

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	09/09/2016
<b>Subject:</b> Community and Children's Services Business Plan: Quarter 1 update	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

### Summary

This report sets out the progress made during Quarter 1 (Q1 – April to June 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 Q1 are good overall. At the end of the reporting period, 14 performance indicators were achieved or exceeded and two were within the tolerance of -10% of the set target. Three indicators were below the tolerance of -10% of the set target. Five indicators will not be available until Quarter 2 as they are linked to education performance and an annual housing satisfaction survey.

### Recommendation

Members are asked to:

- Note the Q1 update and the progress made against the strategic priorities of the Business Plan.

## 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 24 key performance indicators (PIs). Nineteen indicators were reported in Q1, of which 14 (74%) achieved or exceeded the performance target set and are therefore rated green. Of the remaining five indicators reported, two were amber as performance was within 10% of the target set, and three were rated red for failing to meet the target by more than 10%.

RAG status	Traffic light description	Total number of PIs
Green	PIs for which the set target was achieved or exceeded	14
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	3
N/A	Not applicable this quarter (linked to educational year finishing July 2016)	5

5. Five 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. Indicators 4.4 and 5.1 are based on an annual survey and will be available in Quarter 2.
6. Q1 data for sufficiency of school places performance is rated green as it exceeds the reported pan-London rate for the percentage of offers meeting an applicant's first choice.
  - Secondary school offers (73% in the City compared with 69% in London) have shown an improvement on the City's performance in 2015 (63% meeting first choice).

- Primary school offers (85% in the City compared with 84% in London), have also shown an improvement on the City's 2015 performance (78% meeting first choice).
7. Performance was particularly strong for some indicators – exceeding target levels. The percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation (1.3) was 100% in Q1. Targets were also exceeded in relation to the percentage of inspections passed (4.5), and the percentage of 'emergency' repairs attended to within target (5.4).
  8. Performance was rated red in relation to smoking cessation (2.1), usage of Golden Lane Sport & Fitness centre (2.4) and the number of new volunteers signed to the time credit scheme (2.5).
    - It is recognised that performance for smoking cessation needs to be improved. The commissioning team are due to meet Westminster Drugs Project to task them with developing a new delivery plan.
    - Fusion, the leisure centre operator, is currently carrying out programme reviews and targeted marketing campaigns to ensure it is maximising participation across all groups.
    - There are expected to be peaks and troughs throughout the year for the number of new volunteers signing up to the time credits.

## **Progress Against Improvement Actions**

### Strategic Aim 1: Safeguarding and early help

9. The Early Help Strategy is now in place. Its impact can be seen in the increased number of Common Assessment Frameworks completed this quarter.
10. In December 2015 the London Safeguarding Adults Policy and Protocol was published following the Care Act which further embedded the emphasis on early intervention and identification of adults at risk. As a consequence, the frontline duty service has been restructured with a daily qualified social worker on duty to take all first point of contact safeguarding adults enquiries and concerns.
11. The Local Authority Designated Officer LADO Annual Report has been shared with various committees. LADO training will be on the Members' training agenda and Private Fostering and LADO training will take place throughout the year for individual schools and will form part of the Staff Induction Programme.

### Strategic Aim 2: Health and wellbeing

12. Total participation in the Golden Lane Sport & Fitness centre at the end of Q1 was 64% of the year to date target for 2016/17. However, this is down year on year due to an increase in local competition with the launch of two new budget gyms. Fusion is currently carrying out programme reviews and targeted marketing campaigns to ensure it is maximising the opportunity for participation across all groups.

13. The contract with the Westminster Development Project (WDP) is being reviewed in light of their overall poor performance against City worker health KPIs. Concerns include the delivery of events and take-up of services around smoking cessation and the low rate of pharmacy interventions (substance misuse services). WDP is presenting a new service delivery model to the Healthy Behaviours Steering Group in July and this will be the basis for renegotiating and realigning outcomes and KPIs in the contract.
14. The Minor Injuries Unit at Barts Hospital is now being considered as a location for the workplace health centre. A meeting is scheduled with Barts Health, the Clinical Commissioning Group and the GP Federation in Quarter 2.
15. Delivery of the IT Enabler Project is progressing with the initial information governance checklist completed to start the process for N3 connection. Discussions have begun with the provider regarding creating the API (Application Profile Interface).

### Strategic Aim 3: Education and employability

16. A total of more than 60 adult learning classes were provided during this quarter. A new AAT/Employability course has started and adult GCSE maths pass rates were high which will assist students in securing future employment.
17. Further work is taking place to review the impact of the new Special Educational Needs and Disability (SEND) reforms. This work is also reviewing the way in which the local offer is communicated and will include consultation with children and families. Although user satisfaction is very high, this is still a priority.
18. The City of London Corporation's Prioritisation Process has been approved by the Education Board and City of London Academies Trust. Galleywall Primary is on schedule to open on time and to budget in September 2016. The preparations for the opening of the Islington Primary also continue to progress well.

### Strategic Aim 4: Homes and communities

19. The priority to increase the supply of new homes in the City is on track with 18 homes due to be handed over with a formal opening scheduled for September. On-going schemes to deliver 200 properties are being pursued including a planning application to be submitted to deliver 69 new homes on the Richard Cloudesley site.
20. The rough sleeper delivery plan has been updated and will be presented to the Rough Sleeper Strategy Group for approval.
21. Rent recovery processes and correspondence have been reviewed and updated to ensure they are fit for purpose to support the roll-out of Universal Credit. A new Income Recovery Officer has been appointed and it is anticipated they will be in post by mid-September.

22. The planned community hub pavilion at the Aldgate Gyratory redevelopment has been delayed due to cost overruns. The Senior Member Group is considering options for re-procurement or downscaling of the project.

#### Strategic Aim 5: Efficiency and effectiveness

23. Implementation of the virtual Multi-Agency Safeguarding Hub (MASH) continues now that information-sharing arrangements have been agreed.

24. A review and revision of all policies and procedures in Children's and Adult Social Care will commence following the completion of the case audits.

25. The City of London has observer status on Hackney Transformation Board ensuring City issues are included within the local five-year plan and the broader Single Transformation Plan (STP) for North East London. The first draft of the business case was submitted on 30 June.

26. A programme to ensure that safeguarding training is completed for all staff in the department has been developed in conjunction with the City and Hackney Safeguarding Children's Board and will cover safeguarding and key priorities of the joint board.

#### Other significant achievements

27. In May an external reviewer assessed our progress and improvement journey for safeguarding and early help. The review highlighted the progress and the considerable work being done to continue to make positive steps in this vital area of our service delivery. The report has been used to inform further service improvement planning.

28. The Adult Skills and Education Services team recently participated in an inspection and has been graded as 'good'. The inspection focused on the qualification levels achieved by learners and apprentices, the types of employment secured, the quality of teaching and learning, and the effectiveness of leadership and management, among other areas.

29. A public-facing awareness-raising campaign ran this quarter, in partnership with the NSPCC, helping people to spot the signs of exploitation related to gangs, radicalisation and child sexual exploitation (CSE). Campaign posters were displayed at Liverpool Street and Cannon Street stations as well as on some phone boxes across the City.

30. To mark the birthday of Her Majesty The Queen, the City of London Corporation lit a birthday beacon on the Golden Lane Estate. Residents from all City estates attended the ceremony for this once in a lifetime event.

#### Departmental Strategic Risk Register

31. The majority of risks on the register have not had their ratings changed since the last update in Q4. The following risk ratings have been reduced from RED to AMBER:

- HS 002 – Fire Risk Assessments – A consultant has now been appointed and a pilot programme of assessments is being conducted on the Golden Lane Estate.
- PE 004 – Pupil Funding – Meetings have taken place with the Department for Education and it is hoped a special case can be agreed in respect of the City of London.

32. The following risk rating has been reduced from AMBER to GREEN:

- CP 004 – City of London Community Education Site Redevelopment – Agreement has been reached to develop both Golden Lane and Guildhall Library as replacement venues.

33. The following risk has been added to the register:

- HS 004 – Housing Finance – This risk has been rated at AMBER and relates to possible changes in housing finance as a result of provisions within the Housing and Planning Act 2016.

### Complaints

34. In Q1, 23 complaints were received regarding our directly delivered services. Twelve were upheld or partially upheld. All were responded to within the target deadline. Our commissioned services received five complaints, all of which were upheld but they also received 14 compliments in the same period. An analysis of complaints received did not identify any underlying trends.

### Financial and Risk Implications

35. As of Quarter 1, the local risk outturn is expected to be within the Director's budget with an underspend of approximately £42k. The Older People budget is forecasting an overspend due to changes in client care packages. This area is very volatile and a change in the numbers can potentially have a major impact on the outturn. At the moment, based on current client numbers, it is anticipated that this increase can be met from the Director's central budget which is to be used for emerging pressures. In addition there are minor variances in a number of service areas.

36. The central risk budget is expected to be approximately £80k overspent due to the Asylum Seekers service. The City has taken on a number of new unaccompanied asylum seeking children since the budget was set along with some existing clients turning 18. Once they turn 18 we do not receive any funding from the Home Office but are required to continue their support. This area will be monitored closely and a bid for additional resources may need to be submitted.

### Data Protection and Data Quality

37. 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

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

## **Conclusion**

39. 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 Q1.

## **Appendices**

- Appendix 1: Department of Community and Children's Services Business Plan 2015–17 Key Performance Indicators – Quarter 1 Update
- Appendix 2: Department of Community and Children's Services Risk Register – Quarter 1, 2016/17
- Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 1, 2016/17
- Appendix 4: Department of Community and Children's Services 2016/17 outturn budget

## **Background Paper**

DCCS Business Plan 2015–17

### **Lorraine Burke**

Head of Projects and Programmes

T: 020 7332 1063

E: [lorraine.burke@cityoflondon.gov.uk](mailto:lorraine.burke@cityoflondon.gov.uk)

### **Simon Cribbens**

Head of Policy and Performance

T: 020 7332 1210

E: [simon.cribbens@cityoflondon.gov.uk](mailto:simon.cribbens@cityoflondon.gov.uk)

### **Sharon McLaughlin**

Business Support Manager

T: 020 7332 3498

E: [sharon.mclaughlin@cityoflondon.gov.uk](mailto:sharon.mclaughlin@cityoflondon.gov.uk)

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

Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
Priority One	1.1	Percentage of referrals to Children Social Care which lead to a formal assessment	Quarterly	89% (51/57)	80%	91.7% (22/24)		A total of 24 referrals were made to CSC services. Only two did not go on to Child & Family Assessment. One was an older UASC who had been immediately accommodated and due to their age went directly to pathway planning. The other was a child usually resident out of borough, whose home borough will undertake the C&FA, with City of London CSC conducting an assessment of the conditions of local secondary accommodation (separated parents).
	1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	Quarterly	17 (including CAF updates)	17	6		Three CAF updates and three CAFS completed by Early Help during quarter one. One CAF resulted in case closure (NFA after assessment)
	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	88%	85%	100%		
	1.4	Number of carer's assessments	Quarterly	54	55 (Q1 - 8, Q2 - 17, Q3 - 33, Q4 - 55)	19		



Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
Priority Two	2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	46.00%	50%	na		WDP have so far not performed as expected in the first six months of the contract. Through the Healthy Behaviours Steering Group they have been tasked with delivering a new delivery plan. They have made changes to their senior delivery team. Mark will be meeting new manager next week.
	2.2	Number of take-ups of NHS health checks	Quarterly	260	130	143 health checks were completed by the Neaman practice in Q1		
	2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Quarterly	72% (26/36)	70%	67%		Of the 10 people due a 6-month follow up in quarter 1, 6 were successfully contacted and 4 of these (67%) were still active.
	2.4	Usage of the Golden Lane Sport and Fitness Centre (Members and Non-Members)	Quarterly	116,568	120,065	21,670		Total participation in the GLSF centre at the end of Q1 was 21,670 (total usage by members and non-members) which was 64% of the YTD target for 2016/17. This is down year on year, particularly due to a decrease in non-member usage (45% of YTD target), which has been significantly impacted by the increase in local competition including the launch of two new budget gyms. Fusion are currently carrying out programme reviews and targeted marketing campaigns to ensure they are maximising the opportunity for participation across all groups. Upcoming actions include the launch of new female only classes and training sessions in August.
	2.5	Number of new volunteers signed up to the time credits scheme	Quarterly	183	160	23		The overall target is ambitious, and there will be peaks and troughs throughout the year.

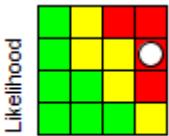


Priority	KPI Ref	Description	Frequency	2015/16 Performance		2016/17 Target		Q1 Performance		RAG (Q1)	Comments Q1
	2.6	% of volunteers completely new to volunteering	Quarterly	43%		40%		42%			On target.
Priority Three:	3.1	Sufficiency of school places	Annual	September 2015 entry		PAN LONDON (September 2016 entry)		For September 2016 entry			<p><i>NB. Secondary offers for 2016 entry were previously reported in Q4 but updated here and reported as 2016/17 data to align with the academic year of entry.</i></p> <p>Primary offers for September 2016 entry were made in Q1: 34 applications were made in time for City resident children. All received a top two offer, with 29 (85.3%) offered their 1st preference, and five (14.7%) their 2nd preference.</p> <p>Pan London 94.45% received top 3 offers in 2016, and in 2015 96.9% of City applicants received top three offers.</p> <p>City has also therefore performed above the Pan London 2016 rate of 83.7% first preference offers and above its own 2015 performance when 78% of 32 applicants were offered their most preferred school. 18 City applicants were offered places at Sir John Cass Foundation Primary, 15 of which were first preference offers, and three 2nd preferences. City children were also offered places in Islington (11 x first &amp; 1 x second preference), Tower Hamlets (2 x first &amp; 1 x second preference) and Camden (1 x first preference school).</p>
		Percentage of school offers meeting:		P	S	P	S	P	S		
		first choice		78.1%	61.9%	83.7%	68.8%	85.3%	73%		
		second choice		15.6%	14.3%	7.7%	14.1%	14.7%	14%		
		third choice		3.1%	9.5%	3.0%	6.2%	0%	5%		
		other choice		6.25%	4.8%	2.3%	5.2%	0%	9%		
		None preference offer or No offer		0%	9.5%	3.3%	4.7%	0%	0%		
3.2	Number of apprenticeship places secured	Quarterly	38 (Term 1 of Academic Year 2015/16)		60		Performance as per Q2 due to Academic Termly Reporting			Performance as per Q2 due to Academic Termly Reporting	

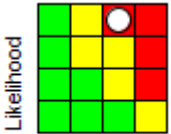
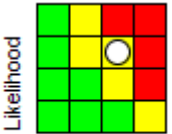
Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
	3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	563 (Term 1 of Academic Year 2015/16)	2000	Performance as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting
	3.4	Number of enrolments on Basic Skills courses	Quarterly	117 (Term 1 of Academic Year 2015/16)	200	Performance as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting
Priority Four	4.1	% 'routine' repairs attended to within target (5 working days)	Quarterly	99%	95%	99%		Good performance, over target.
	4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	402	384 (annual target) 96 (Quarterly Target)	105		Slight increase in shifts
	4.3	Total number of individual rough sleepers met by St Mungo's Broadway each quarter	Quarterly	671	670 (annual target) Q1 - <167, Q2 - <167, Q3 - <168, Q4 - <168	123		There has been a dramatic decrease in rough sleepers for this quarter 41 down on the last period and 10 down on the same period last year.
	4.4	Percentage of residents who feel 'very safe' or 'safe' on their estate	Annual	69%	70%	Data available in Q2		Data available in Q2
	4.5	% inspections passed	Quarterly	95.50%	96%	99%		Good performance, over target.

Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
	4.6	% Properties with up to date Gas CP12s Certificates	Quarterly	99.25%	100%	99.56%		Below target, but improvement on 2015/16.
Priority 5.	5.1	% residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord	Annual	82%	80%			Data available in Q2 only
	5.2	% of rent collected	Annual	98.4	98.5	98.6%		On target
	5.3	Average time to process new Housing Benefit claims (days)	Quarterly	19	<26 days	17		On target
	5.4	% 'emergency' repairs attended to within target (24 hours)	Quarterly	Na	95%	98.86%		Good performance, over target.

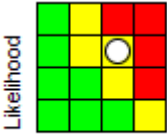
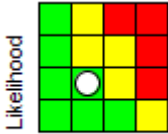

## Appendix 2: Department of Community and Children's Services Risk Register – Update

Rows are sorted by Risk Score

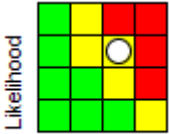
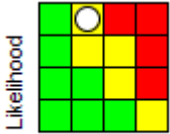

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2 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 attended the Board meeting in July. Further information has been requested by the Board before they finalise their decision. This information will be presented to the Board in August 2016.  <b>28 July 2016</b>	 Likelihood Impact	2	30-Sept 2017	  No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
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 2 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 attended the Board meeting in July and further information has been requested by the Board before making a decision			Chris Pelham	28 Jul-2016	31-Aug-2016	


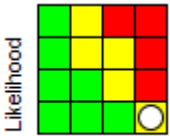

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 003 Lone Working 14-Jan-2016 Paul Murtagh	<b>Cause</b> Staff working on their own 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		16	A DCCS Lone Working Policy has been drafted and is due for formal approval by the Departmental Leadership Team in September.		12	31-Mar-2017	↔ No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS HS 003a Sky Guard 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	Following a review of the Sky Guard system, the Departmental Leadership Team has agreed to formally roll out the system to lone workers during quarter three. The roll out will include training for staff and formalising procedures for monitoring by managers.			Paul Murtagh	5-Aug-2016	31-Dec-2016	
DCCS HS 003b Lone Working Procedures	Not all staff are working in compliance with the departmental lone working procedures. These will be reviewed to check why they are not being implemented by all staff and changed 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 DCCS Lone Working Policy has been drafted and is due for formal approval by the Departmental Leadership Team in September. The new policy and procedures will be rolled out during the re-introduction of Sky Guard during quarter three.  As another option a free one month test of a smartphone / tablet application has been scheduled for quarter three.			Paul Murtagh	5-Aug-2016	31-Dec-2016	

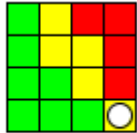
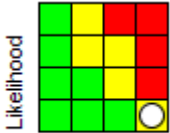

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator	
<p><b>DCCS HS004 changes to housing finance may lead to an inability to deliver 30 year Housing finance plan</b></p> <p>30 June 2016</p> <p>Jacque Campbell / Paul Murtagh</p>	<p><b>Cause</b> Changes to housing financing</p> <p><b>Event</b> Possible shortfall in Housing Revenue Account funding</p> <p><b>Effect</b> – Inability to fund the estimated 30 year expenditure plans regarding the City of London’s Social Housing</p>	<p>Likelihood</p> <p>Impact</p>	<p><b>12</b></p> <p>The provisions of the new Housing &amp; Planning Act (H&amp;PA), in addition to recent central government policy changes relating to rent setting and welfare benefit reform will have an impact on housing revenue. Rent reductions and some allowance for welfare benefit reform have been built into the Housing Revenue Account (HRA) 30 Year Business Plan. Further measures will be taken to amend the plan when guidance is available from government on the H&amp;PA measures.</p> <p>A programme of work is being undertaken to mitigate the impact of welfare reform changes.</p>	<p>Likelihood</p> <p>Impact</p>	<p><b>4</b></p> <p>31/03/17</p>	<p><b>New Risk</b></p>	
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DCCS HS 004a	Review of Five Year Financing Plan for Housing Revenue Account - re-modelling of HRA 30 year Business Plan	This work has been commissioned from Savills and from the Chartered Institute of Housing and the outcomes will be reported to Committee in October 2016.			Jackie Campbell /Paul Murtagh	10/08/16	31/10/16
DCCS HS 004b	Financial Inclusion Programme and Universal Credit support	The Financial Inclusion Programme will be reviewed and a new package of support initiated to help recipients of Universal Credit to continue to pay their rent.			Jackie Campbell /Paul Murtagh	10/08/16	31/03/17

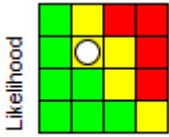
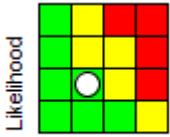

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS 002 Failure to deliver City of London Academy expansion Programme</b>  31-May-2016  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. 3 applications have been approved by the Department for Education to pre-grant development stage. A further application is due for decision by the end of September 2016  <b>28 July 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 meeting on 15 August to sign off the design for the Gallywall Academy permanent build works.			Gerald Mehrstens	28 July 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 projects boards with key risks highlighted in reports and, where appropriate, escalated to the Programme Board.			Gerald Mehrstens	28 July 2016	30-Sep-2017	

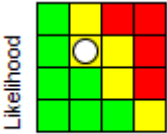
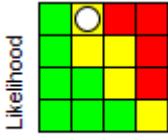



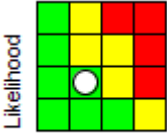
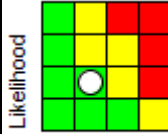

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS HS 002</b> <b>Failure to carry out and review effective Fire Risk Assessments for more than 5000 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 if 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 potential loss of life	 Likelihood Impact	<b>12</b>	Consultants have been appointed and work has commenced on the assessments with a pilot programme on the Golden Lane Estate. The objectives of the pilot programme are to assess if the draft documentation is effective and to assess the timescales needed to complete each assessment. <b>28 July 2016</b>	 Likelihood Impact	<b>8</b>	31-Mar-2017	 Decreased Risk Score
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 end of March 2016				Paul Murtagh	5-Aug-2016	31-Mar-2017
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.				Paul Murtagh	5-Aug-2016	31-Mar-2017
		Consultants have now been appointed and work has commenced. The outcomes from the pilot assessment programme on the Golden Lane Estate will be used in the drafting of a Fire Risk assessment schedule for all Barbican Estate and Housing properties. Both Housing and Barbican senior management teams are being updated on progress.						
		Training for staff to be provided. The training will be developed during the assessment period and will incorporate feedback from the project.						

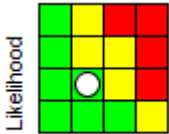
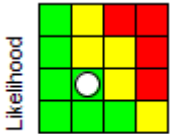

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR17 Safeguarding</b> 22-Sep-2014 Ade Adetosoye	<b>Cause:</b> Not providing appropriate training to staff, not providing effective management and supervision, poor case management <b>Event:</b> Failure to deliver actions under the City of London' safeguarding policy. Social workers and other staff not taking appropriate action if notified of a safeguarding issue <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	 Likelihood Impact	8	Work is still ongoing to raise awareness of safeguarding. The priority this financial year is to raise awareness of financial abuse and scams. This work is progressing in liaison with Trading Standards and City of London Police and a scoping exercise is being undertaken. <b>28 July 2016</b>	 Likelihood Impact	8	31-Mar-2017	 No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
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.. A survey is being undertaken with all Champions to ensure future sessions of the Safeguarding Champions Group are tailored to their needs.			Chris Pelham	28 July - 2016	31 Oct- 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 are working with the City of London Police and Trading Standards to raise the profile of financial abuse and scams	A scoping exercise is being undertaken which will be completed by the end of November. Recommendations will be made to address issues identified and it is likely a public event will be held in March 2017 to raise awareness and highlight the work being done by the City of London and City of London Police.			Chris Pelham	28-July 2016	31-Mar- 2017	
CR17n Raising awareness of children missing in education	A public facing campaign will be undertaken during September 2016 to raise awareness of this issue	This campaign will coincide with the start of the school year and will run throughout September. The campaign will cover how to spot the signs and promote what to do if concerns are identified, underpinning this will be the message that it is everyone's responsibility.			Chris Pelham	28-July 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 001 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 Impact	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>28 July 2016</b>	 Likelihood Impact	8	31-Mar-2017	 No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS 001c Revised Humanitarian Assistance Plan	New Humanitarian Assistance Plan to be drawn up to cover all existing plans including rest centre, family and friends centre and community assistance centres	Draft was discussed at March working group. New draft to include changes agreed at meeting regarding the emergency store and to reflect changes to the financial arrangements agreed at the June meeting of the HAWG. The revised plan will be tested during the Rest Centre exercise in October and a final version will be agreed by end of 2016.			Sharon McLaughlin	28-July-2016	31- Dec 2016	
DCCS 001d Review of emergency financial 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	Financial arrangements have been reviewed and were agreed at the HAWG meeting in June. A number of action points have been agreed. The new arrangements will be tested in the Rest Centre exercise in October 2016.			Sharon McLaughlin	28-July-2016	31-Oct-2016	
DCCS 001e Setting up a rest centre - live exercise	A live exercise to test a series of elements including notification, communications and delivery of a rest centre will take place in October 2016.	An exercise to test the emergency response of the department in setting up a rest 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 be in attendance.			Sharon McLaughlin	28-July-2016	30-Nov-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 003 Early Help - Referrals and completion of Common Assessment Frameworks (CAFs)</b>  26-Jan-2016  Chris Pelham	<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	A rise in the number of completed CAFs received was achieved in Q4 of 2015/16. This improvement needs to be sustained during 2016/17  <b>28 July 2016</b>	 Likelihood Impact	4		 No change	
Action no, Title,	Description	Latest Note					Managed By	Latest Note Date	Due Date
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 with partners. An early draft was approved at the Early Help Board in June and a final draft is due for approval following comments from the Safeguarding Board at the Early Help meeting in September. Following approval the tool will be implemented.					Chris Pelham	28 July 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 PE 004 Pupil funding - introduction of new formulae may reduce levels of funding from 2017/18</b>  22-Mar-2016  Chris Pelham	<b>Cause:</b> Change in government policy <b>Effect:</b> Introduction of new national pupil funding formulae may lead to up to 50% reduction in pupil funding for Sir John Cass Foundation Primary School <b>Event:</b> Potential financial viability issues for the school	 Likelihood	6	A meeting with the Department for Education was held in July to consider if the City of London should be viewed as a special case  <b>28 July 2016</b>	 Likelihood	8	31-Mar-2017	 Decreased Risk Score
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS PE 004c Meetings with Department for Education	A meeting with the Department for Education was held in July and it is anticipated that the City of London will be viewed as a special case.	A further meeting will take place with the Department for Education in September to agree terms if the department decides the City of London is a special case			Chris Pelham	28-Jul-2016	31-Oct-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 CP 002 City of London Community Education Centre - site redevelopment</b> 22-Jan-2016 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 have to vacate the site <b>Impact</b> Unless new premises are found adult and community learning delivery may be curtailed	 Likelihood Impact	4	A consultant was appointed to assist officers in identifying options, benefits and costs. The report has been received and agreement has been reached and a timetable drafted to develop both Golden Lane and Guildhall Library as replacement venues for COLCEC  <b>28 July 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.	A consultant was appointed to assist officers in identifying options, benefits and costs. The report has been received and agreement has been reached and a timetable drafted to develop both Golden Lane and Guildhall Library as replacement venues for Adult Skills and Education courses at COLCEC. A revised target date of 31 March 2017 has been agreed					Neal Hounsell	28-Jul 2016	31-March-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 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 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 meeting continue and keep the action plan to address Top X and other issues under review. A trial of a DCCS Drug and Alcohol Misuse Policy has been launched.  <b>28 July 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	Work plan for Health and safety Officer has been agreed and will be reviewed at quarterly departmental health and safety meetings	Quarterly Health & Safety meeting with representation across the divisions are being held. Progress against the work plan is monitored and top X risks reviewed.				Paul Murtagh	28-Jul-2016	31-Mar-2017
DCCS HS 001b	Pilot of DCCS Drug and Alcohol Misuse Policy from 1 August to 31 January 2016	The Property Services and Housing Management teams will be trialling the new DCCS Drug and Alcohol Misuse Policy for six months. Following the pilot, a report on the outcomes and lessons learnt will be brought to the Departmental Leadership Team.				Paul Murtagh	28-Jul-2016	31-Mar-2016

### Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 1, 2016/17

Division	2013/14	2014/15	2015/16	Q1	Q2	Q3	Q4	2016/17 Total
Adult Social Care & Homelessness	0	3	3	1				1
No. of complaints upheld	0	1 upheld	0	0				0
Family and Young People's Services (Children's Social Care)	0 (3)	5	2	0				0
No. of complaints upheld	2 upheld	2 upheld	N/A	N/A				N/A
Housing	17	34	35	12				12
No. of complaints upheld	6	5, 2 partially upheld	11	4 upheld , 2 partially				4 upheld , 2 partially
Property			6	10				10
No. of complaints upheld			5, 1 partially	6				6
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	51	54	52	5				5
No. of complaints upheld	37	39	44	5				5

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

Division	2013/14	2014/15	2015/16	Q1	Q2	Q3	Q4	2016/17 Total
Adult Social Care & Homelessness	N/A	100%	75%	100%				100%
Family and Young People's Services (Children's Social Care)	100%	75%	0%	N/A				N/A
Housing	100%	100%	100%	100%				100%
Property			75%	100%				100%



## Appendix 4: Department of Community & Children's Services 2016-17 outturn budget

<b>DCCS CITY FUND: - 2016/17 BUDGET MONITORING</b>						
	2016/17 LAB budget	TOTAL to date £'000	% spent	Projected Actual to Year end £'000	Projected Variance to Year end £'000	Notes
<b>LOCAL RISK</b>						
<b>Housing Services</b>						
Housing S&M Account	126	29	23	127	-1	
Disabled Access, Enabling Activities, Spitafields, General Housing Advise, Other Housing Services	-42	-8	19	-32	-10	
Supporting People	561	148	26	562	-1	
Service Strategy	4	1	25	3	1	
Housing Benefit	173	-27	-16	134	39	1
<b>Total Housing</b>	<b>822</b>	<b>143</b>	<b>17</b>	<b>794</b>	<b>28</b>	<b>1</b>
Barbican Residential (NON SERVICE CHARGE)	-2,172	-645	30	-2,172	0	
<b>People Services</b>						
Older People Services	1,219	371	30	1,405	-186	2
Adult Social Care	2,334	375	16	2,294	40	2
Occupational Therapy	262	85	32	243	19	2
Supervision and Management	181	37	20	181	0	
Homelessness	604	714	118	604	0	
Children Social Care	1,020	460	45	1,020	0	
Early Years & Childcare	944	282	30	944	0	
Other Schools Related activity	211	32	15	211	0	
<b>TOTAL LOCAL RISK</b>	<b>6,775</b>	<b>2,356</b>	<b>35</b>	<b>6,902</b>	<b>-127</b>	
<b>Partnerships</b>						
Commissioning	727	398	55	731	-4	
Public Health	-25	31	-124	-25	0	
Sports Development	-70	23	-33	-70	0	
Adult Community Learning	67	-163	-243	61	6	
Youth Service	210	187	89	205	5	
Strategy and Performance	1,127	271	24	993	134	3
<b>TOTAL PARTNERSHIPS</b>	<b>2,036</b>	<b>747</b>	<b>37</b>	<b>1,895</b>	<b>141</b>	
<b>TOTAL LOCAL RISK</b>	<b>7,461</b>	<b>2,601</b>	<b>35</b>	<b>7,419</b>	<b>42</b>	
<b>CENTRAL RISK</b>						
Commissioning	-111	547	-493	-111	0	
Early Years & Childcare	305	126	41	305	0	
Other Schools Related activity	-327	-650	199	-327	0	
Asylum Seekers	284	666	235	364	-80	4
Delegated Budget	-20	283	-1,415	-20	0	
Housing Benefit	67	-113	-169	67	0	
Barbican Res	-225	-203	90	-225	0	
<b>TOTAL CENTRAL RISK</b>	<b>-27</b>	<b>656</b>	<b>-2,430</b>	<b>53</b>	<b>-80</b>	
1) <u>Housing Services: underspend of £28k due to:</u>						
a vacant post which will not be filled during the year						
2) <u>People's Directorate: Overspend of £127k largely due to:</u>						
There has been various client movements since the budget was set which will result in an overspend if level of care stays the same throughout the year.						
3) <u>Commissioning &amp; Partnerships: Underspend of £141k largely due to:</u>						
There is a contingency budget held of £138k to be used for emerging pressures. Meetings are currently underway with all budget managers and pressures will be flagged up and addressed as part of on-going budget monitoring.						
4) <u>Central risk - overspent by £80k due to:</u>						
Asylum seekers are predicting an overspend due to additional Unaccompanied Asylum Seeking Children. This will be monitored and flagged up to Finance Committee as part of the monthly budget monitoring & a bid for additional resources may need to be submitted.						