

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	18 November 2016
<b>Subject:</b> Community and Children's Services Business Plan: Quarter 2 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 2 (Q2 – July to September 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 Q2 is good overall. At the end of the reporting period, 16 performance indicators were achieved or exceeded and three were within the tolerance of -10% of the set target. Four indicators were below the tolerance of -10% of the set target.

### Recommendation

Members are asked to:

- Note the Q2 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). In total, 22 indicators were reported in Q2, of which 16 (67%) achieved or exceeded the performance target set and are therefore rated green. Of the remaining seven indicators reported, three were amber as performance was within 10% of the target set, and four 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	16
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	4

5. The learning indicators (BPs 3.2, 3.3 and 3.4) for Term 1 are on target. High enrolments have been achieved for GCSE Maths and English, English for Speakers of Other Languages (ESOL), Arts, Dance and History and Humanities.
6. Indicators from the annual Housing Resident Survey (BPs 4.4 and 5.1) show a very high satisfaction. For BP 5.1, 85% were very satisfied or satisfied with City as their landlord and 74% felt 'very safe' or 'safe' on their estate (BP 4.4).
7. Performance was particularly strong for some indicators exceeding target levels, such as average time to process new housing benefit claims (BP 5.3) and the percentage of 'emergency' repairs attended to within target (BP 5.4).
8. Three other amber indicators – percentage of referrals to Children's Social Care which lead to a formal assessment (BP 1.1), percentage of properties with up-to-date Gas CP12s Certificates (BP 4.6) and percentage of rent collected (BP 5.2) – are very slightly below target but are not a cause for concern.

9. Performance was rated red in relation to older people (65 and over) who were at home 91 days after discharge (BP 1.3), smoking cessation (BP 2.1), usage of Golden Lane Sport & Fitness centre (BP 2.4), participants on the exercise referral programme (BP 2.3) and the number of new volunteers signed to the time credit scheme (BP 2.5).
- The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital was 10% below the target. During Q2 there were six service users, five of these were still at home after 91 days.
  - The percentage of people engaging in City smoking cessation programmes who quit smoking is below target at 32%. To mitigate this, Westminster Drug Project has undertaken a number of key exercises following the Stoptober launch: leaflet distribution, emails sent to businesses and running a number of stalls in addition to the weekly clinics.
  - The usage for Golden Lane Sport & Fitness centre is notably below target, mainly due to a decrease in non-member usage. There has been an increase in local competition, including the launch of two new budget gyms. However, Fusion, the leisure centre operator, is carrying out programme reviews and targeted marketing campaigns to ensure it is maximising the opportunity for participation across all groups.
  - The number of participants on the exercise referral programme still active after six months has fallen compared with Q1. However, this figure relates to a very small cohort of four.
  - There are expected to be peaks and troughs throughout the year for the number of new volunteers signing up to the time credits, and we are expecting an increase in numbers next quarter.

## **Progress Against Improvement Actions**

### Strategic Aim 1: Safeguarding and early help

10. Work has commenced to build and develop the reporting workflows for safeguarding.
11. Training, and commissioning funds for training, have been identified and organising is being progressed. Standing Together Against Domestic Violence will deliver the training, which will focus on victims, children and perpetrators.

### Strategic Aim 2: Health and wellbeing

12. Final assurance was received in August 2016 on the Better Care Fund Plan. The delivery of commissioned projects has started.
13. Mobilisation of the new City carers group is under way. A report and Carers Action Plan will be developed for DCCS Committee in March 2016.

14. Mental Health First Aid training is being developed for managers in the Corporation.
15. Westminster Drug Project commenced delivery of the new action plan to reduce the number of City workers and residents who smoke.

#### Strategic Aim 3: Education and employability

16. The Learning and Engagement Forum has commenced working with A New Direction and the Arts Council England's bridge organisation for London, to establish a City of London Cultural Education Partnership.
17. The Prioritisation Process is being implemented and used as schools approach the City of London Academies Trust to enquire about joining.
18. Galleywall Primary opened on time for the start of the school year in September 2016.
19. The number of apprentices who are engaging with the COL programme continues to grow. The target of ensuring that there are no less than 30 apprentices on the programme at any one time is being maintained. The current numbers are 70 plus.

#### Strategic Aim 4: Homes and communities

20. The recruitment process has started for a Communications Officer post. The role will be dedicated to delivering communications to all relevant stakeholders for the housing delivery programme.
21. Work with Savills is continuing on the 30-year business plan.
22. In the past quarter, only one new rough sleeper joined the living on the streets cohort.
23. The Rough Sleepers delivery plan has been completed and approved at the Rough Sleeper's Strategy Group.
24. A Steering Group of officers, tenants and leaseholders has met a number of times to consider the future design of the Golden Lane Community Centre. The draft plans have now been agreed by the Steering Group, which will allow the planning application process to start.
25. The contract for the Neighbourhood Patrol Service has been extended for a further two years, commencing in September 2016.

#### Strategic Aim 5: Efficiency and effectiveness

26. The People Workforce Planning Group has been re-formed and will review the Workforce Development Plan in October.

27. The new post of Information & Systems Manager has been filled. The postholder starts during Q3.
28. The Clinical Commissioning Group has proposed integrated health and social care commissioning boards for Hackney and the City. These proposals are currently being considered and will be taken to the Community & Children's Services Committee and the Health and Wellbeing Board in November 2016.

### Other Significant Achievements

29. The DCCS Public Health Team, along with the Samaritans, Metropolitan Police and City of London Police, launched the Bridge Pilot to reduce the number of suicides by drowning in the City by encouraging those who might be in distress to seek help.
30. The new private fostering app was launched. The app is designed to train practitioners on issues facing children from overseas who are living in the UK with somebody other than their parents or legal guardian. It aims to create greater levels of confidence and help practitioners feel better prepared to identify and reflect on children in private fostering situations.
31. A public-facing awareness-raising campaign ran this quarter, raising the awareness of children missing from education. Campaign posters were displayed at the Guildhall and at Liverpool Street, Fenchurch, Blackfriars and Thameslink stations, as well as on many phone boxes.
32. Following a joint Ofsted inspection of DCCS, along with the City and Hackney Safeguarding Children Board (CHSCB), an overall Good judgement was received. Good ratings were awarded for the effectiveness of our children's services, with a number of Outstanding features. This makes us the sixth local authority (LA) to be graded as Good out of the 22 London LAs that have been inspected so far. We also received two individual Outstanding judgements:
- We are the sixth LA in the country to receive an Outstanding judgement for Leadership, Management and Governance.
  - Our City Local Safeguarding Children Board (LSCB) is the first LSCB in the country to receive an Outstanding judgement for the effectiveness of its services.

### Departmental Strategic Risk Register

33. Since the last update in Q1, there have been a number of changes to the ratings of risks in the risk register. The ratings for the following risks have been reduced:
- DCCS 002– Fire Risk Assessments – good progress has been made on completing the assessments for the City of London Housing properties.
  - DCCS PE 003 – Early Help – work is continuing with partners.
  - DCCS PE 004 Pupil Funding – discussions with the Department for Education are progressing
  - DCCS CP 002 Community Education Centre relocation – A timetable has been agreed and work is progressing.

34. During Q2, a number of actions have been introduced to reduce identified risk. These actions include:
- DCCS 002a – City Academy Expansion – progression with the design works which are ready for sign-off
  - CR17 – Safeguarding – commencing work with the City of London Police to raise awareness of financial abuse and scams
  - DCCS 001a – Humanitarian Assistance Working Group – undertaking an emergency planning exercise to test the robustness of plans

### Complaints

35. In Q2, 17 Complaints were received regarding our directly delivered services, of which 4 were upheld and 2 partially upheld. Our commissioned services received 14 complaints, of which 10 were upheld, 22 compliments regarding services were received in the same period.

### Financial and Risk Implications

36. As of Q2, the local risk outturn is expected to be within the Director's budget, with an underspend of approximately £63,000. A number of areas within the People Services are projected to overspend. These are mainly within the areas of Older People Services, Adult Social Care and Children's Social Care. These additional costs are a result of various client movements since the budget was set where there are increased levels of care, a new high-cost vulnerable client and additional costs in relation to the recent Ofsted inspection.
37. The central risk budget is expected to be overspent by approximately £173,000 due to additional unaccompanied asylum-seeking children. Seven new clients were received in 2015/16 and two of them reached the age of 18, which does not attract funding support from the Home Office. This budget issue is being monitored and will be flagged up to the Finance Committee as part of the monthly monitoring. A bid for additional resources may need to be submitted.

### Data Protection and Data Quality

38. 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

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

### **Conclusion**

40. 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 2 Update
- Appendix 2: Department of Community and Children's Services Risk Register – Update
- Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 2, 2016/17
- Appendix 4: Department of Community and Children's Services 2016/17 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 2 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	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
Priority One	1.1	Percentage of referrals to Children's Social Care which lead to a formal assessment	Quarterly	80%	91.7% (22/24)	76.9% (20/26)		During Q2 the Children and Families Team (CFT) Hub received 128 contacts, of which 26 were referred to Children's Social Care. Only 20 referrals had a formal assessment, including one subject to a Section 37 Report. Of the other six referrals: three siblings transferred to another local authority before a Children & Families Assessment (C&FA) could be undertaken; two individual Children and Young People (CYP) were out-of-borough residents referred to City for a strategy discussion only; and one pre-birth referral became no further action (NFA) when the mother was found to be no longer eligible for services.
	1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	Quarterly	17	6	2		Two siblings were subjects of CAF Updates that completed early in Q2 with the outcome to remain open to Early Help. Due to new family circumstances, both were stepped up to Children's Social Care (CSC) later in the quarter.
	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	85%	100%	83%		During Q2, there were six service users. Five service users were still at home after 91 days and one service user has passed away.



	1.4	Number of carer's assessments	Quarterly	55	19	15		On target.
	<b>KPI Ref</b>	<b>Description</b>	<b>Frequency</b>	<b>2016/17 Target</b>	<b>Q1</b>	<b>Q2</b>	<b>RAG (Q2)</b>	<b>Comments Q2</b>
<b>Priority Two</b>	2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	50%	38%	32%		<p>There were 38 successful quits out of 119 setting a date. This excludes data from 11 people, for which data on outcome is unavailable.</p> <p>WDP has undertaken a number of key exercises following the Stoptober launch: leaflet distribution, emails sent to businesses (via Business Healthy, the Corporation distribution lists and our own contact log) and running a number of stalls in addition to the weekly clinics.</p>
	2.2	Number of take-ups of NHS health checks	Quarterly	130	143	57		<p>The incumbent provider, Triangle Ltd, decided at short notice not to extend its contract beyond 31 March 2016 to align with the start of the recently tendered Health Checks, Weight Management and Physical Activity (HWMPA) Service, due to a decision by its trustees. This has meant a six-month break in service until the new HWMPA service begins. Reed Momenta won the tender for the new HWMPA service, to be known as City LivingWise and commenced delivery on 24 October. City residents and workers are still able to access NHS Health Checks through their GPs.</p>

	2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Quarterly	70%	67%	50%		Of the 13 people due a six-month follow-up in Q2, four were successfully contacted and two of these (50%) were still active.
	<b>KPI Ref</b>	<b>Description</b>	<b>Frequency</b>	<b>2016/17 Target</b>	<b>Q1</b>	<b>Q2</b>	<b>RAG (Q2)</b>	<b>Comments Q2</b>
	2.4	Usage of the Golden Lane Sport and Fitness centre (GLSF) (members and non-members)	Quarterly	120,065	21,670	39,243 (YTD)		<p>This is down year on year (YoY), due to a decrease in non-member usage (39% of YTD target), which has been significantly impacted by the increase in local competition, including the launch of two new budget gyms.</p> <p>However, under-reporting in Q2 has also been identified due to an error in automatic data reporting from a turnstile not feeding member swipe data. This has been corrected; Q3 is expected to show an increased total participation figure.</p> <p>As at the end of September, GLSF was showing improvement month on month (MoM) from resident usage and in casual swimming. People taking part in outdoor sports was also up YoY. Fusion is carrying out targeted marketing campaigns to ensure it is maximising the opportunity for participation across all groups. September saw a focus on junior memberships in line with back-to-school promotions.</p>

	2.5	Number of new volunteers signed up to the time credits scheme	Quarterly	160	23	Awaiting Data		
	2.6	Percentage of volunteers completely new to volunteering	Quarterly	40%	42%	Awaiting Data		



	KPI Ref	Description	Frequency	2016/17 Target		Q1		Q2	RAG (Q2)	Comments Q2
Priority Three	3.1	Sufficiency of school places	Annual	<b>PAN LONDON (September 2016 entry)</b>		<b>For September 2016 entry</b>		as Q1		
		Percentage of school offers meeting:		P	S	P	S			
		first choice		83.7%	68.8%	85.3%	73%			
		second choice		7.7%	14.1%	14.7%	14%			
		third choice		3.0%	6.2%	0%	5%			
		other choice		2.3%	5.2%	0%	9%			
		No preference offer or No offer		3.3%	4.7%	0%	0%			
	3.2	Number of apprenticeship places secured	Quarterly	60		Performance as per Q2 due to Academic Termly Reporting	17		On target for the year. In Q2, apprenticeships have been provided in the areas of Business Administration and Accounting Level 2 and 3. A further 12 work placements have been secured with companies within the training areas of Procurement, IT, Web and Software and Animal Care, due to commence in October 2016 (Term 1). Placement employers include City of London Corporation, Bank of England, Virgin Holidays, Jones Lang LaSalle and BAM Nuttall. A new apprenticeship standard in Level 2 Butchery is being promoted to increase apprenticeship placements, with a new cohort due to start in November at Smithfield Market.	

KPI Ref	Description	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	2,000	Performance as per Q2 due to Academic Termly Reporting	632		On target for the year. High enrolments have been achieved in the areas of GCSE Maths and English, ESOL, Arts, Dance and History and Humanities. An increased number of marketing and promotional events have taken place throughout the year to promote the City programmes. All courses are now publicised on the City of London website, and the service now offers an online enrolment payment facility. Further course starts are planned for this autumn term (Term 1 16/17). This includes AAT Level 2 Accounting (evening course) and the Learning Well project, which delivers courses targeted at learners with mild mental health problems, commencing in October 2016.
3.4	Number of enrolments on Basic Skills courses	Quarterly	200	Performance as per Q2 due to Academic Termly Reporting	170		Above target for the academic year. The Adult Skills Team deliver ESOL, Beginners Computing, CV Writing and Interview Skills, accredited and non-accredited English and Maths. Five one-year GCSE Maths and English courses have been funded to run in the evenings and weekends in partnership with Hackney Community College. Achievement results will be available in late August 2017.

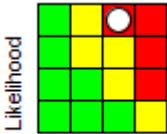
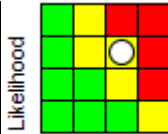
	KPI Ref	Description	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
Priority Four	4.1	Percentage of 'routine' repairs attended to within target (five working days)	Quarterly	95%	99%	99%		Above target.
	4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	384 (annual target) 96 (quarterly target)	105	101		On target.
	4.3	Total number of individual rough sleepers met by St Mungos Broadway each quarter	Quarterly	670 (annual target) Q1 – 167, Q2 – 167, Q3 – 168, Q4 – 168	123	128		There were a lower number of rough sleepers in Q2, which is reflected in this figure.
	4.4	Percentage of residents who feel 'very safe' or 'safe' on their estate	Annual	70%	Data available in Q2 only	74%		Overall, the satisfaction survey responses have been positive.
	4.5	Percentage of inspections passed	Quarterly	96%	99%	100%		Above target.
	4.6	Percentage of properties with up-to-date Gas CP12s Certificates	Quarterly	100%	99.56%	99.07%		Currently, 15 properties have an overdue CP12s. The Housing Team are working closely with our contractor to gain access to these properties.

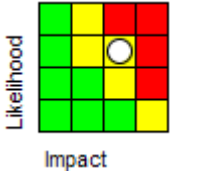
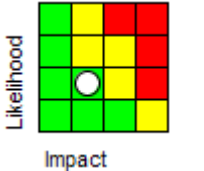
	KPI Ref	Description	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
Priority 5	5.1	Percentage of residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord	Annual	80%	Data available in Q2 only	85%		Overall, the satisfaction survey responses have been positive.
	5.2	Percentage of rent collected	Annual	98.5	98.6%	98.4%		On target.
	5.3	Average time to process new housing benefit claims (days)	Quarterly	<26 days	17.0	17		On target.
	5.4	Percentage of 'emergency' repairs attended to within target (24 hours)	Quarterly	95%	98.86%	98.87%		On target.

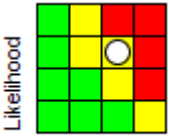
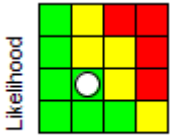

## Appendix 2: Department of Community and Children's Services Risk Register – Update

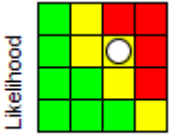
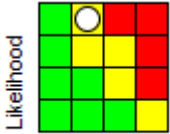

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<p><b>DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2-form entry in September 2017</b></p> <p>11/06/15</p> <p>Ade Adetosoye</p>	<p><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</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>24</b></p>	<p>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.</p> <p><b>28 July 2016</b></p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>2</b></p>	30/09/17	<p>↔</p> <p>No change</p>
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 2017.			Chris Pelham	23/05/16	19/04/17	
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	06/10/16	29/09/17	


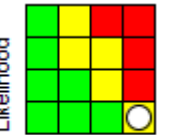



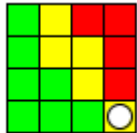
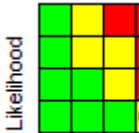

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
DCCS HS 003 Lone Working 14/01/16 Paul Murtagh	<b>Cause</b> Staff working on their own in 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	31/03/17	↔ 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	Formal roll-out of Skyguard is being re-considered. The outcome of the trial of the smartphone/tablet app will inform which system will be used.			Paul Murtagh	14/10/16	30/12/16	
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	The draft lone working policy was considered at the Departmental Leadership Team in September. A final version will be signed off by the Departmental Health and Safety Committee at the next meeting, likely to be in November 2016. Managers have been asked to nominate staff to take part in the free one-month trial of the smartphone/tablet app.			Paul Murtagh	14/10/16	30/12/16	

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 HS004 Housing Finance Charges</b>  15 August 2016  Jacquie Campbell/ Paul Murtagh	<b>Cause</b> Changes to housing financing <b>Event</b> Possible shortfall in Housing Revenue Account funding <b>Effect</b> Inability to fund the estimated 30-year expenditure plans regarding the City of London's social housing	 <b>12</b>	The provisions of the new Housing & Planning Act (H&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 the government on the H&PA measures.  This work has been commissioned from Savills and from the Chartered Institute of Housing the outcomes will be reported to Committee in October 2016.  <b>21 October 2016</b>	 <b>4</b>	31/03/17	↔	
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 – remodelling 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	21/10/16	31/01/17
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 continue to pay their rent.			Jackie Campbell	21/10/16	31/03/17

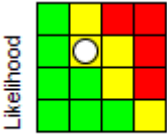
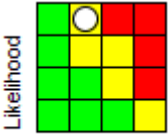

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS 002 Failure to deliver City of London Academy Expansion Programme</b>  31/05/16  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. Three applications have been approved by the Department for Education (DfE) 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	01/09/19	 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 met on 15 August to sign off the design for the Galleywall Academy permanent build works.			Gerald Mehrtens	01/08/16	01/10/19	
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	01/08/16	30/09/17	
DCCS002c	Design work pending sign-off	The design for the Galleywall Academy permanent build works has not yet been signed off; however, it has progressed and the key decisions have been made on the phase 2 and 3 works. The team are now looking at value engineering so that the project falls in line with the DfE funding.			Gerald Mehrtens	20/10/16	tbc	

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>  14/01/16  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 procedures or maintenance regimes need to be reviewed or introduced <b>Effect</b> Fires can lead to significant property damage and potential loss of life	 Likelihood Impact	12	Good progress has been made on completing Fire Risk Assessments on the City of London's Housing properties. It is anticipated that these will be completed by the end of December 2016.  <b>28 October 2016</b>	 Likelihood Impact	8	31/03/17	 Decrease in Risk Score
Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS HS 002a	Consultants will be employed to carry out Fire Risk Assessments for all residential and commercial properties managed by the Department. To be appointed and schedule of works to be agreed by end of March 2016	Fire Risk Assessments for all housing properties are anticipated to be completed by the end of November.				Paul Murtagh	15/10/16	31/03/17
DCCS HS 002b	Training provider for Fire Risk Assessments to be identified. Appropriate staff will be nominated to attend	Training is being developed. However, the timing is being reassessed as training may be better delivered nearer the next round of Fire Risk Assessments. A decision has not yet been taken.				Paul Murtagh	14/10/16	31/03/17

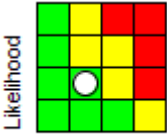
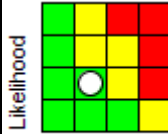

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>CR17 Safeguarding</b> 22/09/14 Ade Adetosoye	<b>Cause</b> Not providing appropriate training to staff, not providing effective management and supervision, poor case management <b>Event</b> Failure to deliver actions under the City of London's 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 continuing to raise the profile of safeguarding. A new action has been added to this risk regarding a review of safeguarding arrangements of independent schools within the City of London.  <b>6 October 2016</b>	 Likelihood Impact	8	31/03/17	 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	09/08/16	31/10/16	
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	09/08/16	31/12/16	
CR17m Raise Awareness of financial abuse and scams	The Adult Social Care Team are working with the City of London Police to raise the profile of financial abuse and scams	Work is ongoing.			Chris Pelham	06/10/16	31/03/17	
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. Covering how to spot the signs of children missing in education and promote what to do if concerns are identified, the campaign will be underpinned by the message that it is everyone's responsibility.			Chris Pelham	28/07/16	30/09/16	
CR17o Review of Safeguarding Arrangement in Independent schools within CoL	Review being conducted into the safeguarding arrangements within CoL independent schools. It is anticipated that the report will be available at the start of December. If the report makes recommendations, these will be implemented within agreed timescales	The review is ongoing and all but one school has been visited.			Chris Pelham	06/10/16	02/12/16	

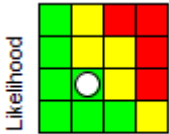
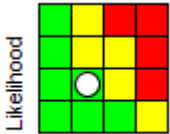

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS 001 Departmental emergency response</b>  22/01/16  Neal Hounsell	<b>Cause</b> Residents 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	A rest centre exercise took place on 5 October with the assistance of the Red Cross. Lessons learned will be incorporated into the revised Humanitarian Assistance Plan, which will be reviewed at the December meeting of the Humanitarian Assistance Working Group.  <b>28 October 2016</b>	 Likelihood  Impact	8	31/03/17	 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 will meet quarterly. The terms of reference for the HAWG were discussed at the July meeting and will be agreed at the September 2015 meeting	An emergency planning exercise, setting up a rest centre for residents, took place on 5 October 2016. A report on the event and improvements to the Humanitarian Assistance Plan will be reported to the group in December 2016.			Sharon McLaughlin	06/10/16	28/03/17	
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	The rest centre exercise took place on 5 October 2016. Feedback from independent observers was good. Lessons learned from the plan will be incorporated into the Humanitarian Assistance Plan, which will be presented to the working group for sign-off in December 2016.			Sharon McLaughlin	14/10/16	30/12/16	
DCCS 001d Review financial arrangements in a major incident (contingency cash & welfare payments)	Financial arrangements are being revised to reflect current financial arrangements, City Procurement regulations and use of purchasing cards	The new financial arrangements were tested satisfactorily at the rest centre exercise on 5 October 2016.			Sharon McLaughlin	06/10/16	31/10/16	
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	A live exercise to test a series of elements including notification, communications and delivery of a rest centre took place in October 2016. Feedback from independent observers was good.			Sharon McLaughlin	14/10/16	30/11/16	

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>  26/01/2016  Chris Pelham	<b>Cause</b> Obstacles in place that reduce referrals to the Early Help services <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>9 August 2016</b>	 Likelihood Impact	4		 Decrease in 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 to be held with multi-agency partners on 3 February	Another session for partners is being delivered on 17 October 2016. The Early Years Co-ordinator is now based part-time with partners to improve CAF completion.				Chris Pelham	14/10/16	30/12/16
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	The distance travelled tool has now been approved and will be circulated to all partners by the end of October 2016.				Chris Pelham	14/10/16	30/12/16

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>  22/03/16 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's Foundation Primary School <b>Event</b> Potential financial viability issues for the school	 Likelihood Impact	6	A meeting with the DfE was held in July to consider if the City of London should be viewed as a special case. The DfE has not presented a proposal to the City yet. A request for an update has been sent.  <b>20 October 2016</b>	 Likelihood Impact	8	31/03/17	 Decreased Risk Score
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS PE 004a Brief Members of the Committee and Sir John Cass 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 DfE is considering if the City of London should be viewed as a special case. See new action DCCS PE 004C.			Chris Pelham	01/08/16	30/09/16	
DCCS PE 004b Financial Modelling Exercise	A Financial Modelling Exercise will be undertaken regarding Sir John Cass's finances	Complete.			Chris Pelham	01/08/16	31/07/16	
DCCS PE 004c Meetings with Department for Education	A meeting with the DfE 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 DfE in September to agree terms if the department decides the City of London is a special case.			Chris Pelham	20/10/16	31/10/16	



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>  22/01/16  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	4	A consultant was appointed to assist officers in identifying options, benefits and costs. The report has been received, an agreement reached and a timetable drafted to develop both Golden Lane and Guildhall Library as replacement venues for COLCEC.  <b>1 August 2016</b>	 Likelihood	4	31/01/17	 Decrease in Risk Score	
Action No, Title	Description	Latest Note					Managed By	Latest Note Date	Due Date
DCCS CP 002a The identification of new premises and relocation of the service	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	Work is progressing in accordance with the timetable.					Neal Hounsell	14/10/16	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 HS 001 Health and Safety procedures</b>  13/11/14  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	Meetings of the Health and Safety Committee continue. Top X risks continue to be monitored.  <b>14 October 2016</b>	 Likelihood Impact	4	31/03/17	 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 and Safety meeting with representation across the divisions are being held. Progress against the work plan is monitored and Top X risks reviewed.				Paul Murtagh	14/10/16	31/03/17
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 learned will be brought to the Departmental Leadership Team.				Paul Murtagh	09/08/16	31/03/17

### Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 2, 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			2
No. of complaints upheld	0	1	0	0	0			0
Family and Young People's Services (Children's Social Care)	0 (3)	5	2	0	0			0
No. of complaints upheld	2	2	N/A	N/A	N/A			N/A
Housing	17	34	35	12	9			21
No. of complaints upheld	6	5, 2 partially upheld	11	4, 2 partially upheld	1, 2 partially upheld			5, 4 partially upheld
Property			6	10	7			17
No. of complaints upheld			5, 1 partially upheld	6	3			9
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	51	54	52	5	14			18
No. of complaints upheld	37	39	44	5	10			15

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



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

<b>DCCS CITY FUND: - 2016/17 BUDGET Q2 update</b>						
	<b>2016/17 LAB budget</b>	<b>TOTAL to date £'000</b>	<b>% spent</b>	<b>Projected Actual to Year end £'000</b>	<b>Projected Variance to Year end £'000</b>	<b>Notes</b>
<b>LOCAL RISK</b>						
<b>Housing Services</b>						
Housing S&M Account	126	61	48	128	-2	
Disabled Access, Enabling Activities, Spitafields, General Housing Advise, Other Housing Services	-42	-17	41	-52	10	
Supporting People	676	423	63	639	37	
Service Strategy	4	2	42	3	1	
Housing Benefit	209	8	4	119	90	1
<b>Total Housing</b>	<b>973</b>	<b>476</b>	<b>49</b>	<b>838</b>	<b>135</b>	
<b>People Services</b>						
Older People Services	1,276	722	57	1,333	-57	2
Adult Social Care	2,334	1,098	47	2,387	-53	2
Occupational Therapy	262	143	54	281	-19	
Supervision and Management	181	84	46	153	28	
Homelessness	609	758	124	609	0	
Children Social Care	1,030	800	78	1,092	-62	3
Early Years & Childcare	894	496	56	916	-22	
Other Schools Related activity	211	57	27	181	30	
<b>TOTAL LOCAL RISK</b>	<b>6,797</b>	<b>4,158</b>	<b>61</b>	<b>6,952</b>	<b>-155</b>	
<b>Partnerships</b>						
Commissioning	727	470	65	649	78	4
Public Health	-25	95	-381	-25	0	
Sports Development	-70	4	-5	-64	-6	
Adult Community Learning	69	-331	-480	64	5	
Youth Service	210	193	92	204	6	
Strategy and Performance	1,125	570	51	1,125	0	
<b>TOTAL PARTNERSHIPS</b>	<b>2,036</b>	<b>1,001</b>	<b>49</b>	<b>1,953</b>	<b>83</b>	
<b>TOTAL LOCAL RISK</b>	<b>9,806</b>	<b>5,635</b>	<b>159</b>	<b>9,743</b>	<b>63</b>	
<b>CENTRAL RISK</b>						
Commissioning	-111	547	-493	-81	-30	
Early Years & Childcare	305	225	74	305	0	
Other Schools Related activity	-327	-265	81	-295	-32	
Asylum Seekers	284	828	291	395	-111	5
Delegated Budget	-20	173	-864	-20	0	
Housing Benefit	67	-38	-57	67	0	
<b>TOTAL CENTRAL RISK</b>	<b>198</b>	<b>1,469</b>	<b>742</b>	<b>371</b>	<b>-173</b>	
<u>Housing Services: underspend of £135k due to:</u>						
1) Vacant post which will not be filled during the year plus additional income received in relation to the clawback of housing benefit overpayments made to individuals						
<u>People's Directorate: Overspend of £155k largely due to:</u>						
2. 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. A new high cost vulnerable client along with additional costs in relation to the Ofsted inspection						
<u>Commissioning &amp; Partnerships: Underspend of £83k largely due to:</u>						
4. lower than anticipated contract costs.						
<u>Central risk - overspent by £173k due to:</u>						
5. Asylum seekers are predicting an overspend due to additional Unaccompanied Asylum Seeking Children. 7 new clients come through in 2015/16 of which 2 turn 18 this year and therefore does not attract any funding from the Home Office. 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.						