












# **Monthly Management Report**

**August 2017**

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## Key

-  On track to achieve our outcomes
-  Slightly behind and requires improvement
-  Not on track but taking corrective action
-  Improving
-  No change
-  Declining
-  Missing actual data
-  Missing target
-  Missing target and actual data

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# Foreword

The purpose of the Management Report is to place on record each month, in a consistent format, our performance against priorities. Each month we attempt to give a full account of what is being done, what has been achieved and which areas require additional management attention to secure future achievements. The report gives some coverage to the effectiveness of our partnership working. Reporting on performance is always double-edged. We have high ambitions and targets which are set to stretch management and staff effort. So, there are areas where the need for greater management attention is highlighted.

The report focuses on the Council's performance in line with our corporate priorities, drawing data from performance indicators (PIs), project monitoring information, risk register assessments and financial reports.

## **Performance:**

Performance is being reported for August 2017. There are 13 performance indicators (68% of the total) reported as green or amber against target, and 8 (42%) are showing an upward direction of travel. There are 6 performance indicators (32% of the total) reported as red against target and 10 performance indicators (53%) which have a red direction of travel. There are no indicators that have missing performance data.

## **Projects:**

Projects are being reported for August 2017. There are no red projects this month.

## **Risks:**

Risks are being reported for June 2017. There are seven red corporate risks - noncompliance with Health & Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; failure of child safeguarding arrangement; serious adult safeguarding concern; Failure to maintain Strategic Asset and strategic programme to develop and implement transformational change does not deliver. There are thirteen amber risks and one green risk.

## **Finance:**

The financial forecasts for 2017/18 as at 31 July 2017 are as follows: There is a forecast overspend of £13.5m against the directorates' net general fund revenue budget. This compares to a final outturn of £7m for 2016/17 which resulted after applying £2.8m of funding for 'risks and other budget pressures' against the directorates' year-end overspend of £9.8m for that year. The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be 12 schools that require to have a licensed deficit. The Housing Revenue Account (HRA) is currently projecting an additional surplus of £0.6m.

**Barry Quirk, Chief Executive**

**19 September 2017**

# Overall Summary: Performance

Summary of performance indicators in this report.

| Priority 2 - Young People's Achievement and Involvement |   |   |       | Priority 2 - Young People's Achievement and Involvement |   |   |       | Across all performance indicators in this report |   |    |       | Across all performance indicators in this report |   |   |       |
|---|---|---|-------|---|---|---|-------|--|---|----|-------|--|---|---|-------|
| Overall Performance                                     |   |   |       | Direction of Travel                                     |   |   |       | Overall Performance                              |   |    |       | Direction of Travel                              |   |   |       |
|   |   |   | Total |   |   |   | Total |  |   |    | Total |  |   |   | Total |
| 2   | 0 | 0 | 2     | 1   | 0 | 1 | 2     | 6  | 3 | 10 | 19    | 10   | 1 | 8 | 19    |

| Priority 3 - Clean, Green and Liveable |   |   |       | Priority 3 - Clean, Green and Liveable |   |   |       |
|--|---|---|-------|--|---|---|-------|
| Overall Performance                    |   |   |       | Direction of Travel                    |   |   |       |
|  |   |   | Total |  |   |   | Total |
| 1                                      | 1 | 1 | 3     | 2                                      | 0 | 1 | 3     |

| Priority 6 - Decent Homes for All |   |   |       | Priority 6 - Decent Homes for All |   |   |       |
|-----------------------------------|---|---|-------|-----------------------------------|---|---|-------|
| Overall Performance               |   |   |       | Direction of Travel               |   |   |       |
|                                   |   |   | Total |                                   |   |   | Total |
| 0                                 | 0 | 1 | 1     | 0                                 | 0 | 1 | 1     |

| Priority 7 - Protection of Children |   |   |       | Priority 7 - Protection of Children |   |   |       |
|-------------------------------------|---|---|-------|-------------------------------------|---|---|-------|
| Overall Performance                 |   |   |       | Direction of Travel                 |   |   |       |
|                                     |   |   | Total |                                     |   |   | Total |
| 1                                   | 0 | 2 | 3     | 2                                   | 1 | 0 | 3     |

| Priority 8 - Caring for Adults and Older People |   |   |       | Priority 8 - Caring for Adults and Older People |   |   |       |
|---|---|---|-------|---|---|---|-------|
| Overall Performance                             |   |   |       | Direction of Travel                             |   |   |       |
|   |   |   | Total |   |   |   | Total |
| 0   | 0 | 3 | 3     | 2   | 0 | 1 | 3     |

| Priority 9 - Active, Healthy Citizens |   |   |       | Priority 9 - Active, Healthy Citizens |   |   |       |
|---------------------------------------|---|---|-------|---------------------------------------|---|---|-------|
| Overall Performance                   |   |   |       | Direction of Travel                   |   |   |       |
|                                       |   |   | Total |                                       |   |   | Total |
| 1                                     | 0 | 0 | 1     | 1                                     | 0 | 0 | 1     |

| Priority 10 - Inspiring Efficiency, Effectiveness and Equity |   |   |       | Priority 10 - Inspiring Efficiency, Effectiveness and Equity |   |   |       |
|--|---|---|-------|--|---|---|-------|
| Overall Performance  |   |   |       | Direction of Travel  |   |   |       |
|  |   |   | Total |  |   |   | Total |
| 1  | 2 | 3 | 6     | 2  | 0 | 4 | 6     |

## Performance

This report contains July 2017 performance data, and finds that 13 indicators are reported as green or amber against target which is 2 more than the previous report. In July 2017, 6 indicators are reported as red against target, which is 2 less than the previous report. There are no indicators with missing data in July 2017, which is 4 less than the previous report.

## Direction of Travel

A total of 8 indicators are showing an upward trend in July 2017, which is 1 more than the previous report. There are 10 indicators with a red direction of travel, which is 2 less than the last report. 1 indicator has remained the same.

N.B. direction of travel is the change in performance and is measured against the previous year. Therefore changes to targets from one year to the next will affect this.

# Areas for Management Attention

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## Areas requiring management attention this month

### Performance Indicators - Monthly Indicators

|   | Against Target<br>Jul 17 | DoT<br>Jul<br>Mar<br>17 | DoT<br>Jul<br>Jun<br>17 | Consecutive<br>periods Red | Priority<br>No. | Page<br>No. |
|---|--------------------------|-------------------------|-------------------------|----------------------------|-----------------|-------------|
| LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule | ▲                        | ▼                       | ▲                       | 13                         | 2               | p14         |
| NI064 Child protection plans lasting 2 years or more                  | ▲                        | ▼                       | ▲                       | 4                          | 7               | p26         |
| LPI202 Library visits per 1000 pop                                    | ▲                        | ▼                       | ▼                       | -                          | 9               | p30         |

### Performance Indicators - Monthly Indicators (reported 1 month behind)

|  | Against Target<br>Jun 17 | DoT<br>Jun<br>Mar<br>17 | DoT<br>Jun<br>May<br>17 | Consecutive<br>periods Red<br>(last 12<br>months) | Priority<br>No. | Page<br>No. |
|--|--------------------------|-------------------------|-------------------------|---|-----------------|-------------|
| NI192 Percentage of household waste sent for reuse, recycling and composting | ▲                        | ▼                       | ▲                       | 8   | 3               | p17         |

### Performance indicators - Quarterly indicators

|  | Against Target<br>Jun 17 | DoT<br>Jun<br>Mar<br>17 | DoT<br>Jun<br>Mar<br>17 | Consecutive<br>periods Red<br>(last 12<br>months) | Priority<br>No. | Page<br>No. |
|--|--------------------------|-------------------------|-------------------------|---|-----------------|-------------|
|--|--------------------------|-------------------------|-------------------------|---|-----------------|-------------|

# Areas of Good Performance

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## Areas of Good Performance

### Performance Indicators - Monthly indicators

|   | Against Target<br>Jul 17 | DoT Jul 17 v<br>Mar 17 | DoT Jul 17 v<br>Jun 17 | Priority<br>No. |
|---|--------------------------|------------------------|------------------------|-----------------|
| LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop | ★                        | ↗                      | ➡                      | 8               |
| BV012b Days/shifts lost to sickness (excluding Schools)   | ★                        | ↗                      | ↗                      | 10              |
| LPI031 NNDR collected   | ★                        | ↗                      | ↘                      | 10              |
| NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events        | ★                        | ↗                      | ↘                      | 10              |

### Performance Indicators - Monthly Indicators (reported 1 month behind)

|   | ▲ Against Target<br>Jun 17 | DoT Jun 17 v<br>Mar 17 | DoT Jun 17 v<br>Jun 17 | Priority<br>No. |
|---|----------------------------|------------------------|------------------------|-----------------|
| ⊕ NI193 Percentage of municipal waste land filled | ★                          | ↗                      | ➡                      | 3               |

### Performance Indicators - Quaterly Indicators

|                                    | Against Target<br>Jun 17 | DoT Jun 17 v<br>Mar 17 | DoT Jun 17 v<br>Mar 17 | Priority<br>No. |
|------------------------------------|--------------------------|------------------------|------------------------|-----------------|
| LPZ705 Number of homes made decent | ★                        | ↗                      | ↗                      | 6               |

# Programmes and Projects

Project Performance - August 2017

**Together, we will make Lewisham the best place in London to live, work and learn**

| This month  |   |   |       | One month ago   |   |   |       | Two months ago  |   |   |       |
|---|---|---|-------|---|---|---|-------|---|---|---|-------|
| Status  |   |   | Total | Status  |   |   | Total | Status  |   |   | Total |
|  |  |  | 14    |  |  |  | 14    |  |  |  | 14    |
| 0   | 9   | 5   |       | 0   | 9   | 5   |       | 0   | 9   | 5   |       |

| Estimated completion dates                                |                                       |
|---|---------------------------------------|
| Project   | Date                                  |
| PMSCYP Developing 2 Year Old Childcare Provision          | October 2017                          |
| PMSCUS Lewisham Homes Capital Programme                   | March 2018                            |
| PMSCUS New Homes, Better Places                           | Phase 2 completion - March 2018       |
| PMSCYP Building Schools for the Future                    | April 2018                            |
| PMSRGN Sydenham Park Footbridge                           | October 2018                          |
| PMSCUS Beckenham Place Park Regeneration and Flood Scheme | June 2019                             |
| PMSCYP Pupil Places Programme                             | September 2019                        |
| PMSRGN Milford Towers Decant                              | 2019                                  |
| PMSCUS Bampton Estate Development                         | March 2020                            |
| PMSRGN Southern Site Housing - Deptf TC Prog              | March 2021                            |
| PMSCUS Besson Street Development                          | March 2021                            |
| PMSCUS Excalibur Regeneration                             | Final Phase complete by February 2023 |
| PMSRGN New Bermondsey Regeneration Scheme                 | 2026                                  |
| PMSRGN Catford Centre Redevelopment                       | 2026                                  |

## Movements in project status since July 2017

**Upgrades:**  
None

**Downgrades:**  
None

**Removals:**  
None

**Additions:**  
None

# Overall Performance: Risk

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|            |        |    |    |    |    |
|------------|--------|----|----|----|----|
| Likelihood | 5      | 10 | 15 | 20 | 25 |
|            | 4      | 8  | 12 | 16 | 20 |
|            | 3      | 6  | 9  | 12 | 15 |
|            | 2      | 4  | 6  | 8  | 10 |
|            | 1      | 2  | 3  | 4  | 5  |
|            | Impact |    |    |    |    |

Risk can be defined as uncertainty of outcome due to an event or an action in the future that could adversely affect an organisation's ability to achieve its business objectives and meet its strategies.

Good risk management allows an organisation to have increased confidence in achieving its desired outcomes; effectively constrain threats to acceptable levels; and take informed decisions about exploiting opportunities. Good risk management also allows stakeholders to have increased confidence in the organisation's corporate governance and ability to deliver.

In accordance with the Council's current Risk Management Strategy, risk is monitored by way of risk registers. Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to the Executive Management Team and the Internal Control Board on a quarterly basis and quarterly updates are provided in this report. The previous quarter's data will be routinely carried forward until the next quarterly update is made, unless there are matters of significance that need to specifically be brought to management's attention.

The Corporate Risk register has been refreshed to ensure that all risks are more clearly defined and accurately reflect the underlying risks. All of the action plans within the registers now have clear deadlines for completion and these are being made more specific for 2017/18. There are 21 risks in total on the Corporate Risk register (7 Red, 13 Amber, and 1 Green).

The changes to status this quarter are depicted in the table below:-

| Change this Qtr. | Ref.  | Title                   | Previous Mar-17 | Current June 17 | Target | Score change |
|------------------|-------|-------------------------|-----------------|-----------------|--------|--------------|
| Risk Changes     | 1.B.3 | Loss of Strategic Asset | 8               | 16              | 6      | 8            |
|                  | 2.A.4 | Election Efficiency     | 10              | 4               | 4      | -6           |
|                  | 3.A.1 | Employee Relations      | 9               | 12              | 8      | 3            |

Alignment of directorate to corporate risks is regularly analysed and reported to the Internal Control Board. Analysis of the alignment of risks identified in business plans to the directorate registers will be strengthened following completion of the 2017/18 business planning process.

A Risk Maturity Assessment, undertaken by Internal Audit, reported in July 2016. It assesses the Council as 'Risk Managed'. This is the fourth highest of a five point scale. The definition of 'Risk Managed' is 'Enterprise-wide approach to risk management developed and communicated'.

There are six recommendations arising from the Assessment and an action plan is in place to implement these by the due dates. The Risk Management Strategy has been refreshed and was approved by the ICB in July 2017.



# Overall Performance: Risk

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| Red (Corporate Register) |  |                |
|--------------------------|--|----------------|
| Corporate priority       | Risk name  | Current status |
| 10                       | 1B.1. Non-compliance with Health & Safety Legislation  | ▲              |
| 10                       | 1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition | ▲              |
| 7                        | 2A.2. Failure of child safeguarding arrangement  | ▲              |
| 10                       | 2A.3. Strategic programme to develop and implement transformational change does not deliver                  | ▲              |
| 8                        | 2A.5. Serious Adult Safeguarding Concerns  | ▲              |
| 10                       | 5A.1. Financial Failure and inability to maintain service delivery within a balanced budget                  | ▲              |
| 10                       | 5A.3. Loss of income to the Council  | ▲              |

# Overall Performance: Risk




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| Corporate Risk   |                |                               |             |                     |          |
|--|----------------|-------------------------------|-------------|---------------------|----------|
|  | Current Status | Current status against target | Source Date | Direction of Travel | Priority |
| 1A.1. Information Governance failure.  | ●              | ●                             | Jun 17      | →                   | 10       |
| 1A.2 Governance failings in the implementation of service changes  | ●              | ▲                             | Jun 17      | →                   | 10       |
| 1B.1. Non-compliance with Health & Safety Legislation  | ▲              | ▲                             | Jun 17      | →                   | 10       |
| 1B.2. Failure to anticipate and respond appropriately to legislative change.   | ●              | ▲                             | Jun 17      | →                   | 10       |
| 1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition                               | ▲              | ▲                             | Jun 17      | ↘                   | 10       |
| 2A.1. Adequacy of Internal Control.  | ●              | ●                             | Jun 17      | →                   | 10       |
| 2A.2. Failure of child safeguarding arrangement  | ▲              | ★                             | Jun 17      | ↗                   | 7        |
| 2A.3. Strategic programme to develop and implement transformational change does not deliver  | ▲              | ●                             | Jun 17      | →                   | 10       |
| 2A.4. Elections not conducted efficiently or effectively.  | ★              | ★                             | Jun 17      | ↗                   | 10       |
| 2A.5. Serious Adult Safeguarding Concerns  | ▲              | ★                             | Jun 17      | ↗                   | 8        |
| 2B.1. ICT infrastructure is not fit for purpose and/or does not meet business needs  | ●              | ●                             | Jun 17      | →                   | 10       |
| 3A.1. Loss of constructive employee relations  | ●              | ●                             | Jun 17      | ↘                   | 10       |
| 3A.2. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes. | ●              | ●                             | Jun 17      | →                   | 10       |
| 3B.1. Multi-agency governance failure leads to ineffective partnership working   | ●              | ▲                             | Jun 17      | →                   | 10       |
| 3B.2. Failure to agree with partners integrated delivery models for local health and care services.  | ●              | ▲                             | Jun 17      | →                   | 9        |
| 4A.1. Failure to manage strategic suppliers and related procurement programmes.  | ●              | ▲                             | Jun 17      | →                   | 10       |
| 4B.1. Failure to manage performance leads to service failure.  | ●              | ▲                             | Jun 17      | →                   | 10       |
| 5A.1. Financial Failure and inability to maintain service delivery within a balanced budget  | ▲              | ▲                             | Jun 17      | →                   | 10       |
| 5A.2. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.               | ●              | ●                             | Jun 17      | →                   | 10       |
| 5A.3. Loss of income to the Council  | ▲              | ▲                             | Jun 17      | →                   | 10       |
| 5B.1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.           | ●              | ★                             | Jun 17      | →                   | 10       |

# Overall Performance: Finance

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## Performance

|   | June 2017 | %   | July 2017 | %   |
|---|-----------|-----|-----------|-----|
|  | 1         | 10  | 1         | 10  |
|  | 2         | 20  | 2         | 20  |
|  | 7         | 70  | 7         | 70  |
| Totals  | 10        | 100 | 10        | 100 |

The financial forecasts for 2017/18 as at 31 July 2017 are as follows: There is a forecast overspend of £13.5m against the directorates' net general fund revenue budget. This compares to a final outturn of £7m for 2016/17 which resulted after applying £2.8m of funding for 'risks and other budget pressures' against the directorates' year-end overspend of £9.8m for that year. The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be 12 schools that require to have a licensed deficit. The Housing Revenue Account (HRA) is currently projecting an additional surplus of £0.6m.

## Finance by Priorities ('000s)

|  |                | Latest projected year     |            |
|--|----------------|---------------------------|------------|
|  | 2017/18 Budget | end variance as at Jul 17 | % variance |
| 01. NI Community Leadership and Empowerment            | 4,890          | 60.00                     | 1.23       |
| 02. NI Young People's Achievement and Involvement      | 15,100         | 1,900.00                  | 12.58      |
| 03. NI Clean, Green and Liveable                       | 18,500         | 2,300.00                  | 12.43      |
| 04. NI Safety, Security and Visible Presence           | 9,300          | 300.00                    | 3.23       |
| 05. NI Strengthening the Local Economy                 | 2,500          | -100.00                   | -4.00      |
| 06. NI Decent Homes for All                            | 5,600          | 200.00                    | 3.57       |
| 07. NI Protection of Children                          | 37,600         | 5,600.00                  | 14.89      |
| 08. NI Caring for Adults and Older People              | 70,000         | 1,100.00                  | 1.57       |
| 09. NI Active, Healthy Citizens                        | 2,710          | 40.00                     | 1.48       |
| 10. NI Inspiring Efficiency, Effectiveness, and Equity | 66,546         | 2,100.00                  | 3.16       |
| Corporate priorities                                   | 232,746        | 13,500.00                 | 5.80       |

# Hot Topics

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## **Flagship community hubs officially open**

Three new flagship community hubs, which bring a number of important local services for residents together in one place and open up more facilities for community use, were officially opened by Sir Steve Bullock, Mayor of Lewisham, on 27 July 2017.

The three hubs are the Mulberry Centre in New Cross, the Leemore Centre in Lewisham and the Sydenham Centre (formerly known as the Naborhood Centre).

For the first time in Lewisham, day care services for adults with learning disabilities, advice and information support and space for voluntary and community groups have been brought together under one roof, helping to facilitate better partnership working, the sharing of resources and bringing the community together. The community hubs are the result of our vision to give a new lease of life to underused council buildings by transforming them into key community assets.

## **New food waste bins delivered to Lewisham residents**

The first of 80,000 food waste bins have been delivered to Lewisham residents ahead of big changes to waste collection services in two months' time. In October 2017 a new weekly food waste collection service will be launched alongside the fortnightly collection of non-recyclable rubbish for most homes in Lewisham.

In August and September most Lewisham residents who currently have their own rubbish and recycling wheelie bins and live in a house (or a flat in a converted house) will receive a small outdoor food waste bin, a smaller indoor kitchen caddy and two leaflets which explain the new service. This follows a letter from the Mayor of Lewisham (PDF) to 80,000 Lewisham households in July which explained the big changes to waste collection services.

## **Living Wage employers rise by 560%**

New figures released on 14 August 2017 show the number of Living Wage employers in Lewisham has risen by 560% since 2015 (from 5 to 33). Lewisham is now a borough with one of the highest numbers of organisations paying the Living Wage in London. Local companies can get a one-off business rate discount of up to £5,000 if they become accredited London Living Wage employers.

## **Safety checks for Lewisham Homes properties**

Following comprehensive safety checks over the summer, Lewisham Homes is going through a programme of checking all fire safety doors.

## 2. Young People's Achievement and Involvement

Raising educational attainment and improving facilities for young people through partnership working

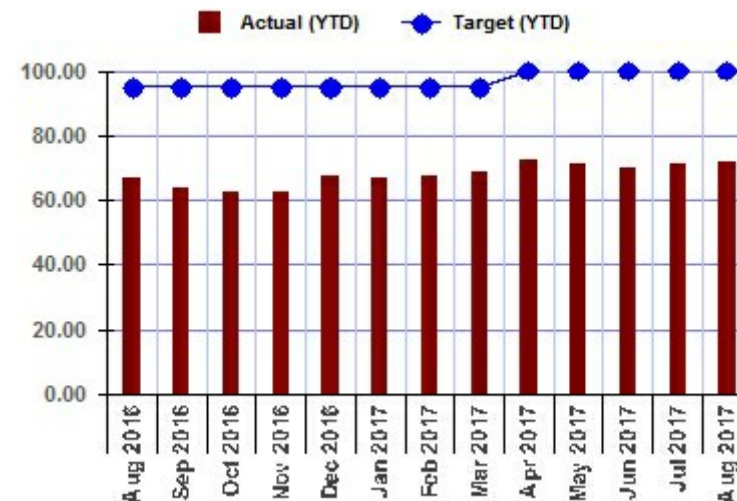
| Priority 2 - Monthly Performance                                      |            |            |               |                       |               |                       |                       |       |   |
|---|------------|------------|---------------|-----------------------|---------------|-----------------------|-----------------------|-------|---|
|   | Unit       | YTD Jul 17 | Target Jul 17 | Against Target Jul 17 | DoT Last year | Against Target Jun 17 | Against Target May 17 | 16/17 |   |
| LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule | Percentage | 72.90      | 100.00        | ▲                     | ↗             | ▲                     | ▲                     | ▲     | ▲ |
| LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule | Percentage | 71.40      | 100.00        | ▲                     | ↘             | ▲                     | ▲                     | ▲     | ▲ |

| Priority 2 - Projects                            |             |                           |                      |                |
|--|-------------|---------------------------|----------------------|----------------|
|  | Directorate | Budget                    | Est. completion date | Current Status |
| PMSCYP Building Schools for the Future           | CYP         | £230m                     | April 2018           | ★              |
| PMSCYP Developing 2 Year Old Childcare Provision | CYP         | £2.562m                   | October 2017         | ●              |
| PMSCYP Pupil Places Programme                    | CYP         | Budget 2016 - 2019: £36 M | September 2019       | ●              |

| Net Expenditure Priority 02 ('000s)               |                |  |          |            |   |
|---|----------------|--|----------|------------|---|
|   | 2017/18 Budget | Projected year-end variance as at Jul 17 | Variance | % Variance | Comments  |
| 02. NI Young People's Achievement and Involvement | 15,100         | 1,900                                    | ▲        | 12.58      | <b>Finance Overspend</b><br>Targeted Services and Joint Commissioning (CYP) are forecasting an overspend of £0.7m in relation to transport to schools. The Education Psychology budget has seen an increased spending pressure due to the demand for EHCPs, where the numbers issued has doubled this year. In addition, the Short Breaks budget is expected to overspend by £0.5m. Lastly, £0.7m relates to savings unachieved in the previous year. |

## LPZ941 - %EHCPs issued under 20 weeks including exceptions to the rule

| LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule |              |              |                   |
|---|--------------|--------------|-------------------|
| Percentage  |              |              |                   |
|   | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Aug 2016  | 66.70        | 95.00        | ▲                 |
| Sep 2016  | 64.00        | 95.00        | ▲                 |
| Oct 2016  | 62.60        | 95.00        | ▲                 |
| Nov 2016  | 62.70        | 95.00        | ▲                 |
| Dec 2016  | 67.80        | 95.00        | ▲                 |
| Jan 2017  | 66.90        | 95.00        | ▲                 |
| Feb 2017  | 67.60        | 95.00        | ▲                 |
| Mar 2017  | 68.80        | 95.00        | ▲                 |
| Apr 2017  | 72.40        | 100.00       | ▲                 |
| May 2017  | 71.40        | 100.00       | ▲                 |
| Jun 2017  | 70.20        | 100.00       | ▲                 |
| Jul 2017  | 71.40        | 100.00       | ▲                 |
| Aug 2017  | 71.90        | 100.00       | ▲                 |



### LPZ941 - comment

#### Performance Comments

##### **Performance**

The completion of the 20 week deadline for EHCPs remains vulnerable to changes within staffing across the whole system alongside the actual increase in demand which continues to add pressure. The SEN team is still having to manage the backlog which was created by the historic issues (IT and lack of staffing) and the backlog from related services. Since September 2016, when the SEN team was at full capacity two members of staff have left, we recruited to one of those posts last month and have just recruited to the remaining vacancy. The backlog caused by the lack of staffing capacity within the Educational Psychology will be addressed by the successful recruitment of additional staff, who are due to start in September 2017 once they have completed their training. However there remains a backlog of cases, despite the current recruitment of agency Educational Psychologists. Data published by the DfE in June 2017 (which does not include conversions) shows that 44.9% of EHCPs were completed on time in 2016 excluding exceptions (33.9% including exceptions) by Lewisham's statistical neighbours in Inner London boroughs (excluding City of London). It also shows that 8 out of the 13 boroughs observed a 50-300% increase in the number of EHCPs issued compared to 2015, with Lewisham reporting a 128.6% increase.

#### Action Plan Comments

##### **Performance Action Plan**

The performance of the SEN team is being monitored on a monthly basis. Additional alerts have been put in place (since October 2016) to support case officers to meet their PIs throughout the assessment process. These additional alerts help monitor the 20 week process and will support officers to keep on target. Unfortunately the backlog in the related services continues to impact on case officers being able to meet their 20 week deadline. Whilst additional locum and permanent EP staff have now been recruited the backlog will continue until September; this will impact on the performance against the 20 week target until the autumn term.

### 3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

| Priority 3 - Monthly Performance (reported one month in arrears)             |              |            |               |                       |               |                       |                       |  |       |
|--|--------------|------------|---------------|-----------------------|---------------|-----------------------|-----------------------|--|-------|
|  | Unit         | YTD Jul 17 | Target Jul 17 | Against Target Jul 17 | DoT Last year | Against Target Jun 17 | Against Target May 17 |  | 16/17 |
| NI191 Residual household waste per household (KG)                            | Kg/Household | 59.59      | 58.75         | ●                     | ↘             | ●                     | ●                     |  | ★     |
| NI192 Percentage of household waste sent for reuse, recycling and composting | Percentage   | 16.47      | 20.00         | ▲                     | ↘             | ▲                     | ▲                     |  | ▲     |
| NI193 Percentage of municipal waste land filled                              | Percentage   | 0.42       | 2.00          | ★                     | ↗             | ★                     | ★                     |  | ★     |

### 3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

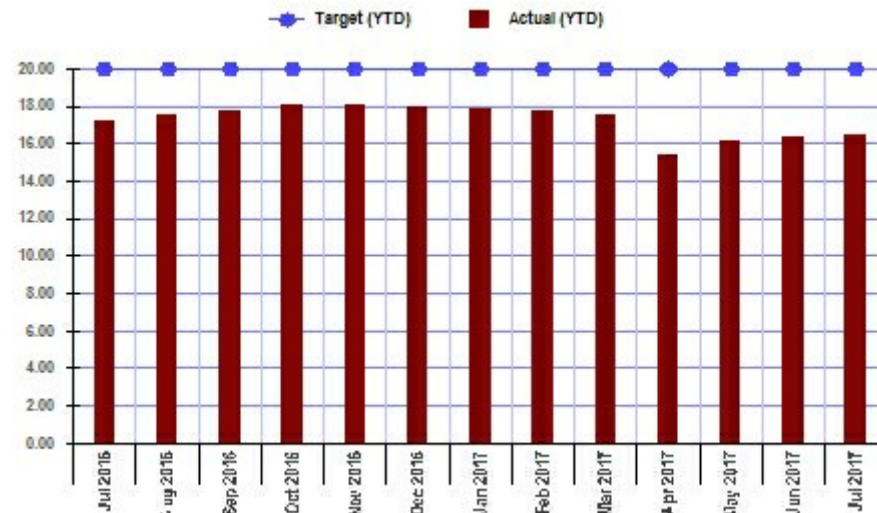
| Priority 3 Projects                                       |                          |        |                      |                |
|---|--------------------------|--------|----------------------|----------------|
|   | Directorate              | Budget | Est. completion date | Current Status |
| PMSRGN Sydenham Park Footbridge                           | Resources & Regeneration | £775k  | October 2018         | ●              |
| PMSCUS Beckenham Place Park Regeneration and Flood Scheme | Customer Services        | £8.87M | June 2019            | ★              |

| Priority 3 - Finance Net Expenditure ('000s) |                |  |          |            |  |
|--|----------------|--|----------|------------|--|
|  | 2017/18 Budget | Projected year-end variance as at Jul 17 | Variance | % variance | Comments   |
| 03. NI Clean, Green and Liveable             | 18,500         | 2,300                                    | ▲        | 12.43      | <b>Finance Overspend</b><br>The Environment Division is forecasting a year-end overspend of £2.3m. £1m overspends are predicted for refuse services and £0.4m for strategic waste management. There is a £0.1m pressure on the civic amenities budget. Passengers Services are predicting an overspend of £0.5m for 2017/18. A saving of £1m was originally agreed to the Passenger Services budgets by Mayor & Cabinet over a 2 year period (2016/17 of £0.5m and 2017/18 of £0.5m). The Green Scene budgets are projecting an overspend of £0.3m largely as a result of projected overspends on arboreal services. Bereavement services are predicting a £0.2m overspend arising from higher than expected expenditure on equipment. |



## NI192 Percentage of household waste sent for reuse, recycling and composting

| NI192 Percentage of household waste sent for reuse, recycling and composting |              |              |                   |
|--|--------------|--------------|-------------------|
| Percentage   |              |              |                   |
|  | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Jul 16   | 17.21        | 20.00        | ▲                 |
| Aug 16   | 17.50        | 20.00        | ▲                 |
| Sep 16   | 17.72        | 20.00        | ▲                 |
| Oct 16   | 18.06        | 20.00        | ▲                 |
| Nov 16   | 18.06        | 20.00        | ▲                 |
| Dec 16   | 18.01        | 20.00        | ▲                 |
| Jan 17   | 17.89        | 20.00        | ▲                 |
| Feb 17   | 17.74        | 20.00        | ▲                 |
| Mar 17   | 17.59        | 20.00        | ▲                 |
| Apr 17   | 15.43        | 20.00        | ▲                 |
| May 17   | 16.15        | 20.00        | ▲                 |
| Jun 17   | 16.39        | 20.00        | ▲                 |
| Jul 17   | 16.47        | 20.00        | ▲                 |



### NI192 - comment

| Responsible Officer | Performance Comments  | Action Plan Comments   |
|---------------------|---|--|
| Head of Environment | <p><b>Performance</b><br/>All of the tonnages have reduced from June to July. The amount of waste sent to landfill has reduced from 0.55% in June (63.23 tonnes) to 0.35% in July (37.23 tonnes). The residential household waste per household has also reduced from 62.86 tonnes in June to 56.71 tonnes in July. The percentage of household waste sent for reuse, recycling and composting has reduced from 16.83% in June to 16.76% in July. The reduction in the amount of waste and recycling collected could be due to summer holidays with fewer households putting waste and recycling out for collection if they are away.</p> | <p><b>Performance Action Plan</b><br/>A comprehensive communications plan is being developed which will be implemented when rolling out the new services in October. This will include a communications project to reduce the amount of residual waste. This will be through leaflets to all residents affected by the service change reminding them on what items can be placed in their recycling bin in addition to advising on how to use the new food waste service. New stickers will also be applied to recycling bins advising households what items can be recycled at the kerbside. The new service leaflets are in the process of being distributed to households. The delivery will be completed ahead of the new services starting at the beginning of October.</p> |

## 4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

### 4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

The Inner London Average excludes Lewisham and the City of London, leaving eleven boroughs remaining.  
The Outer London Average is comprised of twenty boroughs.

| Violence with injury (MET figures) |        |        |        |        |        |                         |        |                                    |  |
|------------------------------------|--------|--------|--------|--------|--------|-------------------------|--------|------------------------------------|--|
|                                    | Unit   | Jul 17 | Jun 17 | May 17 | Apr 17 | Change since last month | Jul 16 | Change since same period last year |  |
| Lewisham                           | Number | 521.00 | 530.00 | 524.00 | 488.00 | ✓                       | 477.00 | ✗                                  |  |
| Inner London                       | Number | 574.00 | 570.36 | 528.09 | 476.91 | ✗                       | 483.00 | ✗                                  |  |
| Outer London                       | Number | 411.30 | 410.45 | 409.40 | 363.95 | ✗                       | 395.00 | ✗                                  |  |

| Robbery (MET figures) |        |        |        |        |        |                         |        |                                    |  |
|-----------------------|--------|--------|--------|--------|--------|-------------------------|--------|------------------------------------|--|
|                       | Unit   | Jul 17 | Jun 17 | May 17 | Apr 17 | Change since last month | Jul 16 | Change since same period last year |  |
| Lewisham              | Number | 85.00  | 103.00 | 112.00 | 65.00  | ✓                       | 85.00  | →                                  |  |
| Inner London          | Number | 130.36 | 106.73 | 115.45 | 100.00 | ✗                       | 79.00  | ✗                                  |  |
| Outer London          | Number | 70.80  | 60.65  | 55.00  | 66.10  | ✗                       | 52.00  | ✗                                  |  |

| Sexual Offences (MET figures) |        |        |        |        |        |                         |        |                                    |  |
|-------------------------------|--------|--------|--------|--------|--------|-------------------------|--------|------------------------------------|--|
|                               | Unit   | Jul 17 | Jun 17 | May 17 | Apr 17 | Change since last month | Jul 16 | Change since same period last year |  |
| Lewisham                      | Number | 69.00  | 61.00  | 69.00  | 41.00  | ✗                       | 59.00  | ✗                                  |  |
| Inner London                  | Number | 64.91  | 61.27  | 59.00  | 53.82  | ✗                       | 65.00  | ✓                                  |  |
| Outer London                  | Number | 48.50  | 52.85  | 49.00  | 37.80  | ✓                       | 44.00  | ✗                                  |  |

## 4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

### 4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

The Inner London Average excludes Lewisham and the City of London, leaving eleven boroughs remaining.  
The Outer London Average is comprised of twenty boroughs.

| Domestic Violence (MOPAC figures) |        |                   |                   |                         |                   |                                    |
|-----------------------------------|--------|-------------------|-------------------|-------------------------|-------------------|------------------------------------|
|                                   | Unit   | Year ended Jun 17 | Year ended May 17 | Change since last month | Year ended Jun 16 | Change since same period last year |
| Lewisham                          | Number | 6,210.00          | 6,196.00          | ✗                       | 6,425.00          | ✓                                  |
| Overall London                    | Number | 4,575.06          | 4,589.47          | ✓                       | 4,689.00          | ✓                                  |

| Serious Youth Crime (MOPAC figures) |        |                   |                   |                         |                   |                                    |
|-------------------------------------|--------|-------------------|-------------------|-------------------------|-------------------|------------------------------------|
|                                     | Unit   | Year ended Jul 17 | Year ended Jun 17 | Change since last month | Year ended Jul 16 | Change since same period last year |
| Lewisham                            | Number | 315.00            | 318.00            | ✗                       | 236.00            | ✗                                  |
| Inner London                        | Number | 255.64            | 250.00            | ✗                       | 203.00            | ✗                                  |
| Outer London                        | Number | 232.45            | 230.90            | ✗                       | 199.00            | ✗                                  |

| Knife Crime, offenders aged under 25 years (MOPAC figures) |        |                   |                   |                         |                   |                                    |
|--|--------|-------------------|-------------------|-------------------------|-------------------|------------------------------------|
|  | Unit   | Year ended Jul 17 | Year ended Jun 17 | Change since last month | Year ended Jul 16 | Change since same period last year |
| Lewisham   | Number | 84.00             | 82.00             | ✗                       | 77.00             | ✗                                  |
| Inner London   | Number | 78.18             | 79.55             | ✓                       | 66.00             | ✗                                  |
| Outer London   | Number | 54.35             | 54.25             | ✗                       | 47.00             | ✗                                  |

| Gun Crime, offenders aged under 25 years (MOPAC figures) |        |                   |                   |                         |                   |                                    |
|--|--------|-------------------|-------------------|-------------------------|-------------------|------------------------------------|
|  | Unit   | Year ended Jul 17 | Year ended Jun 17 | Change since last month | Year ended Jul 16 | Change since same period last year |
| Lewisham   | Number | 7.00              | 8.00              | ✓                       | 10.00             | ✓                                  |
| Inner London   | Number | 7.23              | 7.23              | ✓                       | 10.00             | ✓                                  |
| Outer London   | Number | 9.50              | 9.10              | ✗                       | 8.00              | ✗                                  |

## 4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

| Priority 4 - Finance Net Expenditure ('000s) |  |     |          |               |  |
|--|--|-----|----------|---------------|--|
|  | 2017/18 Projected year-end variance<br>Budget as at Jul 17 |     | Variance | %<br>variance | Comments   |
| 04. NI Safety, Security and Visible Presence | 9,300  | 300 | ▲        | 3.23          | <b>Finance Overspend</b><br>An overspend of £0.3m is projected in Crime Reduction and Supporting People. This overspend relates to two separate budget pressures within the Youth Offending Service. These are as follows: there is a projected overspend of £25k on the budget for secure remand placements which has resulted from a combination of a reduction in government grant funding coupled with a significant upturn in the level of remand placements required. Secondly, following the service inspection by the Youth Justice Board, a new staffing structure has been put into place to address the issues raised. This is expected to create a £0.25m pressures on the core budget for the Youth Offending Service in 2017/18. |

## 5. Strengthening the Local Economy

Gaining resources to regenerate key localities, strengthen employment skills and promote public transport

| Priority 5 - Monthly Contextual Performance  |            |            |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|------------|------------|
|  | Unit       | YTD Jul 17 | YTD Jun 17 | YTD May 17 | YTD Apr 17 | YTD Mar 17 | 15/16      |
| LPI472 Job Seekers Allowance claimant rate   | Percentage | 2.50       | 2.60       | 2.60       | 2.60       | 2.50       | 2.60       |
| LPI474 The no.of JSA claimants aged 18-24yrs | Number     | 775        | 810        | 825        | 825        | 800        | 875        |
| LPI475 Average house price(Lewisham)         | £          | 416,848.00 | 409,282.00 | 409,119.00 | 407,182.00 | 410,416.00 | 399,893.00 |

| Priority 5 - Quarterly Contextual Performance |            |            |            |            |            |            |       |
|---|------------|------------|------------|------------|------------|------------|-------|
|   | Unit       | YTD Jun 17 | YTD Mar 17 | YTD Dec 16 | YTD Sep 16 | YTD Jun 16 | 15/16 |
| LPI423 Local employment rate                  | Percentage | ?          | 77.40      | 74.80      | 73.50      | 73.40      | 74.90 |

| Priority 5 Projects                       |                          |        |                      |                |
|---|--------------------------|--------|----------------------|----------------|
|   | Directorate              | Budget | Est. completion date | Current Status |
| PMSRGN Catford Centre Redevelopment       | Resources & Regeneration | £350m  | 2026                 | ●              |
| PMSRGN New Bermondsey Regeneration Scheme | Resources & Regeneration | £500m  | 2026                 | ●              |

## 6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

| Priority 6 - Monthly Indicators (contextual)   |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|
|  | Jul 17 | Jun 17 | May 17 | Apr 17 | Mar 17 |
| NI156 Number of households living in Temporary Accommodation                                     | 1,930  | 1,929  | 1,900  | 1,867  | 1,864  |
| LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks | 25     | 0      | 19     | 20     | 0      |

| Priority 6 - Quarterly Indicator   |            |               |                       |               |                       |                       |        |
|------------------------------------|------------|---------------|-----------------------|---------------|-----------------------|-----------------------|--------|
|                                    | YTD Jun 17 | Target Jun 17 | Against target Jun 17 | DoT Last year | Against Target Mar 17 | Against Target Dec 16 | 16/17  |
| LPZ705 Number of homes made decent | 86.00      | 81.00         | ★                     | ↗             | ▲                     | ▲                     | 354.00 |

## 6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

| Priority 6 Projects                          |                          |         |                                       |                |
|--|--------------------------|---------|---------------------------------------|----------------|
|  | Directorate              | Budget  | Est. completion date                  | Current Status |
| PMSCUS New Homes, Better Places              | Customer Services        | £1.5m   | Phase 2 completion - March 2018       | ★              |
| PMSCUS Lewisham Homes Capital Programme      | Customer Services        | £49m    | March 2018                            | ★              |
| PMSCUS Besson Street Development             | Customer Services        | £1.02M  | March 2021                            | ★              |
| PMSCUS Bampton Estate Development            | Customer Services        | £300k   | March 2020                            | ●              |
| PMSCUS Excalibur Regeneration                | Customer Services        | £7.242m | Final Phase complete by February 2023 | ●              |
| PMSRGN Milford Towers Decant                 | Resources & Regeneration | £6m     | 2019                                  | ●              |
| PMSRGN Southern Site Housing - Deptf TC Prog | Resources & Regeneration | £1m     | March 2021                            | ●              |

| Priority 6 - Finance Net Expenditure (?000s) |                |  |          |            |  |
|--|----------------|--|----------|------------|--|
|  | 2017/18 Budget | Projected year-end variance as at Jul 17 | Variance | % variance | Comments   |
| 06. NI Decent Homes for All                  | 5,600          | 200                                      | ▲        | 3.57       | <b>Finance Overspend</b><br>The strategic housing service is projecting an overspend of £0.2m. There is a £0.2m overspend projected on the staffing budget for the no recourse to public funds team. |

## 7. Protection of Children

Better safe-guarding and joined-up services for children at risk

| Priority 7 - Monthly Performance  |            |               |                  |                             |                  |                             |                             |       |  |
|---|------------|---------------|------------------|-----------------------------|------------------|-----------------------------|-----------------------------|-------|--|
|   | Unit       | YTD<br>Jul 17 | Target<br>Jul 17 | Against<br>Target<br>Jul 17 | DoT Last<br>year | Against<br>Target<br>Jun 17 | Against<br>Target<br>May 17 | 16/17 |  |
| NI062 Stability of placements of looked after children: number of moves     | Percentage | 10.00         | 10.00            | ★                           | →                | ●                           | ●                           | ★     |  |
| NI063 Stability of placements of looked after children: length of placement | Percentage | 77.60         | 77.00            | ★                           | ↘                | ★                           | ★                           | ★     |  |
| ⊕ NI064 Child protection plans lasting 2 years or more                      | Percentage | 7.30          | 4.00             | ▲                           | ↘                | ▲                           | ▲                           | ★     |  |

| Priority 7 - Contextual Performance   |        |                  |                                    |        |        |        |        |        |        |
|---------------------------------------|--------|------------------|------------------------------------|--------|--------|--------|--------|--------|--------|
|                                       | Unit   | England<br>14/15 | Statistical<br>Neighbours<br>14/15 | Jul 17 | Jun 17 | May 17 | Apr 17 | Mar 17 | 16/17  |
| LPI302 No. of LAC 'as at'             | Number | 386.00           | 445.00                             | 461.00 | 459.00 | 467.00 | 469.00 | 459.00 | 459.00 |
| LPI309a Number of Referrals per month | Number | 294.00           | 252.00                             | 255.00 | 260.00 | 293.00 | 189.00 | 289.00 | 289.00 |

| Priority 7 - Finance Net Expenditure ('000s) |                   |  |          |            |   |
|--|-------------------|--|----------|------------|---|
|  | 2017/18<br>Budget | Projected year<br>end variance<br>as at Jul 17 | Variance | % variance | Comments  |
| 07. NI Protection of Children                | 37,600            | 5,600  | ▲        | 14.89      | <b>Finance Overspend</b><br>Children's Social Care is forecasting an overspend of £5.6m across the following areas: the placement budget for looked after children is forecasting an overspend of £2.1m; an additional pressure of £0.8m is forecast on the Section 17 budget unrelated to no recourse to public funds; a £1.2m overspend is forecast for salaries and the underachieved savings across the directorate amount to £1.6m. A total investment of £0.6m has been made in the 'new front door' service which will bring costs down in the future. |



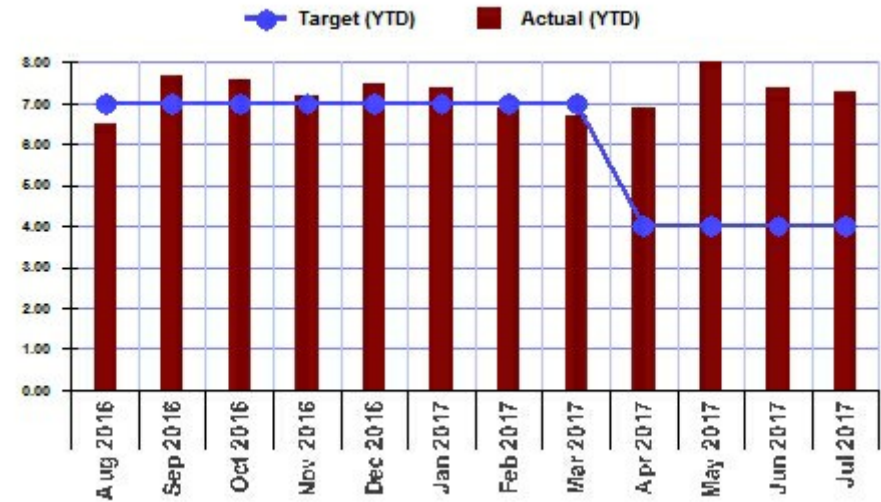
# 7. Protection of Children

Better safe-guarding and joined-up services for children at risk

| Risk  |           |                |                               |                     |                             |  |
|---|-----------|----------------|-------------------------------|---------------------|-----------------------------|--|
|   |           | Current Status | Current Status against target | Direction of Travel | What are we planning to do? | When is it going to be completed   |
| 2A.2. Failure of child safeguarding arrangement | Corporate | ▲              | ★                             | Jun 17              | ➔                           | <p><b>Risk - What are we planning to do?</b></p> <ul style="list-style-type: none"> <li>• Implement improvement plans for CSC and LSCB, particularly Front Door/MASH and quality assurance strategy.</li> <li>• Data information and performance management regularly reviewed at Children's Social Care Service Management Team in light of OFSTED Action Plan</li> <li>• Implement Early Help Strategy</li> <li>• Case Study Approach at CYP DMT</li> <li>• Comprehensive workforce strategy is being launched, focussing on sufficiency, skills and performance of the workforce.</li> <li>• Actions for OFSTED implementation plan.</li> </ul> <p><b>Risk - When is it going to be completed?</b></p> <ul style="list-style-type: none"> <li>• 30/9/17</li> <li>• Monthly basis</li> <li>• At each DMT</li> <li>• Ongoing monthly basis</li> </ul> |

### NI064- Child protection plans lasting 2 years or more

| NI064 Child protection plans lasting 2 years or more |              |              |                   |
|--|--------------|--------------|-------------------|
| Percentage   |              |              |                   |
|  | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Jul 2016   | 6.70         | 7.00         | ★                 |
| Aug 2016   | 6.50         | 7.00         | ★                 |
| Sep 2016   | 7.70         | 7.00         | ▲                 |
| Oct 2016   | 7.60         | 7.00         | ▲                 |
| Nov 2016   | 7.20         | 7.00         | ●                 |
| Dec 2016   | 7.50         | 7.00         | ▲                 |
| Jan 2017   | 7.40         | 7.00         | ▲                 |
| Feb 2017   | 6.90         | 7.00         | ★                 |
| Mar 2017   | 6.70         | 7.00         | ★                 |
| Apr 2017   | 6.90         | 4.00         | ▲                 |
| May 2017   | 8.00         | 4.00         | ▲                 |
| Jun 2017   | 7.40         | 4.00         | ▲                 |
| Jul 2017   | 7.30         | 4.00         | ▲                 |



### NI064 - comment

| Responsible Officer                | Performance Comments   | Action Plan Comments   |
|------------------------------------|--|--|
| Director of Children's Social Care | <p><b>Performance</b></p> <p>This indicator refers to a retrospective count of children who were on a Child Protection (CP) Plan for two years or which have ceased within the period as a proportion of all children who were on a CP Plan which ceased within the period. Performance may occasionally fail to meet the target but this demonstrates proactive work to move cases to appropriate pathways, and there may be occasions when the number of children who had been on Plans for more than two years includes a relatively large sibling group. The target of 4% for 2017/18 has been set to recognise the continuing improvement journey that Children's Social Care is on and is related to aligning local performance with the national average. Current performance of 7.3% is an improvement on May and June and moving closer to statistical neighbours' average of 6.7%.</p> | <p><b>Performance Action Plan</b></p> <p>Targeted action will continue to be taken to progress to Child in Need step-down or escalation to Care Proceedings for children on CP Plans. This should prevent possible drift and extended periods on CP Plans. It should also result in this indicator meeting its target by March 2018.</p> |

## 8. Caring for Adults and Older People

Working with Health Services to support older people and adults in need of care

| Priority 8 - Monthly Indicators   |                    |            |               |                       |               |                       |                       |       |
|---|--------------------|------------|---------------|-----------------------|---------------|-----------------------|-----------------------|-------|
|   | Unit               | YTD Jul 17 | Target Jul 17 | Against Target Jul 17 | DoT Last year | Against Target Jun 17 | Against Target May 17 | 16/17 |
| LPI254 1C (2) % people using social care who receive direct payments                                | Percentage         | 33.12      | 32.00         | ★                     | ⬇️            | ★                     | ★                     | ★     |
| LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)             | Number per 100,000 | 4.28       | 4.40          | ★                     | ⬇️            | ▲                     | ★                     | ★     |
| LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop | Number per 100,000 | 0.43       | 0.80          | ★                     | ↗️            | ★                     | ★                     | ▲     |

### Priority 8 - Monthly Contextual Performance

|                                | Unit   | Jul 17   | Jun 17   | May 17   | Apr 17   | Mar 17   | 16/17 |
|--------------------------------|--------|----------|----------|----------|----------|----------|-------|
| LPI250 ASC total service users | Number | 3,121.00 | 3,122.00 | 3,117.00 | 3,121.00 | 3,137.00 | 3,137 |

### Priority 8 - Finance Net Expenditure ('000s)

|   | 2017/18 Budget | Projected year-end variance as at Jul 17 | Variance | % variance | Comments  |
|---|----------------|--|----------|------------|---|
| 08. NI Caring for Adults and Older People | 70,000         | 1,100                                    | ▲        | 1.57       | <b>Finance Overspend</b><br>The Adult Services Division is forecast to overspend by £1.2m. The main variance relates to placement budgets where existing pressures are compounded by the cost of new transition cases of £0.9m and by the difficulty in achieving the £4.5m savings required for 2017/18. This has been offset by an underspend in strategy and performance of £0.1m. |

## 8. Caring for Adults and Older People

Developing opportunities for the active participation and engagement of people in the life of the community

| Risk                                      |           |                |                               |                     |                             |  |   |
|---|-----------|----------------|-------------------------------|---------------------|-----------------------------|--|---|
|   |           | Current Status | Current Status against target | Direction of Travel | What are we planning to do? | When is it going to be completed   |   |
| 2A.5. Serious Adult Safeguarding Concerns | Corporate | ▲              | ★                             | Jun 17              | ↗                           | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>LSAB chair to confirm parameters of performance data for regular review.</li> <li>Safeguarding Adult Review (SAR) Board established to monitor safeguarding incidents and identify trends and potential risks. Actions from SAR to be presented to SHB and Safer Stronger Partnership Board.</li> </ul> | <b>Risk - When is it going to be completed?</b><br>Aug 17 |

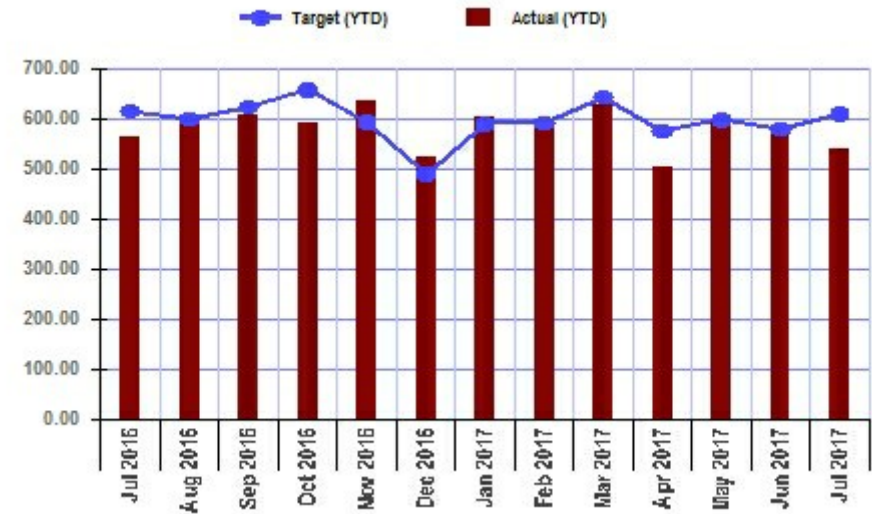
## 9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

| Priority 9 - Monthly Performance     |                 |            |               |                       |               |                       |                       |       |  |
|--------------------------------------|-----------------|------------|---------------|-----------------------|---------------|-----------------------|-----------------------|-------|--|
|                                      | Unit            | YTD Jul 17 | Target Jul 17 | Against Target Jul 17 | DoT Last year | Against Target Jun 17 | Against Target May 17 | 16/17 |  |
| ⊕ LPI202 Library visits per 1000 pop | Number per 1000 | 540.47     | 609.00        | ▲                     | ▼             | ★                     | ●                     | ●     |  |

## LPI202 - Library visits per 1000 pop

| LPI202 Library visits per 1000 pop |              |              |                   |
|------------------------------------|--------------|--------------|-------------------|
| Number per 1000                    |              |              |                   |
|                                    | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Jul 2016                           | 564.08       | 614.00       | ▲                 |
| Aug 2016                           | 600.85       | 600.00       | ★                 |
| Sep 2016                           | 604.92       | 623.00       | ●                 |
| Oct 2016                           | 590.97       | 657.00       | ▲                 |
| Nov 2016                           | 635.77       | 593.00       | ★                 |
| Dec 2016                           | 522.53       | 489.00       | ★                 |
| Jan 2017                           | 603.92       | 589.00       | ★                 |
| Feb 2017                           | 583.91       | 590.00       | ●                 |
| Mar 2017                           | 628.49       | 642.00       | ●                 |
| Apr 2017                           | 502.33       | 575.00       | ▲                 |
| May 2017                           | 590.32       | 597.00       | ●                 |
| Jun 2017                           | 579.17       | 579.00       | ★                 |
| Jul 2017                           | 540.47       | 609.00       | ▲                 |



### LPI202 - comment

| Responsible Officer                       | Performance Comments   | Action Plan Comments  |
|---|--|---|
| Head of Culture and Community Development | <p><b>Performance</b></p> <p>Library visits against target have been improving for the first three months of the financial year, exceeding target in June 2017. However performance has declined over the last month. In July 2017 library visits (per 1000 pop) was 540.47 against a target of 609. The main cause of this decline is the under-performance at Catford library.</p> | <p><b>Performance Action Plan</b></p> <p>Disruption at Catford library - linked to the impending work on the ground floor at Laurence House - may continue to have negative effects into the New Year. The Service is working to review the specific targets for this library and its effects on the overall Service's performance. Promotions and activities elsewhere in the Borough (e.g. Summer Reading Challenge, Black History Month etc.) may mitigate the impact of under-performance at Catford library.</p> |

# 9. Active, Healthy Citizens

Developing opportunities for the active participation and engagement of people in the life of the community

| Risk  |           |                |                               |        |                     |  |   |
|---|-----------|----------------|-------------------------------|--------|---------------------|--|---|
|   |           | Current Status | Current Status against target |        | Direction of Travel | What are we planning to do?  | When is it going to be completed  |
| 3B.2. Failure to agree with partners integrated delivery models for local health and care services. | Corporate | ●              | ▲                             | Jun 17 | →                   | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Continued focus form ASICP on savings through pathway review and service restructure</li> <li>Continue to support statutory and partnership boards</li> <li>Engage with L&amp;G NHS trust in "ready for discharge" planning and execution.</li> </ul> | <b>Risk - When is it going to be completed?</b><br>Monthly by ASICP<br><br>Monthly by HSCIB |

## 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

| Priority 10 - Monthly Performance  |            |            |               |                       |     |           |                       |                       |       |
|--|------------|------------|---------------|-----------------------|-----|-----------|-----------------------|-----------------------|-------|
| ▲  | Unit       | YTD Jul 17 | Target Jul 17 | Against Target Jul 17 | DoT | Last year | Against Target Jun 17 | Against Target May 17 | 16/17 |
| BV008 Invoices paid within 30 days   | Percentage | 88.52      | 100.00        | ▲                     |     | ➤         | ▲                     | ▲                     | ▲     |
| BV012b Days/shifts lost to sickness (excluding Schools)  | Number     | 7.36       | 7.50          | ★                     |     | ➤         | ★                     | ●                     | ●     |
| LPI031 NNDR collected  | Percentage | 114.00     | 99.00         | ★                     |     | ➤         | ★                     | ★                     | ●     |
| LPI032 Council Tax collected   | Percentage | 94.45      | 96.00         | ●                     |     | ➤         | ●                     | ●                     | ●     |
| LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time | Percentage | 92.08      | 95.00         | ●                     |     | ➤         | ●                     | ★                     | ★     |
| NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events       | Days       | 6.88       | 7.50          | ★                     |     | ➤         | ★                     | ★                     | ★     |

| Priority 10 - Quarterly (contextual)                           |        |            |            |            |            |        |
|--|--------|------------|------------|------------|------------|--------|
|  | Unit   | YTD Jun 17 | YTD Mar 17 | YTD Dec 16 | YTD Sep 16 | Mar 17 |
| LPI556 Number of reported RIDDOR incidents on non-school sites | Number | 4.00       | ?          | ?          | ?          | ?!     |

| Priority 10 - Finance Net Expenditure (?000s)          |                |  |                     |   |
|--|----------------|--|---------------------|---|
|  | 2017/18 Budget | Projected year-end variance as at Jul 17 | Variance % variance | Comments  |
| 10. NI Inspiring Efficiency, Effectiveness, and Equity | 66,546         | 2,100                                    | ▲                   | <p><b>Finance Overspend</b></p> <p>An overspend of £2.1m is predicted. This is made up as follows: £1.0m overspend by the public services division. Some £0.3m of this is in the revenue service, principally in the central debtors' team and on the IMT budget for collection of council tax. The housing benefits is expected to overspend by £0.1m due to grant reduction from DWP. The service point is projected to overspend by £0.4m due to a combination of income shortfalls and need for building works in the registrar's service and staffing overspend on the business support service. The Technology and Change Division is forecasting an overspend of £1.2m. A reduction in the team's budget combined with a new pressure from software licenses is resulting in this overspend. The Regeneration and Place division is forecasting an overspend of £0.5m. The overspends above have been netted off against the following underspends: Corporate Policy and Governance (£300k), Human Resources ((£100k) and Strategy (RNR)(£200k).</p> |



# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

|   |           | Current Status | Current Status against target | Risk                |   | What are we planning to do?   | When is it going to be completed  |
|---|-----------|----------------|-------------------------------|---------------------|---|---|---|
|   |           |                |                               | Direction of Travel |   |   |   |
| 1A.1. Information Governance failure.                             | Corporate | ●              | ●                             | Jun 17              | → | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>• Continue audits/close gaps identified.</li> <li>• Paper for EMT on new GDPR following which working party will be set up.</li> <li>• SAR improvement plan to include rigorous monitoring</li> <li>• FOI, DAP, compliance with GDPR audits currently ongoing.</li> <li>• Change the way data breaches are managed following recent IG Board.</li> <li>• Align IT policies with Brent with Information Governance policies to follow.</li> </ul> | <b>Risk - When is it going to be completed?</b><br>Next review date October 2017. |
| 1A.2 Governance failings in the implementation of service changes | Corporate | ●              | ▲                             | Jun 17              | → | <b>Risk - What are we planning to do?</b><br>Manage early savings process for 18/19 budget.   | <b>Risk - When is it going to be completed?</b><br>Sept 17                        |

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

| Risk   |           |                |                               |                     |  |   |  |
|--|-----------|----------------|-------------------------------|---------------------|--|---|--|
|  |           | Current Status | Current Status against target | Direction of Travel | What are we planning to do?  | When is it going to be completed  |  |
| 1B.1. Non-compliance with Health & Safety Legislation  | Corporate | ▲              | ▲                             | Jun 17 →            | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Refresh H&amp;S training offer for managers.</li> <li>All DMTs to have H&amp;S discussion and raise awareness of H&amp;S requirements.</li> </ul>   | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Dec 17</li> <li>Oct 17</li> </ul>  |  |
| 1B.2. Failure to anticipate and respond appropriately to legislative change.                                 | Corporate | ●              | ▲                             | Jun 17 →            | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Reports to Council on changes necessary to reflect legislation.</li> <li>Significant work ongoing to assess the impact of Dilnott, Care Act and Better Care Fund for further integration of social care work with health.</li> <li>Responding to Govt consultations and lobbying in various areas of political change (e.g. business rates, school funding, improved better care fund, London devolution).</li> </ul> | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Quarterly for CWP</li> <li>Quarterly for H&amp;WB</li> <li>As dictated by Government agenda</li> </ul> |  |
| 1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition | Corporate | ▲              | ▲                             | Jun 17 ↘            | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Review building management H&amp;S governance arrangements post Grenfell.</li> </ul>  | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Oct 17</li> </ul>  |  |

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

| Risk  |           |                |                               |                     |                             |   |   |
|---|-----------|----------------|-------------------------------|---------------------|-----------------------------|---|---|
|   |           | Current Status | Current Status against target | Direction of Travel | What are we planning to do? | When is it going to be completed  |   |
| 2A.1. Adequacy of Internal Control.   | Corporate | ●              | ●                             | Jun 17              | →                           | <b>Risk - What are we planning to do?</b><br>Complete non-system actions for core financial internal audit recommendations  | <b>Risk - When is it going to be completed?</b><br>Oct 17 |
| 2A.3. Strategic programme to develop and implement transformational change does not deliver | Corporate | ▲              | ●                             | Jun 17              | →                           | <b>Risk - What are we planning to do?</b><br>Finalise monitoring and benefits realisation tracking arrangements to account for invest to save and align with savings work   | <b>Risk - When is it going to be completed?</b><br>Jul 17 |
| 2A.4. Elections not conducted efficiently or effectively.                                   | Corporate | ★              | ★                             | Jun 17              | ↗                           | <b>Risk - What are we planning to do?</b><br>Monitor resourcing for May 18 local elections  | <b>Risk - When is it going to be completed?</b><br>Oct 17 |
| 2B.1. ICT infrastructure is not fit for purpose and/or does not meet business needs         | Corporate | ●              | ●                             | Jun 17              | →                           | <b>Risk - What are we planning to do?</b><br><ul style="list-style-type: none"> <li>Ongoing monitoring of the IT support arrangements through the shared management board.</li> <li>Review of shared governance arrangements with Brent and Southwark in Feb 18.</li> </ul> | <b>Risk - When is it going to be completed?</b><br>Feb 18 |

## 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

| Risk   |           |   |                               |        |                     |  |   |
|--|-----------|---|-------------------------------|--------|---------------------|--|---|
|  |           |   | Current Status against target |        | Direction of Travel | What are we planning to do?  | When is it going to be completed  |
| 3A.1. Loss of constructive employee relations  | Corporate | ● | ●                             | Jun 17 | ↘                   | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Implement actions from talkback survey</li> <li>Rollout manager training suite</li> <li>Continue to explore forum to improve collaborative work in support of culture changes - starting with Heads of Service</li> </ul> | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>July 17</li> <li>Sep 17</li> <li>Jul 17</li> </ul> |
| 3A.2. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes. | Corporate | ● | ●                             | Jun 17 | →                   | <b>Risk - What are we planning to do?</b><br>Agency review to EMT<br><br>See also risk re financial savings & gap for management & corporate overheads.  | <b>Risk - When is it going to be completed?</b><br>Sep 17   |
| 3B.1. Multi-agency governance failure leads to ineffective partnership working   | Corporate | ● | ▲                             | Jun 17 | →                   | <b>Risk - What are we planning to do?</b><br>Adult Integrated Care Programme to improve services and provide better value for money.   | <b>Risk - When is it going to be completed?</b><br>4 Year programme to 2017/18  |

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

| Risk  |           |                |                               |                     |                             |   |  |
|---|-----------|----------------|-------------------------------|---------------------|-----------------------------|---|--|
|   |           | Current Status | Current Status against target | Direction of Travel | What are we planning to do? | When is it going to be completed  |  |
| 4A.1. Failure to manage strategic suppliers and related procurement programmes. | Corporate | ●              | ▲                             | Jun 17              | ➔                           | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Refresh contract register arrangements</li> <li>Meet requirements of transparency code</li> </ul>  | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Jul 17</li> <li>Jul 17</li> </ul> |
| 4B.1. Failure to manage performance leads to service failure.                   | Corporate | ●              | ▲                             | Jun 17              | ➔                           | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Following creation of a single corporate policy and performance team, revisit service data and performance priorities and update performance reports and quality assurance practices.</li> <li>Service Planning</li> </ul> | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Sep 17</li> <li>Sep 17</li> </ul> |

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

| Risk   |           |                |                               |                     |                             |  |   |
|--|-----------|----------------|-------------------------------|---------------------|-----------------------------|--|---|
|  |           | Current Status | Current Status against target | Direction of Travel | What are we planning to do? |  | When is it going to be completed  |
| 5A.1. Financial Failure and inability to maintain service delivery within a balanced budget                                      | Corporate | ▲              | ▲                             | Jun 17              | ➔                           | <b>Risk - What are we planning to do?</b><br>Lewisham Future Programme to bring forward further savings proposals with the draft budget for 18/19  | <b>Risk - When is it going to be completed?</b><br>Nov 17   |
| 5A.2. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.     | Corporate | ●              | ●                             | Jun 17              | ➔                           | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>• Review of Council Tax Reduction Scheme.</li> <li>• Prepare for 100% Business Rates devolution - respond to consultations.</li> <li>• Review insurance risk valuations for OGDEN impact.</li> </ul>  | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>• Sep 17</li> <li>• As per Government timetable</li> <li>• Oct 17</li> </ul> |
| 5A.3. Loss of income to the Council  | Corporate | ▲              | ▲                             | Jun 17              | ➔                           | <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>• New AIMS programme and FISCAL reporting tool implemented to support income collection activities.</li> <li>• Independent review of accounts payable and receivable and wider financial control environment to maximise efficiency and efficacy of processes and procedures for using the Council's systems (part of Oracle work)</li> </ul> | <b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>• Jun 17</li> <li>• Dec 17</li> </ul>  |
| 5B.1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation. | Corporate | ●              | ★                             | Jun 17              | ➔                           | <b>Risk - What are we planning to do?</b><br>Lessons learnt database under development to capture and monitor the implementation of learning arising from incidents and exercises.<br><br>In light of recent events we will review our emergency capabilities  | <b>Risk - When is it going to be completed?</b><br>Jun 17   |

# Appendix A - Performance Scoring Methodology

Together we will make Lewisham the best place in London to live, work and learn

## **Performance**

Performance can be measured using two methods. Firstly, current performance is appraised against past performance to assess “direction of travel” – is it improving or worsening? Secondly, performance can be measured against a norm, standard or target.

Areas for management attention are determined by considering performance against the following 2 elements - Against target and Direction of Travel (DoT) against the previous years outturn (in this case March 2017). If both of these elements are red we consider that the indicator should be flagged as an area for management attention.

The Council has aims and objectives as an organisation responsible for securing local public services. But it also has wider aims to work in partnership with other organisations (in the public, private and community sectors) to improve Lewisham as a place to live. It is therefore essential that our PIs not only measure our organisational and service performance against the Council's corporate priorities but also evaluate our efforts to achieve improvements through partnership working. These wider aims are described in Lewisham's Sustainable Community Strategy. A summary on performance can be found in the 'Overall Summary: Performance' at front of the Executive Summary report.

## **Data Quality Policy**

The Council has a Data Quality Policy which is adhered to and sets out the corporate data quality objectives. Directorates also have a statement of data quality and a data quality action plan.

# Appendix B - Projects, Risk & Finance Scoring Methodology

Together we will make Lewisham the best place in London to live, work and learn

## Projects

Project status is recorded using a red / amber / green traffic light reporting system.

**Red:** Projects considered to be at significant risk of late delivery, of overspending or of not achieving their primary objectives. Project likely to be facing issues or uncertainties e.g. funding concerns, lack of clarity over scope / costs, other significant risks not yet under effective control. Sheer scale of a project, its complexity and overall risk level can also attract a red rating.

**Amber:** Projects considered to be at moderate risk of late delivery, of overspending or of not achieving some objectives. Issues may have been escalated outside the project team, but likely that these can be resolved e.g. resources will be identified to deal with moderate changes to costs or scope.

**Green:** Project considered to be on time, on budget, with current risks being managed effectively within the project structure.

## Risk

Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown on the Overall Performance: Risk page) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to Heads of Service and Internal Control Board on a quarterly basis and quarterly updates are provided in this report.

## Finance

Financial monitoring is recorded using a red/amber/green traffic light reporting system.

Net expenditure on the priority is forecast to vary from budget by either:-

**Red** - more than £0.5m or 2.5% overspent or more than £10m or 50% underspent

**Amber** - more than £0.1m and less than £0.5m or by more than 1% and less than 2.5% overspent or more than £5m and less than £10m or by more than 25% and less than 50% underspent

**Green** - up to £0.1m or up to 1% overspent or up to £5m or up to 25% underspent

The Executive Management Team will take into account:-

- (i)The performance of the housing part of the Capital Programme in assessing the traffic light for Decent Homes;
- (ii)The overall financial position on revenue and capital in assessing the traffic light for 'Inspiring Efficiency, Effectiveness & Equity'.

The methodologies for Projects, Risk and Finance outlined above will be reviewed annually at the end of the financial year as part of the review of this report and the target setting process for performance indicators. The text above will be subject to change at this point.