

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	11 May 2017
<b>Subject:</b> Community and Children's Services Business Plan: Quarter 4 update	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

This report sets out the progress made during Quarter 4 (Q4 – January to March 2017) 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 a summary of the Q4 performance and progress is provided below. The Department's budget outturn information is provided at Appendix 4.

## **Recommendation**

Members are asked to:

- Note the Q4 update and the progress made against the strategic priorities of the Business Plan up to the end of 2016-17.

## **Current Position**

1. The Department's performance is measured and reported against 24 key performance indicators (PIs). In total, 21 indicators have reported data for Q4, of which 15 (86%) achieved or exceeded the performance target set and are therefore rated green. Of the remaining six indicators reported, three 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	15
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	3
Still awaiting Q4 data		3

2. 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).
3. Information on the three performance indicators that were rated red is set out over the next three paragraphs. The number of children receiving their 1<sup>st</sup> choice offer for secondary and primary places has fallen. In the City 65.5% received their 1<sup>st</sup> choice offer for primary school compared to pan London 85.6%. However, a higher proportion received their second choice 13.8% compared to London average of 7.4%. For Secondary schools, 58.8% received their 1<sup>st</sup> choice compared to London average 68.2%. Again, a higher proportion received their second choice 17.65%, against a London average of 14.24%. For secondary schools the City relies entirely on offers from other local authorities.
4. The usage of Golden Lane Sport & Fitness centre is notably below target. This is partly due to the temporary closure of the Sports Hall and an increase in local competition. Fusion the provider of the service has been asked to present their plans to increase usage of the centre at a future committee.
5. The number of apprenticeship places fell short of the target. The apprenticeship levy came into effect in April 2017. This led to a reduction in apprentices starting work in 2016/17 due to improved funding being made available from April 2017. The number of apprentices will increase during 2017/18 to meet the target of placing 100 apprentices within the Corporation in this period.

## **Progress Against Improvement Actions**

### ***Strategic Aim 1: Safeguarding and early help***

6. Safeguarding performance is being developed as part of the development of the Adult Social care practice standards.
7. As a result of an increase in the number of Local Authority Designated Officer (LADO) referrals during 2016-17 there will be more extensive training on the LADO role during 2017-18.

8. Plans have been developed to run specific training to raise awareness of private fostering and to include this subject in induction training.

### ***Strategic Aim 2: Health and wellbeing***

9. Work to develop on-line policy and procedures is being undertaken by Adult Social Care and Tri.x (provider of web-enabled content). This is due to launch May 2017.
10. The end of Q4 shows that during the last quarter of the year there were 28 substance misuse awareness events run with City businesses. From these events 412 individuals engaged with services through an IBA (Identification & Brief Intervention).

### ***Strategic Aim 3: Education and employability***

11. The new structure for Education and Early Years Services is now in the implementation phase. Interviews for the three remaining posts will take place in May.
12. The first Special Education Needs and Disability (SEND) Programme Board has met and the new SEND Strategy will be finalised at the end of May.
13. The City and the City of London Academies Trust have agreed to take over the management of Highbury Grove school in September 2017.

### ***Strategic Aim 4: Homes and communities***

14. Planning continues and applications have been submitted for grant funding to the GLA that will increase the funding available for new homes on our existing estates.
15. A design team has been appointed to look at the feasibility of developing new homes on a number of sites.
16. The Park Guard contract is in place until August 2018. The service is proving very useful from an estate management perspective, with comprehensive reports being provided following each patrol. Feedback from residents has also been positive.

### ***Strategic Aim 5: Efficiency and effectiveness***

17. Partners and young people have been consulted on the new tender specification for the retendering of the city's youth services. A market engagement event was held for potential bidders to engage with the City and feedback on the proposals. This will go to tender in June 2017 with a start date for the new service in January 2018.
18. The new domiciliary care service commenced on 1 April 2017.

## **Other Significant Achievements**

19. The City of London Academies Trust (CoLAT) was named as the top performer in a government table ranking performance of multi-academy trusts (MATs).
20. DCCS work with Avondale Community Events (ACE) was recognised by a national award from Tenant Participation Advisory Service (TPAS) – the country's leading organisation for resident engagement and community work.
21. Housing colleagues were 'highly commended' for their Housing and Time Credits co-production work in the 'Community Involvement' category at the Local Government Chronicle Awards.
22. The Family and Young People's Information (FYi) Service won the Families First Quality Award for the second time. The FYi Team picked up their award from the Family and Childcare Trust at a presentation event in the Guildhall.

## **Departmental Strategic Risk Register**

23. Since the last update to this Committee in Q4, one new risk has been added to the risk register. DCCS CL 001 Loss of IT systems in Barbican and Community Libraries. The risk rating for DCCS HS 005 – Fire risk – enclosed balconies has reduced to green, as the report from the Building Research Establishment concluded that the alterations did not have a detrimental effect on fire safety. The full departmental risk register is attached as Appendix 2

## **Complaints**

24. In Quarter 4, 21 complaints were received regarding our directly delivered services. These figures now include data from Community Libraries. 6 complaints were upheld and 4 partially upheld. Only one complaint was not responded to within the response target deadline, this was due to unplanned absence by the investigating officer. Our commissioned services received 7 complaints, all of which were upheld but they also received 15 compliments in the same period. An analysis of complaints received did not identify any underlying trends.
25. 2 compliments were also received in Q4 regarding our directly delivered services. A client praised the support provided by the Reablement Team and a District Judge commended the excellent work carried out by a Children Services social worker. The full summary of complaints is attached as Appendix 3.

## **Financial and Risk Implications**

26. As at the end of Q4, the local risk outturn shows an overall underspend of £16,000 for DCCS. The full outturn summary is attached as Appendix 4

27. The central risk is overspent by £160,000 due in the main to spend on unaccompanied asylum seeking children. This issue is addressed in another report on this agenda

### **Data Protection and Data Quality**

28. 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**

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

### **Conclusion**

30. Members are asked to receive this quarterly update to the Business Plan for the DCCS and to note the appendices and good progress made for Q4.

### **Appendices**

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

### **Background Paper**

DCCS Business Plan 2015–17

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**Appendix 1: Department of Community and Children's Services Business Plan 2015–17 Key Performance Indicators – Quarter 4 Update**

	Description	2016/17	Q1	Q2	Q3	Q4	2016/17	Comments Q4
		Target						
1.1	Percentage of referrals to Children Social Care which lead to a formal assessment	80%	91.7% (22/24)	76.9% (20/26)	79.2% (19/24)	73.7% (14/19)*	80.6 % (75/93)*	19 of the 126 contacts to the City converted to referrals to Children's Social Care. Of those 19 five did not progress to Child & Family Assessments as. one Unaccompanied Asylum Seeking Child went direct to pathway planning; one young person was referred for strategy discussion only (having recently closed after assessment; two assessments were cancelled (one due to transfer to another local authority, one due to lack of engagement) and one case was also open to LB Brent.
1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	17	6	2	10	3	21	Two CAFS (siblings) and one CAF update were completed during Q4. The CAF update led to a long term Early Help case being closed (NFA). The new siblings were new referrals in December 2016 and were the only remaining open EH cases as at 31 March 2017.
1.3	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	85%	100%	83%	67%	Awaiting data	Awaiting data	In Q3, there were 5 (out of 6) clients were still at home. One passed away.
1.4	Number of carer's assessments	55	19	15	5	13	52	5 carers have refused an assessment and 2 are scheduled for April 2017.
	Description	2016/17 Target	Q1	Q2	Q3	Q4	2016/17	Comments Q4

2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	50%	16.3%		32%		55%		38%		48%		During Q4 more sign people signed on but drop out the programme, which is consistent with the New Year period. A higher number of people join the programme(s) as part of their 'New Years' Resolutions'.
2.2	Number of take-ups of NHS health checks	130	143 health checks were completed by the Neaman practice		220 health checks were completed by the Neaman practice		67 health checks were completed by the Neaman practice		Primary (Neaman practice) - 79 Community Health Check Residents – 22		531		Reed Momenta have had the contract since end October 2016 and after mobilisation services has been effectively delivered for q4 (Jan-March 2017) – and taken on all new referrals.
2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	70%	67%		50%		80%		N/A		N/A		Reed Momenta have had the contract since end October 2016 and after mobilisation services has been effectively delivered for q4 (Jan-March 2017) – and taken on all new referrals. Therefore there will not be any still active after six months as the contract duration to date is less than 6 months.
2.4	Usage of the Golden Lane Sport and Fitness Centre (GLSF)	120,065	21,670		39,243		55,914		79,333		79,333 (cumulative)		Fusion will be presenting to Committee at a later date.
2.5	Number of new volunteers signed up to the time credits scheme	160	23		29		61		Awaiting Data		Awaiting Data		
2.6	% of volunteers completely new to volunteering	40%	42%		42%		45%		45%		45%		Target met.

	Description	2016/17 Target	2016/17		Comments
3.1	Sufficiency of school places	2017 PAN London average	For September 2017 entry		<b>Secondary Preferences 2017:</b> Please note that the number of City residents applying for secondary

Percentage of school offers meeting:	P	S	P	S	<p>places via the Pan London Admissions process for September 2017 dropped from 22 in 2016 to 17.</p> <p>Pan London 68.2% of applicants were offered their first preference, but City saw a significant decrease to 58.8%. But some balance was offered looking at applicants offered their 2nd preference (17.65%, against a Pan London average of 14.24%), but City did fall below the 88.63% Pan London average for those offered at least one of their top three preferences, with 76.5%, due to two applicants being offered 4th and fifth preferences, and two offered non preference places.</p> <p><b>Primary Preferences 2017:</b></p> <p>The Primary offer data here is a 'first glance' :as it is a Q1 activity and we are awaiting the final validated reports in June 2017:</p> <p>Please note that the number of City residents applying for primary places via the Pan London Admissions process for September 2017 dropped from 34 in 2016 to 29.</p> <p>The Pan London average for applicants being offered their first preference school was 86%, with City ranked 33 out of 33 LA with only 65.52%. Again City was ranked 1st for second preference offers at 13.8% compared to a Pan London average of 7.36%,</p>
first preference offered	85.6%	68.2%	65.5%	58.8%	
second preference offered	7.4%	14.2%	13.8%	17.7%	
third preference offered	2.4%	6.2%	10.3%	0%	
Fourth preference offered	1.02%	3%	3.4%	5.9%	
Fifth preference offered	0.49%	1.6%	0%	5.9%	
Sixth preference offered	0.25%	0.8%	0%	0%	
No offer made	2.5%	6%	0%	0%	
Offer made that was not a preference			6.9%	11.8%	

KPI Ref	Description	Frequency	2016/17	Q1	Q2	Q3	Q4	2016/17	Comments Q4
			Target						

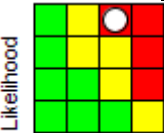
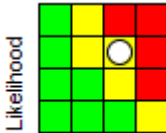

3.2	Number of apprenticeship places secured	Quarterly	60	7 (term 3 2015/16)		Q1 due to Academic Termly Reporting		28 (term 1)		9		44		Not on target for the year.  Changes in policy and funding led to a reduction in the apprentices during Q4. The number of apprentices will increase during 2017/18 to meet the target of placing 100 apprentices within the Corporation in this period.
3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	2000	730 (term 3 2015/16)		Q1 due to Academic Termly Reporting		936		664		2230		Exceeded target for the year.  Increased promotion of the Adult Skills & Education programme has led to an increased take up across a number of subject areas
3.4	Number of enrolments on Basic Skills courses	Quarterly	200	87 (term 3 2015/16)		Q1 due to Academic Termly Reporting		271		93		451		Exceeded target for the year.  A diversified range of subjects delivered across a wider range of times and days diverse have increased enrolments.
KPI Ref	Description	Frequency	2016/17	Q1		Q2		Q3		Q4		2016/17		Comments Q4
4.1	% 'routine' repairs attended to within target (5 working days)	Quarterly	95%	99%		99%		99%		99.9%		99.2%		On target.
4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	384	105		101		90		101		397		On target.

4.3	Total number of individual rough sleepers met by St Mungos Broadway each quarter	Quarterly	670	123		128		128		179		555		Number of rough sleepers met lower than anticipate.
4.4	Percentage of residents who feel 'very safe' or 'safe' on their estate	Annual	70%	Data available in Q2 only		74%		Data available in Q2 only		Data available in Q2 only		74%		On target.
4.5	% inspections passed	Quarterly	96%	98.93%		100%		99%		100%		99%		On target.
4.6	% Properties with up to date Gas CP12s Certificates	Quarterly	100%	99.56%		99%		99%		98%		99%		32 properties currently have an overdue CP12. This is higher than normal to IT system failure and lack of accurate reports, this contributed to the contractors not working out of hours. To improve this we are working with the contractor to attend to properties in the evening for those residents who cannot be available during the day.

KPI Ref	Description	Frequency	2016/17	Q1		Q2		Q3		Q4		2016/17	Comments Q4
5.1	% residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord	Annual	80%	Q2 only		85%		Q2 only		Q2 only		85%	On target.
5.2	% of rent collected	Annual	98.5	99%		98%		99%		99%		99%	On target.
5.3	Average time to process new Housing Benefit claims (days)	Quarterly	<26 days	17.0		17.0		18.0		21.0		18.3	Small number of new claim took longer to assess and have had a disproportionate effect on stats. Performance still strong
5.4	% 'emergency' repairs attended to within target (24 hours)	Quarterly	95%	99%		99%		100%		100%		99%	On target.

Rows are sorted by risk score

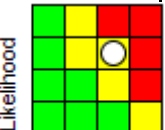

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS PE 002b Discussions with stakeholders and others regarding the expansion	Efforts to engage with parties to the negotiation continue	The number of pupil applications for Sir John Cass Foundation Primary School for 2017/18 has not been as high as anticipated. Therefore there are currently insufficient grounds to request the Sir John Cass Foundation Board to review their decision on the proposed expansion based on demand for places. The City of London and the School are now preparing a business case which demonstrates the long term cost effectiveness and greater viability of the 2 form entry model for the Foundation Board to consider this summer.	Chris Pelham	27-Apr-2017	29-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 003 Lone Working</b>  14-Jan-2016 Paul Murtagh	<b>Cause</b> Staff working on their own in isolated locations or visiting residents or clients homes <b>Event</b> Staff suffer verbal abuse, physical attack or are an accident victim <b>Effect</b> Harm or serious injury to staff	 16	The trial of the mobile telephone app, which is being considered as a replacement to Sky Guard, has yet to take place. An options paper will be prepared for the August Health and Safety meeting for decision.  <b>02 May 2017</b>	 12	30-Sep-2017	  No change

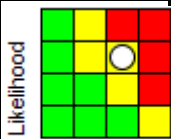
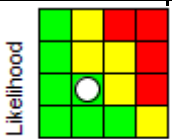

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS HS 003a Sky Guard Review	A review of the current Lone worker protection device is in progress. Some staff report connectivity problems. At the finish of the review a decision will be taken to continue or to investigate a different solution	The trial of the mobile phone app being considered as a replacement to Sky Guard has yet to take place. A meeting is to be held with 'Staysafe' the mobile app provider on 8 May to confirm details and timing of the trial. An options paper will subsequently be presented to the next Departmental Health and Safety meeting in August 2017 for decision.	Paul Murtagh	02-May-2017	30-Sep-2017
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 reviewed 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.	<p>The revised draft Lone Working Policy was signed off by the Departmental Health and Safety meeting in February. The trial for a mobile phone app which is being considered as a replacement for Sky Guard has yet to take place.</p> <p>Following a review of the DCCS Lone Working Procedures and the Skyguard system, further instruction and training has been carried out to ensure that there are robust processes, procedures and monitoring systems in place to protect staff at all times whilst carrying out their duties and responsibilities.</p>	Paul Murtagh	27-Apr-2017	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 ED 001 Failure to deliver City of London Academy expansion programme</b>          31-May-2016 Neal Hounsell	<b>Cause</b> Expansion programme not delivered <b>Event</b> Building projects not completed and /or Academies not approved for opening by the Department for Education <b>Effect</b> Need to secure temporary accommodation / alternative school place provision leading to increased pressure on school budgets and reputational damage. Academies opening deferred for a further year resulting in failure to deliver school places and reputational damage.	 Likelihood Impact	12	It is currently anticipated that 5 new academies will open in September 2017.  Shoreditch Park - secondary Islington Primary Academy Highbury Grove - secondary  Budgets are being reviewed and prospective pupil numbers analysed in respect of the following.  Newham Collegiate - 6th form Highgate Hill - secondary  <b>28 Apr 2017</b>	 Likelihood Impact	4	01-Sep-2019	          No change

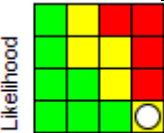
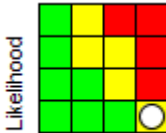

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS ED 001a Programme Board	A Programme Board has been established to oversee the work of project boards and take high level decisions	The Programme Board continues to meet monthly	Neal Hounsell	28-Apr-2017	01-Sep-2019
DCCS ED 001b Project Boards	Project boards for the schools in pre-opening phase and applications to sponsor schools have been established and meet monthly	Good progress is being made. A report on the Academies expansion programme was presented to the Education Board on 12 January 2018. Regular meetings are taking place with stakeholders, City of London, Local Authorities, Education Funding Agency (Department for Education).	Neal Hounsell	01-Feb-2017	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 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	<p><b>Cause</b> Fire Risk Assessments for managed properties not carried out effectively</p> <p><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</p> <p><b>Effect</b> Fires can lead to significant property damage and potential loss of life</p>	<div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <b>12</b> </div> </div>	<p>Fire Risk Assessments on the City of London's Housing properties have now been completed and submitted to Property Services for approval.</p> <p>An action plan is being developed to deal with improvements identified as a result of individual Fire Risk Assessments</p> <p><b>02 May 2017</b></p>	<div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <b>8</b> </div> </div>	30-Sep-2017	↔

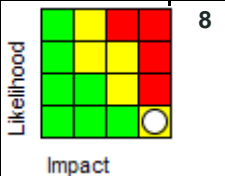
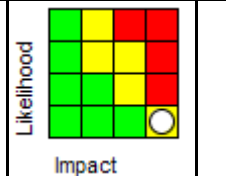

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS HS 002a Consultant to carry out new fire risk assessments to all managed properties.	Consultants will be employed to carry out risk assessments to all residential and commercial properties managed by the Department. To be appointed and schedule of works to be agreed by end of March 2016	Fire risk assessments have been completed and have been analysed by Property Services and Housing Management staff. The template for the FRA's needs to be amended to comply with the Corporation's standard template. Assessments of the Community libraries are planned and dates are to be agreed	Paul Murtagh	02-May-2017	30-Sep-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.	Training is being developed for relevant staff and will be co-ordinated to coincide with the implementation of the new Fire Risk Assessments once the revision to the template has been implemented and subsequent action plan agreed	Paul Murtagh	02-May-2017	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 004 Housing Finance Changes</b>  15-Aug-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	 12	The data from the reports commissioned from Savills and The Chartered Institute of Housing are being analysed and a report will be presented to committee  <b>02 May 2017</b>	 4	31-Mar-2017	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS HS 004a Review of 5 year Housing Revenue Account Financing Plan and remodelling of 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.	The data from the reports commissioned from Savills and The Chartered Institute of Housing is being analysed and a report will be presented to committee.	Jacquie Campbell; Paul Murtagh	02-May-2017	30-Jun-2017
DCCS HS 004b Financial Inclusion Programme and Universal Credit Support	Financial Inclusion Programme and Universal Credit support	Work on the financial inclusion programme and universal credit support is ongoing	Jacquie Campbell; Paul Murtagh	02-May-2017	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>CR17 Safeguarding</b>  22-Sep-2014 Neal Hounsell	<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	The corporate audit of safeguarding has been completed and the final report is awaited. An action plan for the implementation of any recommendations will be drawn up.  <b>28 Apr 2017</b>	 Likelihood Impact	31-Mar-2018	  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	A Corporate audit of safeguarding champions has been undertaken and the review of safeguarding champions will be completed following the outcome of the corporate audit.	Chris Pelham	28-Apr-2017	30-Jun-2017
CR17m Raise Awareness of financial abuse and scams	The Adult Social Care Team will be working with the City of London Police to raise the profile of financial abuse and scams	A task group with representation from Adult Social Care, City of London Police, Safer City Partnership, Housing and Toynbee Hall has been set up to implement planned actions. A leaflet to raise awareness is being sent out with residents council tax bills. A workshop is being planned for the Autumn.	Chris Pelham	14-Mar-2017	31-Dec-2017
CR17o Review of Safeguarding Arrangement in Independent schools within the City of London	A review is being conducted into the safeguarding arrangements within the independent schools within the City of London. 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 safeguarding review of the Guildhall School of Music & Drama, including satellite sites is now complete. An action plan to implement the recommendations of the review has been drawn up. A report on the implementation will be presented to the Safeguarding Education Forum.	Neal Hounsell	28-Apr-2017	31-Jul-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>DCCS 001 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	The Human Aspects Working Group meeting did not take place due to the absence of key officers. The next meeting in June will include a review of the terms of reference and will include additional representation.  <b>28 Apr 2017</b>	 Likelihood Impact	31-Mar-2018	  No change

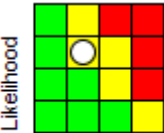
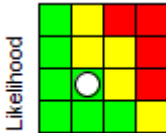

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS 001a Humanitarian Assistance Working Group (HAWG)	The HAWG has representation from DCCS, other departments including Town Clerks and City of London Police. The Group will meet quarterly.	The Human Aspects Working Group meeting did not take place due to the absence of key officers. The next meeting in June will include a review of the terms of reference and will include additional representation.	Sharon McLaughlin	28-Apr-2017	30-Jun-2017
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	A post exercise report and the new Human Aspects response plan will be presented to the June meeting for approval.	Sharon McLaughlin	28-Apr-2017	30-Jun-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 CL 001 Loss of IT systems at public facing sites</b>  28-Apr-2017 Carol Boswarthack	<b>Cause:</b> IT failures from lack of system / infrastructure, software maintenance and upgrades. <b>Event:</b> Public avoiding utilising our services due to lack of confidence in their consistent provision. <b>Impact:</b> Significant reputational damage expressed through reduced footfall and resulting loss of income from external events, workshops and retails offerings.	 Likelihood Impact	8	Community Libraries has representation on the IT Business User Group. Updates on the IT Transformation Project are discussed and information required by IT is provided promptly to ensure the project moves forward.  <b>28 April 2017</b>	 Likelihood Impact	3	31-Mar-2017	  No change

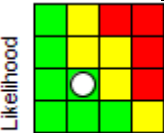
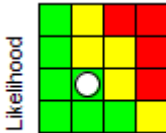

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
DCCS CL001a IT Transformation project and library infrastructure project	Engage with the IT transformation project to ensure that IT services are delivered on a consistent basis	Community Libraries has representation on the IT Business User Group. Updates on the IT Transformation Project are discussed and information required by IT is provided promptly to ensure the project moves forward.		Carol Boswarthack	28-Apr-2017	31-Mar-2018

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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.	The City of London Community Education Centre is now due to close in September 2017. New premises have been identified within the City Business Library and works are due to be completed by August 2017. Additional facilities will be available in the refurbished Golden Lane Community Centre which is due to be completed in January 2018. Interim facilities may be required following the closure of COLSEC in September 2017 and the opening of the refurbished Community Centre.	Mark Emmerson	28-Apr-2017	31-Jan-2018

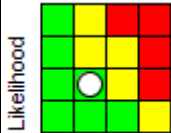
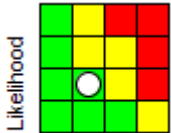

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS PE 004 Pupil funding - introduction of new formulae may reduce levels of funding from 2017/18</b>  22-Mar-2016 Pip Hesketh; Theresa Shortland	<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 Impact	The City of London is being viewed as a special case. Draft funding proposals have been received which have identified some reductions. A report is being prepared for the Sir John Cass Foundation regarding the financial viability of Sir John Cass Foundation Primary School if it remains a one form entry school.  <b>28 Apr 2017</b>	 Likelihood	4 Impact	31-Mar-2018	          No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS PE 004c Meetings with the 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.	The City of London is being viewed as a special case. Draft funding proposals have been received which have identified some reductions. A report is being prepared for the Sir John Cass Foundation regarding the financial viability of Sir John Cass Foundation Primary School if it remains a one form entry school.	Pip Hesketh; Theresa Shortland	14-Mar-2017	31-Mar-2018

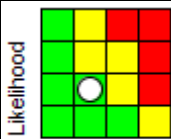
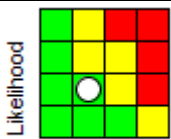

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>DCCS ED 002 Failure of the City of London Academies to meet the high performance and financial expectations of the City of London Corporation</b> 12-Jan-2017 Neal Hounsell	<b>Cause:</b> Inadequate Multi Academies Trust governance and financial management arrangements through inadequate leadership, management oversight. Ineffective teaching standards and management of the curriculum. <b>Event:</b> The Multi Academies Trust does not deliver outstanding teaching and a learning curriculum to students as well as an efficient and well run organisation. The Trust falls into financial difficulty. <b>Effect:</b> Delivery of poor academic results and poor Ofsted inspection judgements leading to reputational damage to the academies and the City of London. Financial pressure leads to the City of London supporting City of London Academies Trust (CoLAT) to avoid financial reputational damage.	 Likelihood Impact	4  All academies have been judged as either Good or Outstanding by Ofsted. Scrutiny meetings continue and reports will be presented to the Education and CoLAT boards as appropriate.  <b>28 April 2017</b>	 Likelihood Impact	4  01-Sep-2019	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS ED 002a Standards and Accountability, Scrutiny Meetings	An 'Accountability Framework' has been established with a rigorous cycle of; examination analysis, performance review, actions to address under-performance, school leader performance management, target setting, school monitoring visits and final predicted results collection prior to examination results. This process provides a clear line of accountability through to school leaders.	Standards & Accountability Scrutiny meetings were schedule for November to review projected attainment of pupils. A report is to be taken to the education Board in January together with data on progress and added value. Spring 2017 will see the next stage of the accountability process which is a series of school visits by the CEO.	Neal Hounsell	31-Jan-2017	30-Jun-2017
DCCS ED 002c Financial scrutiny meetings with each Academy	Financial scrutiny meetings will take place for all academies in the COLAT annually in June.	Financial scrutiny meetings will take place for all academies in the COLAT annually in June. Issues discussed will include budget forecasts, cash flow and end of year financial outturns. The meeting will be attended by Chief Executive	Mark Emmerson	31-Jan-2017	30-Jun-2017

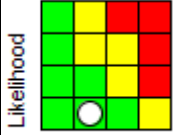
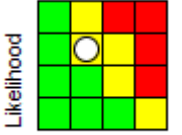

		Office, Chief Financial Officer, Chairman of the Education Board, Academy Heads and Revenue Managers			
DCCS ED 002d Academy financial reports to be presented to the Education Board	Annual financial reports,	Annual financial reports from each Academy will be presented to the Education Board each May. The report will include resource allocation plans.	Mark Emmerson	31-Jan-2017	31-May-2017
DCCS ED 002e Visit of Chief Executive Officer to all Academies to undertake Standards and Accountability Scrutiny meetings	Standards and Accountability Scrutiny meetings.	A timetable for the Standards and Accountability Scrutiny meetings has been drawn up and it is anticipated that meetings with all Academies will be completed by 28 February 2017. A report will be presented to the CoLAT Board by 31 May 2017.	Mark Emmerson	31-Jan-2017	31-May-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	Meetings of the Quarterly Health and Safety meetings continue. The work plan and Top X risks are reviewed at each meeting.  <b>14 Mar 2017</b>	 Likelihood Impact	4	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
HS 001c Pilot of DCCS Alcohol and Drug Misuse Policy	Pilot of DCCS Drug and Alcohol Misuse Policy from 1 August to 31 January 2017	The trial period was completed on the 31 January 2017. Additional comments on the policy have been received and these will be considered at the next Health and Safety meeting in August 2017.	Paul Murtagh	02-May-2017	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 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	4	There has been a rise in the number of referrals and completed CAFs. This needs to be sustained during 2017/18.  <b>28 Apr 2017</b>	 Likelihood Impact	4	31-Aug-2017    No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS PE 003c Early Help Co-ordinated co-located with partners	The Early Help Co-ordinator is now co-located with partners.	The Early Help Co-ordinator is now co-located with partners. This is a pilot which will be reviewed in July 2017	Chris Pelham	28-Apr-2017	31-Aug-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 005 Fire Risk - Enclosed balconies</b>          12-Jan-2017 Jacquie Campbell; Paul Murtagh	<b>Cause:</b> The enclosure of balconies by some residents on City of London estates from materials that may not meet fire safety standards or regulations. <b>Event:</b> The damage from a fire sited in one of these balconies is potentially more serious. <b>Effect:</b> Possible structural damage to buildings and harm to life. Remedies for unauthorised balcony works and enclosures not meeting fire safety standards are to be put in place.	 Likelihood Impact	2	As a result of Fire Risk Assessments it was identified that 20 balconies have been enclosed that could have compromised the integrity of the flats in terms of fire safety. The Building Research Establishment (BRE) was appointed to carry out an inspection of a number of the balconies to advise on any necessary action.  <b>02 May 2017</b>	 Likelihood Impact	6	30-Sep-2017	          Decreased risk score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
HS 005a Investigation into enclosed balconies on City of London Housing Estates	An expert is being engaged to address this issue. Staff from Housing, Barbican and Property together with the Corporation's Fire Safety Advisor are working together to carry out a review of the situation and to determine the appropriate course of action.	<b>Completed</b> - The BRE has now submitted their report into the enclosure of balconies and the potential risk in terms of fire safety. The BRE has concluded that "the alterations do not have a detrimental effect upon the structural adequacy/competence of the superstructure or the associated cladding panel". With regard to fire safety, the BRE further concludes that "these alterations do not compromise general fire precautions within the block provided the penetration in the floors and ceiling slabs around the rainwater downpipes are adequately fire stopped".	Jacquie Campbell; Paul Murtagh	02-May-2017	17-Apr-2017

### Appendix 3: Department of Community and Children's Services Complaints Report – Quarter 4, 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	4	2	8
No. of complaints upheld	0	1 upheld	0	0	0	0	1 and 1 partially	1 and 1 partially
Family and Young People's Services (Children's Social Care)	0 (3)	5	2	0	0	0	1	1
No. of complaints upheld	2 upheld	2 upheld	N/A	N/A	N/A	N/A	0	0
Housing	17	34	35	12	6	12	5	35
No. of complaints upheld	6	5, 2 partially upheld	11	4 upheld , 2 partially	1 upheld,	1, 8 partially	3 partially upheld	6, 13 partially upheld
Property			6	10	7	2	8	27
No. of complaints upheld			5, 1 partially	6	3	1	5	15
Community Libraries	-	-	-	-	-	-	5	5 – 1 upheld
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	51	54	52	5	14	15	7	41
No. of complaints upheld	37	39	44	5	10	15	7	37

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

<b>Division</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>2016/17 Total</b>
Adult Social Care & Homelessness	N/A	100%	75%	100%	100%	100%	100%	100%
Family and Young People's Services (Children's Social Care)	100%	75%	0%	N/A	N/A	N/A	0%	0% (this relates to 1 complaint – response was delayed due to unplanned absence)
Housing	100%	100%	100%	100%	100%	100%	100%	100%
Property			75%	100%	100%	100%	100%	100%
Community Libraries				-	-	-	100%	100%

# **Appendix 4: Department of Community & Children's Services 2016–17 Q4 outturn budget**

## **DCCS CITY FUND: - 2016/17 outturn**

	2016/17 LAB budget	Actuals to date (end of Mar)	Variance (over) / underspent	Notes
<b><u>LOCAL RISK</u></b>				
<b>Housing Services</b>				
Housing S&M Account	128	129	-1	
Disabled Access, Enabling Activities, Spitalfields, General Housing Advise, Other Housing Services	-42	-47	5	
Supporting People	676	780	-104	
Service Strategy	4	25	-21	
Housing Benefit	212	-9	221	
<b>Total Housing</b>	<b>978</b>	<b>878</b>	<b>100</b>	
<b>People Services</b>				
Older People Services	1,308	1,332	-24	
Adult Social Care	2,306	2,180	126	
Occupational Therapy	286	243	43	
Supervision and Management	187	161	26	
Homelessness	613	639	-26	
Children Social Care	1,048	1,191	-143	
Early Years & Childcare	954	1,082	-128	
Other Schools Related activity	151	159	-8	
<b>TOTAL LOCAL RISK</b>	<b>6,853</b>	<b>6,988</b>	<b>-135</b>	
<b>Partnerships</b>				
Commissioning	734	706	28	
Public Health	-25	-26	1	
Sports Development	-35	-69	34	
Adult Community Learning	131	24	107	
Youth Service	204	199	5	
Strategy and Performance	1,119	1,242	-123	
<b>TOTAL PARTNERSHIPS</b>	<b>2,128</b>	<b>2,077</b>	<b>51</b>	
<b>TOTAL LOCAL RISK</b>	<b>9,959</b>	<b>9,943</b>	<b>16</b>	Small underspend
<b><u>CENTRAL RISK</u></b>				
Commissioning	-111	-54	-57	
Early Years & Childcare	246	219	27	
Other Schools Related activity	-272	-238	-34	
Asylum Seekers	288	379	-91	
Delegated Budget	-21	-26	5	
Housing Benefit	67	76	-9	
<b>TOTAL CENTRAL RISK</b>	<b>197</b>	<b>357</b>	<b>-160</b>	overspent