

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	08/07/2016
<b>Subject:</b> Community and Children's Services Business Plan: Quarter 4 update	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Lorraine Burke, Simon Cribbens and Sharon McLaughlin, Department of Community and Children's Services	

### Summary

This report sets out the progress made during Quarter 4 (Q4 – January to March 2016) 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 and the Department's budget information is provided at Appendix 3.

Departmental performance and progress for Q4 are overall good. This strong performance in Q4 is echoed in the full year performance for 2015-16 with some areas of outstanding performance. At the end of year reporting period, 10 performance indicators were achieved or exceeded and three were within the tolerance of -10% of the set target. One indicator was below the tolerance of -10% of the set target. Three indicators are linked to education performance and the information on these will not be available until the end of the academic year.

### Recommendation

Members are asked to:

- Note the Q4 update and the progress made against the strategic priorities of the Business Plan up to the end of 2015-16.

## Main Report

### Background

1. In May 2015, Members agreed the Department of Community and Children's Services (DCCS) Business Plan for the two years 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. An updated version of the DCCS Business Plan was approved by Committee on 13 May 2016.
3. As agreed, quarterly update reports are provided to Members.

### Current Position

4. The Department's performance is measured and reported against 17 key performance indicators (PIs). Fourteen indicators were reported in Q4, of which 10 (71%) achieved or exceeded the performance target set and are therefore rated green. Of the remaining four indicators reported, two were amber as performance was within 10 per cent of the target set, and two were rated red for failing to meet the target by more than 10 per cent. This improves on performance in Q3, during which seven indicators were rated green.

RAG status	Traffic light description	Total number of PIs
Green	PIs for which the set target was achieved or exceeded	10
Amber	PIs within the tolerance of -10% of the set target	2
Red	PIs that are below the tolerance of -10% of the set target	2
N/A	Not applicable this quarter (linked to educational year finishing July 2016)	3

5. Three indicators are not reported in this quarter. The learning indicators (BPs 3.2, 3.3 and 3.4) are linked to the academic year finishing in July 2016, based on performance across three term levels, and therefore are not available at this point.
6. Q4 data for sufficiency of school places relates only to secondary school offers for September 2016. The performance is rated green as it exceeds the reported pan-London rate for the percentage of offers meeting an applicant's first choice (73 per cent in the City compared with 69 per cent in London) and has improved on the City's performance in 2015 (63 per cent meeting first choice). Primary school offers for September 2016 are not made available in the 2015-16 reporting year, and therefore those reported in Q1 relate to school entries in September 2015.

7. Performance was particularly strong for some indicators – exceeding target levels. The percentage of referrals to Children’s Social Care leading to a referral (1.1) was 100 per cent in Q4 – reflecting clear understanding and appropriate use among referring partners of the City’s Thresholds of Need. Targets were also exceeded in relation to the number of volunteers signing up to Time Credits (2.5), and the percentage new to volunteering (2.6).
8. Performance was rated red in relation to smoking cessation (2.1) and usage of Golden Lane leisure centre (2.4). Registrations for smoking cessation have fallen, in part due to a rapid increase in the use of e-cigarettes. However, the commissioned service is taking action to increase awareness of the service and improve training of pharmacy staff. The City’s Commissioning Team has also met with Fusion, the leisure centre operator, to discuss performance and actions being taken to address the decline in usage.
9. The strong performance in Q4 is echoed in the full year performance.

RAG status	Traffic light description	Total number of PIs
Green	PIs for which the set target was achieved or exceeded	10
Amber	PIs within the tolerance of -10% of the set target	3
Red	PIs that are below the tolerance of -10% of the set target	1
N/A	Not applicable (linked to educational year finishing July 2016)	3

10. The only full year target rated red is that relating to the use of the Golden Lane leisure centre. The target measuring the effectiveness of reablement (rehabilitation) support to older people discharged from hospital (1.3) was rated amber, but at 88 per cent was just below the 90 per cent target. The target for smoking cessation was amber for the full year performance, as was the performance indicator for the number of rough sleepers met by outreach services, which was 3 per cent higher than the target but lower than the previous year.

## Progress Against Improvement Actions

### Strategic Aim 1: Safeguarding and early help

11. A new Service Improvement Board (SIB) is now operational and has a work plan for 2016-17 in place. All improvement plans for Children’s Social Care are now monitored by the SIB.
12. A multi-agency briefing event took place in February to strengthen the understanding of the City’s Thresholds of Need guidance. The event was well attended with positive feedback from those attending.
13. Common Assessment Framework (CAF) completions by partners during Q4 have increased. A new practical CAF workshop was developed and delivered for

the first time in March and received positive feedback from the 15 partners who attended. Additional support on completing CAFs is being offered as a follow-up to the training.

#### Strategic Aim 2: Health and wellbeing

14. The service 'Square Mile Health' was officially launched during Q4.
15. The workplace health and wellbeing programme (Business Healthy) increased its membership to 402 members. It is widening its channels of delivery to offer webinars to members who are unable to attend events.

#### Strategic Aim 3: Education and employability

16. Staff training on using web analytics has taken place to help develop the service's understanding of its online audience. Improvements identified as an outcome of the training will enable more accurate reporting.
17. Special Educational Needs and Disability (SEND) and Safeguarding audits of Early Years' settings have been completed and the Early Years' advisory teaching programme is in place.
18. The Multi-Academy Trust submitted applications to open two new schools and sponsor two existing schools as part of Wave 11 of the Free Schools Application process.
19. Further work has been done to remodel the apprenticeship programme. Plans are in place to launch a level 4 procurement apprenticeship framework at the start of 2016-17.

#### Strategic Aim 4: Homes and communities

20. The Asset Management Strategy is in place and progress continues to be reported to the Housing Programme Board. An independent review is being commissioned to help us develop a robust financial strategy to support effective asset management.
21. During Q4 there were 62 new rough sleepers on the City's streets. A total of 76 per cent were seen once, 21 per cent had a second night out and two rough sleepers joined the living on the street population.
22. To deliver stronger and more supportive communities, the Neighbourhood Network was relaunched. This is resident led and will be tailored to meet the needs on estates.

23. Initiatives to tackle illegal occupation and subletting have led to a 50 per cent increase in cases where fraud has been identified.
24. Some 58 new Time Credit volunteers have signed up during Q4. The target set for the year was 160 and the yearly total achieved is 183. A total of 42 per cent of those signed up are new to volunteering (the target for the year was 30 per cent) and 2,258 hours of time have been given this quarter.

#### Strategic Aim 5: Efficiency and effectiveness

25. Committee approval has been obtained and work is now under way to implement agreed options to achieve income generation from the Barbican car park.
26. A review of communications across DCCS has commenced. As part of the review, a new DCCS Communications and Engagement Working Group has been established to ensure co-ordination and effectiveness of departmental communications activities.
27. The DCCS Workforce Champions Group continues to meet with identified priorities around the growth of the apprenticeship programme and senior leadership succession planning.
28. Social media is being incorporated into communications and engagement plans to raise awareness and reach wider audiences.

#### Other significant achievements

29. To help us identify what we do well and where we need to improve, we have invited an external reviewer to assess our progress and improvement journey for safeguarding and early help (using Ofsted framework). The review took place from 9-18 May.
30. The Homelessness Team has completed the next stage on the journey to achieve the national Gold Standard for advice and homelessness services. The service is now classified as a Bronze Standard authority. The next step will be to achieve Silver Standard.
31. Following our recent applications to the Department for Education to open a further four academies over the next few years, we were invited to an interview on 13 May. We anticipate finding out whether our applications are successful early in the summer.
32. As part of our work to support a pilot aimed at reducing suicides from London Bridge, we have produced a leaflet to give City workers guidance on how to approach and speak to someone who they think may be intending to commit suicide on a bridge. The City of London Police has helped to distribute the leaflets.

## Departmental Strategic Risk Register

33. 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 is attached in Appendix 2.
34. 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. Two new risks have been added since the last report:
- Pupil funding – the introduction of new pupil funding formulae may reduce levels of funding in 2017-18
  - Failure to deliver the City of London Academy Expansion Programme – this is a project to increase the number of academies sponsored by the City of London.

## Complaints

35. The Q4 complaints report is attached at Appendix 3. In Q4, 30 complaints were received regarding our directly delivered services. Three were upheld or partially upheld. Two complaints, relating to a single Children's Social Care case, were not responded to within the Stage 1 response target due to relevant staff not being available during the target response period. Our commissioned services received five complaints, all of which were upheld. An analysis of the complaints received did not identify any underlying trends.

## Financial and Risk Implications

36. A budget monitoring statement for Q4 is attached at Appendix 4.
37. As at Q4, the local risk outturn is expected to be within the Director's budget with an underspend of approximately £145k. Since the last report the changes in underspend have resulted from lower car park income, costs incurred for inspections and four new asylum seekers.
38. Emerging budget 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 Q4.

## Appendices

- Appendix 1: Department of Community and Children's Services Business Plan 2015-17 Key Performance Indicators – Quarter 4 Update
- Appendix 2: Department of Community and Children's Services Risk Register – Quarter 4, 2015-16
- Appendix 3: **Complaints Report, Total Complaints and Compliments Received – Quarter 4, 2015-16**
- **Appendix 4: Department of Community and Children's Services 2015-16 outturn budget**

## 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 4 Update

	PIs that are below the tolerance of -10% of the set target
	PIs within the tolerance of -10% of the set target
	PIs that achieved or exceeded the set target

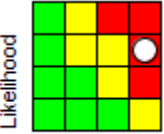
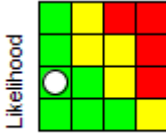

	KPI Ref	Description	Freq.	2014-15 Perf	2015-16 Target	Q1 Perf	Q2 Perf	RAG (Q2)	Q3 Perf	Q4 Perf	RAG (Q4)	2015-16 Perf	RAG (15/16)
Priority 1	1.1	Percentage of referrals to Children's Social Care which led to a formal assessment	Quarterly	48% (20) was the target	70% (22)	88% (21)	86% (6)	G	86% (12)	100% (12)		89% (51)	
	1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	Quarterly	15 (including CAF updates)	16	4	4	G	5	4		17 (including CAF updates)	
	1.3	Proportion of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	Quarterly	95%	90%	80%	83%	A	79%	88%		88%	
	1.4	Number of carer assessments completed	Quarterly	58	55	10	10	A	9	25	-	54	
Priority 2	2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	44.80%	50%	50%	48%	G	42%	44%		46%	
	2.2	Number of take-ups of NHS health checks	Quarterly	261	260	59	55	A	58	88		260	
	2.3	Percentage (Number) of participants in the exercise on referral programme still active six months after their initial assessment	Quarterly	75% (25)	70%	83% (5/6)	67% (8/12)	G	75% (6/8)	70% (7/10)		72% (26/36)	

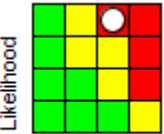
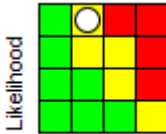



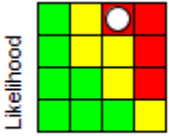
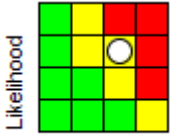

	KPI Ref	Description	Freq.	2014-15 Perf	2015-16 Target	Q1 Perf	Q2 Perf	RAG (Q2)	Q3 Perf	Q4 Perf	RAG (Q4)	2015-16 Perf	RAG (15/16)					
	2.4	Usage of the Golden Lane Sport and Fitness Centre (Members and Non-Members)	Quarterly	131,912	135,870	37,457	69,969	G	92,140	116,568		116,568						
	2.5	Number of new volunteers signed up to the time credits scheme	Quarterly	335 (total 638)	160	74	22 (96 cumulative total)	G	29 (125)	58 (183)		183						
	2.6	Percentage of volunteers completely new to volunteering	Quarterly	54.60%	30%	42%	43%	G	44%	42%		43%						
Priority 3	3.1	Sufficiency of school places	Annual	P	2015 applications Inner London % - Primary for Q1	Primary (Sept 2015 entry)				Secondary (Sept 2016 entry)								
		S																
		Percentage of school offers meeting:																
		first choice		85% 63%										80.0%	78%			72.73%
		second choice		3% 25%										8.5%	16%			13.64%
	third choice	3% 0%	3.5%	3%			4.55%											
	other choice	9% 12%	2%	3%			9.10%											
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)	G	Perf as per Q2 due to Academic Termly Reporting	Perf as per Q2 due to Academic Termly Reporting		Perf as per Q2 due to Academic Termly Reporting							

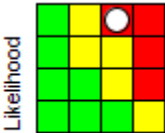
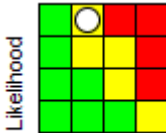

	KPI Ref	Description	Freq.	2014-15 Perf	2015-16 Target	Q1 Perf	Q2 Perf	RAG (Q2)	Q3 Perf	Q4 Perf	RAG (Q4)	2015-16 Perf	RAG (15/16)
	3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	1,881	2,000	536 in Term 3 – 1,648 total in Academic Year 2014/15, against a target of 2,000	563 (Term 1 of Academic Year 2015/16)	G	Perf as per Q2 due to Academic Termly Reporting	Perf as per Q2 due to Academic Termly Reporting		Perf 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, against a target of 200	117 (Term 1 of Academic Year 2015/16)	G	Perf as per Q2 due to Academic Termly Reporting	Perf as per Q2 due to Academic Termly Reporting		Perf as per Q2 due to Academic Termly Reporting	
Priority 4	4.1	Percentage of routine repairs attended to within target (five working days)	Quarterly	98%	98%	99%	99%	G	99%	99%		99%	
	4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	384	384 (annual target) 96 (quarterly target)	97	104	G	100	101		402	
	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	G	177	164		671	

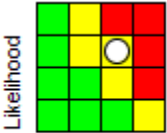
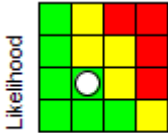
## Appendix 2: Department of Community and Children's Services Risk Register – Quarter 4 update


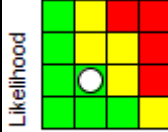

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS PE 002 Failure to deliver expansion of Sir John Cass's Foundation Primary School to two-form entry in September 2017</b> 11-Jun-2015 Ade Adetosoye	<b>Cause</b> Expansion not delivered <b>Event</b> Building project not completed <b>Effect</b> Lack of first choice school places for City children	 Likelihood Impact	24	City of London representatives will be attending the Sir John Cass's Foundation Board meeting on 8 June to discuss this issue further. <b>19 May 2016</b>	 Likelihood Impact	2	31-Aug-2017	 No change
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS PE 002a Tripartite meetings	Tripartite meetings between the Sir John Cass's Foundation, Sir John Cass's Foundation School Board of Governors and the City of London have taken place but no further meetings have been scheduled.	Tripartite meetings have reconvened and the first meeting will take place on 19 April 2016.			Chris Pelham	23-May-2016	19-Apr-2017	
DCCS PE 002b Discussions with Comptroller and City Solicitor and others regarding the expansion	Efforts to engage with parties to the negotiation continue.	Although agreement has now been reached to operate a bulge class in September 2016, the City Corporation is still seeking a permanent expansion to a two-form entry. The risk remains at RED as negotiations are continuing and the target date for the resolution to this risk has been amended to September 2017. Officers will be attending the Sir John Cass's Foundation Board meeting on 8 June to discuss this issue further. The risk rating will be reviewed in light of the outcome of the meeting.			Chris Pelham	23-May-2016	31-Aug-2016	

Risk No, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS HS 002</b> <b>Failure to carry out and review effective Fire Risk Assessments for more than 5,000 units of residential accommodation and a number of commercial units</b> 14-Jan-2016 Paul Murtagh	<b>Cause</b> Fire Risk Assessments for managed properties not carried out effectively <b>Event</b> Fires do occur from time to time. Effective Assessments reduce the risk and identify any changes to procedures or maintenance regimes that need to be reviewed or introduced <b>Effect</b> Fires can lead to significant property damage and loss of life	 Likelihood Impact	16	Consultants have been appointed and work has commenced on the assessments. <b>02 Jun 2016</b>	 Likelihood Impact	8	31-Mar-2017	 No change
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS HS 002a Consultant to carry out new Fire Risk Assessments to all managed properties	Consultants will be employed to carry out risk assessments to all residential and commercial properties managed by the Department. To be appointed and schedule of works to be agreed by the end of March 2016.	Consultants have now been appointed and work has commenced. It is anticipated that the assessments will be completed by the end of September 2016.			Paul Murtagh	02-Jun-2016	30-Sep-2016	
DCCS HS 002b Training to be provided to Housing staff to carry out and review effective Fire Risk Assessments	Training provider for Fire Risk Assessments to be identified. Appropriate staff will be nominated to attend.	Training for staff to be provided. The training will be developed during the assessment period and will incorporate feedback from the project.			Paul Murtagh	02-Jun-2016	31-Dec-2016	

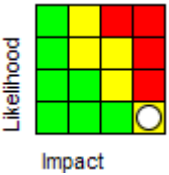
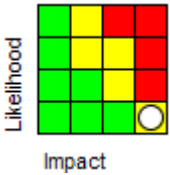
Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS HS 003 Lone Working</b> 14-Jan-2016 Paul Murtagh	<b>Cause</b> Staff working on their own in isolated locations or visiting residents or clients' homes <b>Event</b> Staff suffer verbal abuse, physical attack or are an accident victim <b>Effect</b> Harm or serious injury to staff		<b>16</b>	Development and implementation of a DCCS Lone Working Policy has commenced. <b>21 Apr 2016</b>		<b>12</b>	31-Mar-2017	 No change
Action No, Title	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS HS 003a Skyguard review	A review of the current Lone Worker protection device is in progress. Some staff report connectivity problems. At the finish of the review a decision will be taken to continue or to investigate a different solution.	It is likely that a smartphone / tablet app will replace the Skyguard system and this is being assessed at the moment. Presentations to staff on the APP will take place by the end of April. If the APP proposal is agreed by the Departmental Leadership Team it may be implemented by the end of July 2016.				Paul Murtagh	18-Apr-2016	31-Jul-2016
DCCS HS 003b Lone Working Procedures	Not all staff are working in compliance with the departmental Lone Working Procedures. These procedures will be reviewed to check why they are not being implemented by all staff and revised if appropriate. Compliance with new procedures will be monitored by managers and the quarterly Health and Safety Committee. It is anticipated that monitoring information will be available from Skyguard or the replacement system.	A test of the proposed app as an option to replace Skyguard has been scheduled for June.				Paul Murtagh	02-Jun-2016	30-Sep-2016

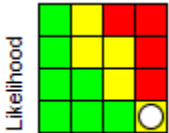
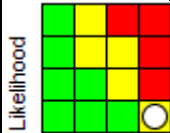
Risk No, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator	
<b>DCCS PE 004 Pupil funding - introduction of new formulae may reduce levels of funding from 2017/18</b> 22-Mar-2016	<b>Cause</b> Change in government policy <b>Event</b> Introduction of new national pupil funding formulae may lead to up to 50 per cent reduction in pupil funding for Sir John Cass's Foundation Primary School <b>Effect</b> Potential financial viability issues for the school	 Likelihood	16	The response to the government on the new pupil funding formulae has been drafted. <b>18 Apr 2016</b>	 Likelihood	8	31-Mar-2017	 No change	
<b>Action No, Title</b>	<b>Description</b>	<b>Latest Note</b>					<b>Managed By</b>	<b>Latest Note Date</b>	<b>Due Date</b>
DCCS PE 004a Brief Members of the Committee and Sir John Cass's Foundation	Members of the Community and Children's Services Committee and the Sir John Cass's Foundation will be briefed on the possible impact of the new funding formulae and the proposed response to the consultation by the end of March 2016.	The City of London response to the new national funding formulae has been drafted. Members of the Community and Children's Services Committee and the Sir John Cass's Foundation have been briefed. Discussions will continue when the results of the Financial Modelling Exercise are available at the end of July 2016.					Chris Pelham	02-Jun-2016	30-Sep-2016
DCCS PE 004b Financial Modelling Exercise	A Financial Modelling Exercise will be undertaken regarding the Sir John Cass's Foundation finances.	A Financial Modelling Exercise will be undertaken into Sir John Cass's Foundation Primary School finances. It is anticipated that this will be completed by 31 July 2016 and will provide a framework to plan mitigation in respect of the possible reduction in funding.					Chris Pelham	02-Jun-2016	31-Jul-2016

Risk No, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS 002 Failure to deliver City of London Academy Expansion Programme</b> 31-May-2016 Ade Adetosoye	<b>Cause</b> Expansion Programme not delivered <b>Event</b> Building projects not completed <b>Effect</b> Need to secure temporary accommodation/alternative school place provision leading to increased pressure on school budgets and reputational damage	 Likelihood Impact	12	A project to increase the number of academies sponsored by the City of London has commenced. <b>01 Jun 2016</b>	 Likelihood Impact	4	01-Sep-2019	↔ No change
Action No, Title	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS 002a Programme Board	A Programme Board has been established to oversee the work of Project Boards and take high-level decisions.	The Programme Board is due to meet by mid-August to sign off the design for the Galleywall Academy permanent build works.				Gerald Mehrtens	02-Jun-2016	01-Sep-2019
DCCS 002b Project Boards	Project Boards for the two schools in pre-opening phase and for four applications to sponsor schools have been established and meet monthly.	A number of critical decisions need to be taken over the coming months, including: outcome of the four applications, heads of terms, funding agreements, land transfers, designs, planning applications and communications. These will be monitored by Project Boards with key risks highlighted in reports and, where appropriate, escalated to the Programme Board.				Gerald Mehrtens	02-Jun-2016	30-Sep-2017

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS CP 002 City of London Community Education Centre – site redevelopment</b> 22-Jan-2016 Ade Adetosoye; Neal Hounsell	<b>Cause</b> Redevelopment of the site occupied by the City of London Community Education Centre <b>Event</b> Adult and Community Learning Service has to vacate the site <b>Impact</b> Unless new premises are found adult and community learning delivery may be curtailed	 Likelihood Impact	12	A consultant is being appointed to assist officers in identifying options, benefits and costs of proceeding with the redevelopment of the Golden Lane Community Centre. A report will be presented to the July 2016 committee. <b>02 Jun 2016</b>	 Likelihood Impact	4	31-Jan-2017	 Decreased Risk Score
Action No, Title	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS CP 002a	The site of the City of London Community Education Centre (COLCEC) on Golden Lane will be redeveloped. New premises for the delivery of community learning will need to be identified. At their December 2015 meeting members rejected a report proposing the Golden Lane Community Centre as a potential new location.	A report was presented to the Community and Children's Services Committee in April 2016 which agreed that the Golden Lane Community Centre and the Guildhall/City Business Library are the best initial locations for the relocation of the Adult Skills and Education Services. A report will be presented to the July 2016 committee setting out detailed plans and options for the mix of services that can be accommodated.				Neal Hounsell	02-Jun-2016	31-Jan-2017





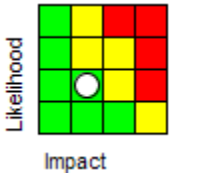
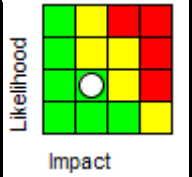

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>CR17 Safeguarding</b> 22-Sep-2014 Ade Adetosoye	<p><b>Cause</b> Not providing appropriate training to staff, not providing effective management and supervision, poor case management</p> <p><b>Event</b> Failure to deliver actions under the City of London's safeguarding policy. Social workers and other staff not taking appropriate action if notified of a safeguarding issue</p> <p><b>Effect</b> Physical or mental harm suffered by a child or adult at risk, damage to the City of London's reputation, possible legal action, investigation by CQC and/or Ofsted</p>		<b>8</b>	Work is still ongoing to raise awareness of safeguarding, and the quarterly meetings of the Safeguarding Champions continue. <b>18 Apr 2016</b>		<b>8</b>	31-Mar-2017	↔ No change
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
CR17b Work with HR to develop training and programmes to support staff	Develop children safeguarding e-learning modules and enable staff to access advice and assistance.	The majority of staff have undertaken the e-learning modules. Outstanding training will be completed by the end of December to include new staff who have joined the Department. This training has been added to the list of mandatory training for DCCS staff.			Chris Pelham	25-Nov-2015	31-Dec-2015	
CR17k Review role of Safeguarding Champions	The role of Safeguarding Champions to be reviewed and to consider if domestic violence can be added to the role.	The City of London Domestic Abuse Co-ordinator now attends the Safeguarding Champions group. An update on the effectiveness of the Safeguarding Champions has been provided to the Director of Open Spaces.			Chris Pelham	23-May-2016	30-Jun-2016	
CR17l Online Adult Safeguarding training	Online basic Adult Safeguarding training will be mandatory for DCCS staff.	Online basic Adult Safeguarding training will be mandatory for DCCS staff. A suitable product will be identified and will be added to the online learning resource.			Chris Pelham	18-Apr-2016	31-Dec-2016	
CR17m Raise awareness of financial abuse and scams	The Adult Social Care Team will be working with the City of London Police to raise the profile of financial abuse and scams.	Actions will be identified to raise the profile of financial abuse and scams and the risks presented especially to older people living in the Square Mile.			Chris Pelham	23-May-2016	31-Mar-2017	

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS 001</b> <b>Departmental emergency response</b> 22-Jan-2016 Neal Hounsell	<b>Cause</b> Residents and/or City workers being unsupported in a major emergency <b>Event</b> A major emergency being declared <b>Effect</b> Evacuated residents or City workers have nowhere to go following an incident, adverse media coverage	 Likelihood	8	Meetings of the Humanitarian Assistance Working Group continue. Financial arrangements in a major incident are being reviewed and will be reflected in the revised Humanitarian Assistance Plan. A live exercise to test arrangements for setting up a rest centre is planned for October 2016. Learning from the exercise will be reflected in plans. <b>23 May 2016</b>	 Likelihood	8	31-Mar-2017	↔ No change

Action No, Title	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS 001a Humanitarian Assistance Working Group (HAWG)	The HAWG has representation from DCCS, other departments including Town Clerks and City of London Police. The group meets quarterly. The terms of reference for the HAWG were discussed at the July meeting and will be agreed at the September 2015 meeting.	A meeting of the HAWG took place on 8 March 2016 and was attended by a representative of the Chamberlain's Department. A review of contingency cash and cash welfare payments was agreed and an exercise to test the Department's Humanitarian Assistance Plan will take place in October 2016.	Sharon McLaughlin	23-May-2016	28-Mar-2017
DCCS 001c Revised Humanitarian Assistance Plan	New Humanitarian Assistance Plan to be drawn up to cover all existing plans including a rest centre, a family and friends centre and community assistance centres.	A draft was discussed at the March working group. The new draft is to include changes agreed at the meeting regarding the emergency store and to reflect changes to the financial arrangements which are under discussion. The new draft is to be discussed at the June meeting.		19-Apr-2016	30-Jun-2016
DCCS 001d Review of financial arrangements in a major incident including contingency cash and cash welfare payments	Financial arrangements are being revised to reflect current financial arrangements, City Procurement regulations and use of purchasing cards.	A meeting took place on 21 March with representatives of the Chamberlain's Department to review existing arrangements and identify where the procedures should be updated. A list of actions has been identified and a further meeting will take place in June 2016.	Sharon McLaughlin	23-May-2016	31-Jul-2016
DCCS 001e Setting	A live exercise to test a series of elements	An exercise to test the emergency response of the Department in setting up a rest	Sharon	23-May-	30-Nov-

up a rest centre – live exercise	including notification, communications and delivery of a rest centre will take place in October 2016.	centre will take place in October 2016. A list of elements to be tested has been drawn up. Planning meetings are taking place and the Red Cross will attend.	McLaughlin	2016	2016
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Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS PE 003 Early Help – Referrals and completion of Common Assessment Frameworks (CAFs)</b> 26-Jan-2016	<b>Cause</b> Obstacles in place which reduce referrals to the Early Help Service <b>Event</b> Reluctance of partners to refer to Early Help and initiate CAFs <b>Effect</b> Low compliance with agreed Early Help Procedures	 Likelihood Impact	6	The workshop for partners was delivered. Another workshop will be delivered later in the year. <b>02 Jun 2016</b>	 Likelihood Impact	4		↓ Decreased Risk Score
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS PE 003a Consult partners regarding low compliance with Early Help Procedures to address low compliance	Consult Partners – workshop is to be held with multi-agency partners on 3 February.	The workshop was delivered and useful feedback was received. Another workshop with partners will be delivered later in the year.			Chris Pelham	02-Jun-2016	30-Sep-2016	
DCCS PE 003b Develop simple distance travelled tool	The aim of the tool is to provide clear and easily accessible evidence that demonstrates the difference Early Help services have made to children, young people and their families.	Work is continuing on the development of this tool.			Chris Pelham	02-Jun-2016	30-Jun-2016	

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and Date of Update	Target Risk Rating & Score	Target Date	Current Risk Score Change Indicator
<b>DCCS HS 001 Health and Safety procedures</b> 13-Nov-2014 Paul Murtagh	<b>Cause</b> Failure to meet Health and Safety regulations and City of London procedures within the Department and on the properties and estates managed by the Housing Division <b>Event</b> Accident or fire in property or estates managed by DCCS leading to harm/injury to staff member, resident or visitor <b>Effect</b> Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation	 Likelihood Impact	4 Quarterly Health and Safety meetings continue and keep the action plan to address Top X and other issues under review. <b>02 Jun 2016</b>	 Likelihood Impact	4 31-Mar-2017	 No change

Action No, Title	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS HS 001c Implement agreed work plan addressing Top X and other risks	A work plan for Health and Safety Officer has been agreed and will be reviewed at quarterly departmental Health and Safety meetings.	Quarterly Health and Safety meetings with representation across the divisions are being held. Progress against the work plan is monitored and Top X risks are reviewed.	Paul Murtagh	02-Jun-2016	31-Mar-2017

### Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 4, 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	0	3
No. of complaints upheld	0	0	1 upheld	0	0	N/A	N/A	0
Family and Young People's Services (Children's Social Care)	0 (3)	0 (3)	5	0	0	0	2	2
No. of complaints upheld	2 partially upheld	2 upheld	2 upheld	N/A	N/A	N/A	Not upheld	N/A
Housing	41	17	34	4	6	5	20	35
No. of complaints upheld	24 upheld, 1 partially upheld	6 upheld	5 upheld 2 partially upheld	1 upheld, 3 partially upheld	0	5	1 upheld, 1 partially upheld	11
Property				N/A	2	4	8	14
No. of complaints upheld				N/A	2 upheld	3 upheld, 1 partially upheld	1 partially upheld	5 upheld, 2 partially upheld
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	16	51	54	22	17	8	5	52
No. of complaints upheld	15 upheld	37 upheld	39 upheld	20	12	7	5	44

### 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	N/A	75%
Family and Young People's Services (Children's Social Care)	66%	100%	75%	N/A	N/A	N/A	0	0%
Housing	100%	100%	100%	100%	100%	100%	100%	100%
Property				N/A	100%	50%	100%	75%

## Appendix 4: Department of Community & Children's Services 2015-16 outturn budget

	2015/16 LAB budget	Actuals	% spent (should be approx. 100%)	Variance £000	Notes
<b><u>LOCAL RISK</u></b>					
<b>Housing Services</b>					
Housing S&M Account	123	127	103	20	
Disabled Access, Enabling Activities, Spitalfields, General Housing Advice, other Housing Services	-30	-44	145	-175	
Supporting People	651	621	95	556	
Service Strategy	4	3	83	-79	
Housing Benefit	150	5	3	145	
<b>Total Housing</b>	<b>898</b>	<b>713</b>	<b>79</b>	<b>185</b>	1
Barbican Residential (NON SERVICE CHARGE)	-2,148	-2,018	94	-130	2
<b>People Services</b>					
Older People Services	1,205	1,217	101	-12	
Adult Social Care	2,239	2,220	99	19	
Occupational Therapy	132	113	86	19	
Adult Services strategy	6	6	103	-0	
Supervision and Management	156	150	96	6	
Homelessness	617	635	103	-18	
Children's Social Care	1,315	1,339	102	-24	
Early Years & Childcare	867	884	102	-17	
Other Schools-related activity	152	152	100	0	
Drug Action Team	86	86	100	0	
<b>TOTAL LOCAL RISK</b>	<b>6,775</b>	<b>6,802</b>	<b>100</b>	<b>-27</b>	3
<b>Partnerships</b>					
Commissioning	725	715	98	13	
Public Health	-123	-123	100	-0	
Sports Development	-61	-93	153	32	
Adult Community Learning	66	73	110	-7	
Youth Service	205	190	93	15	
Strategy and Performance	1,165	1,101	95	64	
<b>TOTAL PARTNERSHIPS</b>	<b>1,977</b>	<b>1,863</b>	<b>94</b>	<b>118</b>	4
<b>TOTAL LOCAL RISK</b>	<b>7,502</b>	<b>7,356</b>	<b>98</b>	<b>145</b>	

	2015/16 LAB budget	Actuals	% spent (should be approx. 100%)	Variance £000	Notes
<b><u>CENTRAL RISK</u></b>					
Commissioning	-111	-78	71	-33	
Children's Social Care	0	0	0	0	
Early Years & Childcare	265	274	103	-9	
Other Schools-related activity	-287	-271	95	-16	
Asylum Seekers	285	381	134	-96	5
Delegated Budget	-20	-20	99	-0	
Housing Benefit	67	79	118	-12	
Barbican Res	-225	-234	104	9	
<b>TOTAL CENTRAL RISK</b>	<b>-26</b>	<b>130</b>	<b>-498</b>	<b>-156</b>	

Notes:

- 1) Underspend is due to vacant posts which were not filled during the year along with additional income due to the clawback of housing benefit overpayments in previous years.
- 2) Lower car park income than anticipated and large bad debt provision resulting in a net overspend on Barbican Res non service charge. Additionally there was a minor overspend around children's inspection. None of these were factored into the base budget but have been partly offset by savings found elsewhere with the people's directorate.
- 3) Minor overspend due to the cost of the children's inspection which were not factored into the base budget. This has been partly offset by savings found elsewhere with the people's directorate.
- 4) Vacant posts not filled until late in the year resulting in an underspend along with minor variances in a number of areas.
- 5) During the year there were four new asylum seekers, which were not provided for in the budget.