific advertising materials.

7. Fewer than expected carers have received carer assessments (BP 1.4) in Q3 (29 against a target of 33), but Q4 has historically seen a higher number of assessments.
8. Two other amber indicators (BP 1.2: Number of Common Assessment Framework assessments (CAFs) completed by Early Help; and BP 2.4: Usage of the Golden Lane Sport and Fitness Centre) are very slightly below target but are not a cause for concern.
9. Indicator BP 2.2 (Number of take-ups of NHS health checks) has achieved 66% of the annual target with additional City worker focused sessions in Q3 delivering 48 checks to increase the performance in this area. The service has five City employee focused sessions scheduled in Q4 to increase the number of health checks delivered to City workers, in addition to the regular community drop-in sessions the team delivers across the City.

Progress against Improvement Actions

Strategic Aim 1: Safeguarding and early help

10. Good progress has been made against this strategic aim through further assurance testing of our Children's Social Care. All cases are subject to a full audit cycle.
11. Implementation of the Early Help Strategy continues with the signing off of the action plan. Audits have identified lower than expected levels of multi-agency CAF completion. We aim to address this through the Family Support Forum and by improving links with health services and training.
12. As part of the City and Hackney Safeguarding Adults Board (CHSAB), a Self-Assessment Audit tool has been completed and multi-disciplinary challenge by partners will be undertaken in Q4. Outcomes will then be fed back into the service to improve practice.

Strategic Aim 2: Health and wellbeing

13. Good progress has been made in promoting health and wellbeing during this quarter. Physical activity continues to be promoted with resident usage of the Golden Lane Sport and Fitness Centre reaching 92,140 – 90% of the year-to-date target. Young people have been attending Fit for Sport holiday camps over half-term and Christmas; these aim to help children keep moving, make friends and stay healthy.
14. Work continues to improve access to leisure activities by groups which do not usually engage. Of the 32 referrals made to the programme in Q3, 10

participants completed their programme, with 80% showing improvement in one or more physiological indicators (blood pressure, heart rate, BMI and weight). Of the nine residents due a six-month follow-up in Q3, six were still active, showing the long-term positive effects of the programme.

15. The health visiting service has safely transferred to the local authority as a joint City and Hackney offering to improve services for residents.
16. Q3 saw the start of the new Healthy Behaviours service, which integrates tobacco control, and drug and alcohol services for adults. Work with businesses to engage City workers is scheduled to start in January 2016 when the service has its official launch.

Strategic Aim 3: Education and employability

17. Good progress has been made against this strategic aim. There were 10,549 visits to the online FYi Directory throughout 2015. The time spent on pages has increased slightly since last year, showing an increased use of the Directory.
18. The Education Board has approved proposals to expand the Multi Academy Trust into the new corporate governing body for all the City of London Corporation's existing and future sole-sponsored academies.
19. The Children in Care Council continues to embed the participation of service users, providing a workshop on preparing for interviews and an outing to Greenwich to allow the group to socialise.
20. Remodelling of the Apprenticeships programme continues with a qualifications and programme review to ensure a stronger focus on quality.
21. The development of a bespoke care leavers' employability programme has begun with care leavers participating in a short internal work placement. The aim is now for the Apprenticeships Team to provide on-going advice and support to those individuals who are considering engaging with the programme.

Strategic Aim 4: Homes and communities

22. The construction of 18 new homes is going well with the 'topping out' ceremony taking place in December 2015. The first flat will be ready in March 2016 and construction will be complete in June 2016.
23. There have been 71 new rough sleepers recorded this quarter, an increase of 23 on the same quarter last year. This is a significant increase, mirrored across London. There has been an increase in Eastern European rough sleepers who have not been exercising their treaty rights. Work has been taking place with Immigration Enforcement Control to assist those who can to exercise their treaty rights and offer reconnection.

24. A successful good neighbour scheme workshop has taken place and a Neighbourhoods Development and Engagement Manager post has been created to take the project forward.
25. The residents' presentation at Residents' Celebration Day was extremely well received and residents are now planning visits to others estates to showcase their work. A number of Christmas events were run and staff and residents are planning events for 2016, including for the Queen's 90th birthday celebrations.
26. The team continues to tackle illegal occupation and sub-letting with an amnesty period planned for summer 2016. Increased checks on applications and benefit claims are also taking place.

Strategic Aim 5: Efficiency and effectiveness

27. The Department continues to strive to deliver outstanding services across various strands of work. The commissioning review is in its final stage with the recruitment process due to be completed by February.
28. The strategic review and re-tender of the City Advice service is now complete and the contract commenced in November as planned.
29. The DCCS autumn events schedule included various Thresholds of Need and Children and Young People's Plan refresher sessions to ensure that staff feel up to date on our departmental strategic priorities.

Other significant achievements

30. Residents' Celebration Day was a huge success and included Tudor entertainment and Bollywood dancing. Various awards were presented to residents and staff.
31. The Portsoken float took part in the Lord Mayor's Show in November. The project helps to develop community ties. Despite the rain, it was a great success with involvement from across the community.
32. The annual 'Celebrating our People' awards recognised and celebrated a range of exceptional achievers from across the City of London Corporation. The DCCS won various awards across categories, including Health and Safety, Excellence in Customer Service and Excellence in Applied Learning.
33. During the recent Investors in People (IIP) inspection, the City of London Corporation achieved an IIP Silver Award. The inspection identified areas of strength within the DCCS but there are also areas that we need to develop, and plans are being produced to address these issues.

Departmental Strategic Risk Register

34. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to their committee on the key risks faced in their department. The latest report on risk was presented to this Committee in February 2016.

35. The Audit and Risk Management Committee has requested that corporate and departmental risks should be reported on a quarterly basis with update reports on all red-rated risks at intervening committee meetings. A report is being presented to this Committee about a new red risk concerning the introduction of a new national funding formula for schools.

Complaints

36. In Q3, 17 complaints were received, 6 of which were upheld. Our commissioned services received 7 complaints, of which 5 were upheld. An analysis of the complaints received did not identify any underlying trends.

Financial and Risk Implications

37. A budget monitoring statement for Q3 is attached at Appendix 3.

38. As at Q3, the local risk outturn is expected to be within the Director's budget with an underspend of approximately £254k. Since the last report there have been further changes in client care packages (deceased clients, new clients and change in costings due to in-year reviews). In addition, it is not known whether the contingency budget will be fully utilised by the end of the financial year; however, emerging pressures are discussed regularly and budgets realigned as required.

Data Protection and Data Quality

39. The Department fully endorses and adheres to the principles of data protection as set out in the Data Protection Act 1998. All data detailed in this report is verifiable and complies with the Corporate Data Quality Policy and Protocol.

Consultation

40. The Chamberlain and Town Clerk have been consulted and their comments are incorporated within this report.

Conclusion

41. Members are asked to receive this quarterly update to the Business Plan for the DCCS and to note the appendices and good progress made for Q3.

Appendices

- Appendix 1: Department of Community and Children's Services Business Plan 2015–17 Key Performance Indicators – Quarter 3 Update

- Appendix 2: Department of Community and Children's Services Complaints Report: Total Complaints and Compliments Received – Quarter 3, 2015/16
- Appendix 3: Department of Community and Children's Services Budget Monitoring Report

Background Paper

DCCS Business Plan 2015–17

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Appendix 1: Department of Community and Children's Services Business Plan 2015–17 Key Performance Indicators – Quarter 3 Update

Key	R	PIs that are below the tolerance of -10% of the set target
	A	PIs within the tolerance of -10% of the set target
	G	PIs for which the set target was achieved or exceeded

	KPI Ref	Description	Freq	2014/15	2015/16	Q1	Q2	Q3	Q3 R A G	Comments Q3
				Perf	Target	Perf	Perf	Perf		
Priority 1	1.1	Percentage of referrals to Children's Social Care which lead to a formal assessment	Quarterly	48% (20) was the target.	70% (22) (target to be reviewed once Statistical Neighbour and National average performance is known)	88% (21)	86% (6)	86% (12)	G	Note re Q1: This has been adjusted as one C&FA was abandoned as the family moved away. Q3: 73 contacts led to 14 referrals to CSC of which 11 went on to a Child & Family Assessment and one to a Private Fostering Assessment. Two older UASCs referred in quarter did not undergo C&FA but went directly to Pathway Planning instead.
	1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	Quarterly	15 (including CAF updates)	16	4	3	4	A	Four CAFs completed by our Early Help Team. As a result of these, two siblings were stepped up in quarter to CSC, and two were stepped down to universal support.
	1.3	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Quarterly	95%	90%	80%	83%	79%	R	Fifteen out of 19 clients were still at home 91 days after discharge. One client died, one moved into a rehab hospital, one client was ill so had to stay in hospital, and another went into a care home.
	1.4	Number of carer assessments completed	Quarterly	58	55 (Q1 – 8, Q2 – 17, Q3 – 33, Q4 – 55)	10	10	9	A	In Q3, a cumulative total of 29 carer assessments were completed in the year.
Priority 2	2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	44.8%	50%	50%	48%	42%	R	In Q3, the Level 2 Pharmacy Service saw 58 people set a quit date, and 23 successfully quit with a percentage quit rate of 40%. The Level 3 Specialist Service saw 60 people setting a quit date and 31 going on to successfully quit, with a percentage quit rate of 52%. Uptake of the Stop Smoking Service for the Level 2 Pharmacy Service has been lower due to the proliferation of e-

									<p>cigarettes which smokers are using as a means to stop smoking. Additionally there were some staffing issues in the quarter which have now been resolved. To improve awareness, the Stop Smoking Service will be producing and distributing specific advertising materials.</p> <p>For the Level 3 Specialist Service in Q3, two workplaces cancelled their clinic bookings, deciding to move to another time in 2016. During Q3, there were a few people who did not remain completely abstinent throughout the period. This would account for some individuals setting a quit date but not being represented as 4-week quitters. In addition, across the country, specialist services are seeing a reduction in attendance of up to 50% due to the fact that smokers are now quitting on their own with the help of e-cigarettes.</p> <p>For Q4, the Specialist Service has made some significant changes to improve access. This includes setting up two new City drop-ins in addition to Guildhall and holding five workplace groups in the City over the course of the quarter. They have also secured a drop-in clinic in outpatients at Barts Hospital ready to launch for Q1 2016.</p>
2.2	Number of take-ups of NHS health checks	Quarterly	261	260	57	55	58	A	<p>During Q3, the Community Health Checks Team delivered 10 NHS health checks for City residents (annual target 60) and 48 for City workers (annual target 200). The commissioned provider has achieved 66% of its annual target. The service has five City employee focused sessions scheduled in Q4 to increase the number of health checks delivered to City workers, in addition to the regular community drop-in sessions the team delivers across the City.</p>
2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Quarterly	75% (25)	70%	83% (5/6)	67% (8/12)	75% (6/8)	G	<p>Of the nine people due a six-month follow-up in Q3, eight were successfully contacted and six of these (75%) were still active.</p>
2.4	Usage of the Golden Lane Sport and Fitness Centre (members and non-members)	Quarterly	131,912	135,870	37,457	69,969	92,140	A	<p>Total cumulative participation in the GLSF centre at the end of Q3 was 92,140, 90.4% of the YTD target and 70% of the annual target.</p>

	2.5	Number of new volunteers signed up to the Time Credits scheme	Quarterly	335 (total 638)	160	74 (total 712)	96 cumulative total (22 in quarter 2 giving an overall figure of 734)	125 cumulative total (29 in Q3 giving total to date of 763)	G	Over three-quarters of the target achieved within the first three quarters	
Priority 3	2.6	% of volunteers completely new to volunteering	Quarterly	54.6%	30%	53.3%	43.5%	43.9%	G	Consistently above target	
	3.1	Sufficiency of school places	Annual	P S	2015 applications Inner London % – Primary for Q1	Primary (September 2015 entry)					Secondary preference week takes place in early March and will be reported in Q4. Primary preference week takes place in late April and will be reported with Q1 2016.
		Percentage of school offers meeting:									
		first choice		85% 63%	80.0%	78%					
		second choice		3% 25%	8.5%	16%					
		third choice		3% 0%	3.5%	3%					
other choice	9% 12%	2%	3%								
3.2	Number of apprenticeship places secured	Quarterly	66	60	14 in Term 3 – 56 total in Academic Year 2014/15, against a target of 60	38 (Term 1 of Academic Year 2015/16)	Perf as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting.		

	3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	1,881	2000	536 in Term 3 - 1,648 total in Academic Year 2014/15, against a target of 2,000	563 (Term 1 of Academic Year 2015/16)	Perf as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting.
	3.4	Number of enrolments on Basic Skills courses	Quarterly	487	200	172 in Term 3 – 407 total for Academic Year 2014/15; the target was 200	117 (Term 1 of Academic Year 2015/16)	Perf as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting.
Priority 4	4.1	Percentage of routine repairs attended to	Quarterly	98%	98%	99%	99%	99%	G	
	4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	384	384 (annual target) 96 (quarterly target)	97	104	100	G	As mentioned last quarter, this is a new indicator and it is difficult to predict what the trend will look like.
	4.3	Total number of individual rough sleepers met by St Mungos Broadway	Quarterly	721	650 (annual target) Q1 – 162, Q2 – 162, Q3 – 163, Q4 – 163	173	157	177	G	There is an increase in the number of rough sleepers seen in the quarter. This is a pan-London and national trend due to changes in benefits, availability of affordable accommodation and an increase in Eastern European migrants.

**Appendix 2: Department of Community and Children's Services Complaints Report:
Total Complaints and Compliments Received – Quarter 3, 2015/16**

Division	2012/13	2013/14	2014/15	Q1	Q2	Q3	Q4	2015/16 total
Adult Social Care	1	0	3	1	2	0		3
No. of complaints upheld	0	0	1 upheld	0	0	N/A		0
Family and Young People's Services (Children's Social Care)	0 (3)	0 (3)	5	0	0	0		0
No. of complaints upheld	2 partially upheld	2 upheld	2 upheld	N/A	N/A	N/A		N/A
Housing	41	17	34	4	6	12		22
No. of complaints upheld	24 upheld, 1 partially upheld	6 upheld	5 upheld, 2 partially upheld	1 upheld, 3 partially upheld	0	1 partially upheld		1 upheld, 4 partially upheld
Property				N/A	2	5 5 upheld		7 5 upheld
No. of complaints upheld				N/A	2 upheld	3 upheld, 1 partially upheld		5 upheld, 1 partially upheld
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	16	51	54	22	17	7		46
No. of complaints upheld	15 upheld	37 upheld	39 upheld	20	12	5		37

Response Times at Stage 1: Family and Young People's Services and Housing – 10-day target; Adult Social Care – 3-day target

Division	2012/13	2013/14	2014/15	Q1	Q2	Q3	Q4	2015/16 total
Adult Social Care	N/A	N/A	100%	100%	50%	N/A		75%
Family and Young People's Services (Children's Social Care)	66%	100%	75%	N/A	N/A	N/A		N/A
Housing	100%	100%	100%	100%	100%	100%		100%
Property				N/A	100%	100%		100%

Appendix 3: Department of Community and Children's Services Budget Monitoring Report

	2015/16 LAB budget	TOTAL to date £'000	% spent (should be approx 75%)	Projected Actual to year end £'000	Projected Variance to year end £'000	Notes
<u>LOCAL RISK</u>						
Housing Services						
Housing S&M Account	123	95	77	126	-3	
Disabled Access, Enabling Activities, Spitalfields, General Housing Advice, other Housing Services	-30	-25	82	-45	15	
Supporting People	751	546	73	731	20	
Service Strategy	4	3	63	3	1	
Housing Benefit	150	-4	-3	130	20	
Total Housing	998	615	62	945	53	1
Barbican Residential (NON SERVICE CHARGE)	-2,156	-1,792	83	-2,156	0	
People Services						
Older People Services	1,185	1,354	114	1,213	-28	2
Adult Social Care	2,359	2,057	87	2,244	115	2 & 3
Occupational Therapy	252	197	78	133	119	3
Adult Services strategy	6	6	100	6	0	
Supervision and Management	156	119	76	159	-3	
Homelessness	617	847	137	606	11	
Children's Social Care	1,095	1,150	105	1,345	-250	4
Early Years & Childcare	867	731	84	837	30	
Other Schools-related activity	132	163	123	112	20	
Drug Action Team	138	89	64	138	0	
TOTAL LOCAL RISK	6,807	6,713	99	6,793	14	
Partnerships						
Commissioning	725	656	90	702	23	5
Public Health	-175	-456	261	-175	0	
Sports Development	-61	-54	89	-60	-1	
Adult Community Learning	66	12	18	63	3	
Youth Service	205	188	92	196	9	
Strategy and Performance	1,185	837	71	1,033	152	5 & 6
TOTAL PARTNERSHIPS	1,945	1,183	61	1,759	186	
TOTAL LOCAL RISK	7,594	6,719	88	7,340	254	

CENTRAL RISK

Commissioning	-111	539	-486	-83	-28
Early Years & Childcare	265	234	88	265	0
Other Schools Related activity	-287	-957	333	-287	0
Asylum Seekers	285	539	189	298	-13
Delegated Budget	-20	275	-1,375	-19	-1
Housing Benefit	67	-233	-347	67	0
Barbican Res	-225	-32	14	-225	0
TOTAL CENTRAL RISK	-26	365	-1,584	16	-42

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1) Housing Services: Minor variances

People's Directorate: Underspend of £14k largely because:

- 2) There have been various client movements since the budgets were set
- 3) Staff costs which were provided for in the budget have now been met from Government grant
- 4) There have been additional costs incurred this year in respect of consultantancy work relating to the children's inspection. These costs have been met from savings from other services within the People Directorate.

Commissioning & Partnerships: Underspend of £186k largely because:

- 5) Vacant posts as part of the commissioning restructure have not yet been filled
- 6) There is a central budget of £148k held to be used for emerging pressures; there are regular meetings with budget managers at which any pressures are flagged up
- 7) There was central risk overspend due to two new asylum clients, plus minor variances in other areas