Monthly Management Report

December 2015

Contents

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

2

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.

NOTE: This management report contains a new set of indicators and thus direct comparisons with reports prior to April 2015 are not possible.

Performance: Performance is being reported for November 2015. There are 10 performance indicators (62.5 per cent) reported as green or amber against target, and 7 (44 per cent) are showing an upward direction of travel. There are 6 performance indicators (37.5 per cent) reported as red against target and 8 performance indicators (50 per cent) which have a Red direction of travel. There are 7 indicators that have missing performance data.

Projects: Projects are being reported for December 2015. There are no red projects this month.

Risks: Risks are being reported for September 2015. There are ten red corporate risks - ICT infrastructure is not fit for purpose and/or does not meet business needs; non-compliance with Health & Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; loss of a strategic asset or premises through failure to maintain it in a safe and effective condition; failure of safeguarding arrangement; loss of constructive employee relations; information governance failure; failure to maintain sufficient management capacity and capability to deliver business as usual and implement transformational change; and strategic programme to develop and implement transformational change does not deliver. There are 12 amber risks. No risks are rated green. One new risk was added in September in respect of 'GLA Election/European Referendum' not conducted effectively. It is currently rated amber.

Finance: The financial forecasts for 2015/16 as at 30 November 2015 are as follows: There is a forecast overspend of £7.0m against the directorates' net general fund revenue budget which is £246.224m. This compares to a forecasted overspend of £9.1m for the end of October. The consolidated results for the year forecast a final outturn of £5.2m. The Housing Revenue Account (HRA) is projecting a £2.2m surplus. For the Dedicated Schools Grant (DSG) there are three schools which are expected to report and apply for a licensed deficit by the year end.

Barry Quirk, Chief Executive
19 January 2016

Overall Summary: Performance

Summary of performance indicators in this report.

Priority 2 - Young People's Achievement and Involvement			
Overall Performance			
▲	◯	★	Total
2	0	0	2

Priority 2 - Young People's Achievement and Involvement			
Direction of Travel			
🟥	➡	🟩	Total
2	0	0	2

Priority 3 - Clean, Green andLiveable				
Overall Performance				
▲	◯	★	?	Total
0	0	0	5	5

Priority 3 - Clean, Green and Liveable				
Direction of Travel				
🟥	➡	🟩	?	Total
0	0	0	5	5

Priority 6 - Decent Homes for All			
Overall Performance			
▲	◯	★	Total
0	0	2	2

Priority 6 - Decent Homes for All			
Direction of Travel			
🟥	➡	🟩	Total
0	1	1	2

Priority 7 - Protection of Children			
Overall Performance			
▲	◯	★	Total
1	2	0	3

Priority 7 - Protection of Children			
Direction of Travel			
🟥	➡	🟩	Total
2	0	1	3

Priority 8 - Caring for Adults and Older People			
Overall Performance			
▲	◯	★	Total
2	0	1	3

Priority 8 - Caring for Adults and Older People			
Direction of Travel			
🟥	➡	🟩	Total
2	0	1	3

Priority 9 - Active, Healthy Citizens			
Overall Performance			
▲	◯	★	Total
0	0	1	1

Priority 9 - Active, Healthy Citizens			
Direction of Travel			
🟥	➡	🟩	Total
0	0	1	1

Priority 10 - Inspiring Effciency, Effectiveness and Equity				
Overall Performance				
▲	◯	★	?	Total
1	2	2	2	7

Priority 10 - Inspiring Effciency, Effectiveness and Equity				
Direction of Travel				
🟥	➡	🟩	?	Total
2	0	3	2	7

Across all performance indicators in this report				
Overall Performance				
▲	◯	★	?	Total
6	4	6	7	23

Across all performance indicators in this report				
Direction of Travel				
🟥	➡	🟩	?	Total
8	1	7	7	23

Performance
This report contains November 2015 performance data, and finds that 10 indicators are reported as Green or Amber against target, which is 1 less than last month. In November 2015, 6 indicators are reported as Red against target, which is 3 less than last month. There are 7 indicators with missing data in November 2015, which is 4 more than last month.

Direction of Travel
A total of 7 indicators are showing an upward trend in November 2015, which the same as in October 2015. There are 8 indicators with a red direction of travel in November 2015, which is down from 12 in October 2015. In November 2015, 7 indicators had missing data.

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 Nov 15	DoT Nov 15 v Mar 15	DoT Nov 15 v Oct 15	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	▲	🧩	🧩	7	2	p14
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	▲	🧩	🧩	6	2	p15
NI064 Child protection plans lasting 2 years or more	▲	🧩	🧩	8	7	p24
LPI254 1C (2) % people using social care who receive direct payments	▲	🧩	🟢	8	8	p27
Performance Indicators - Monthly Indicators (reported 1 month behind)						
	Against Target Oct 15	DoT Oct 15 v Mar 15	DoT Oct 15 v Sep 15	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	▲	🧩	🧩	7	8	p28

Areas of Good Performance

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Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Nov 15	DoT Nov 15 v Mar 15	DoT Nov 15 v Oct 15	Priority No.
NI156 Number of households living in Temporary Accommodation	⭐	🟢	🟢	6
LPI202 Library visits per 1000 pop	⭐	🟢	🟢	9
LPI031 NNDR collected	⭐	🟢	🔴	10
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	⭐	🟢	🔴	10
Performance Indicators - Monthly Indicators (reported 1 month behind)				
	Against Target Oct 15	DoT Oct 15 v Mar 15	DoT Nov 15 v Sep 15	Priority No.
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	⭐	🟢	🔴	8

Programmes and Projects

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Project Performance - December 2015

This month				One month ago				Two months ago			
Status				Status				Status			
▲	●	★	Total	▲	●	★	Total	▲	●	★	Total
0	7	10	17	0	7	10	17	0	7	10	17

Estimated completion dates	
Project	Date
PMSRGN Deptford Rise Public Realm (The Deptford Project Ltd)	Feb 2016
PMSCYP Primary Places Programme 2015/16	Mar 2016
PMSRGN Sydenham Park Footbridge	Mar 2016
PMSRGN TFL Programme 2015/16	Mar 2016
PMSCUS GLA Empty Homes programme Round 2	Mar 2016
PMSCUS Lewisham Homes Capital Programme 2015/16	Apr 2016
PMSCUS Bampton and Shifford Estate Development	Spring 2016
PMSCUS New Homes, Better Places - Phase 1	Phase 3 completion - Spring 2016
PMSRGN Beckenham Place Park (Fundraising Project)	Round 2 funding announcement in Dec 2015
PMSCUS Besson Street Development	Aug 2016
PMSCYP Building Schools for the Future	Dec 2016
PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers	Sep 2018
PMSCYP Developing 2 Year Old Childcare Provision	TBC
PMSRGN New Bermondsey Regeneration Scheme	TBC
PMSRGN Catford Centre Redevelopment	TBC
PMSRGN Milford Towers Decant	TBC
PMSCUS Excalibur Regeneration	TBC

Movements in project status since November 2015

Upgraded from Amber to Red
None

Upgraded from Green to Amber
None

Removals:
The Renovation of the House on the Hill.

Additions:
None

Overall Performance: Risk

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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 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 Risk Management Working Party and 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. There are 22 risks in total on the Corporate Risk register (10 Red, 12 Amber, and zero Green).

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 is progressing.

The budget planning and savings proposal guidance requires the risks of proposed changes to be identified. This detail will be monitored and used to inform business plan risks.

There are no changes to the current status RAG ratings in the Corporate Risk Register this quarter (September 2015).

A section covering achievements and risks contained in the Annual Governance Statement will be added to the Council's next Annual Report. The report will also recognise the significant challenges ahead.

The Risk Management Working Party and Internal Control Board are currently considering the future arrangements for managing and reporting risk, mindful of the reduced resources available to support risk management against the likely increased risks arising from the scale and pace of change alongside unprecedented budget reductions.

A Freedom of Information request was received in respect of the Corporate Risk Register (Sep 2015) and a copy was provided to the requestor.

An Internal Audit of Risk Management is currently underway and is expected to report in December 2015.

Overall Performance: Risk

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Corporate priority	Risk name	Current status
	Red (Corporate Register)	
10	**2. ICT infrastructure is not fit for purpose and/or does not meet business needs**	▲
	Detailed proposals on the exact nature of the shared service with Brent are being developed for Mayoral consideration in Autumn 2015, with a view to implementation by April 2016.	
10	**4. Non-compliance with Health & Safety Legislation**	▲
	Health & Safety training programme now in place. Awareness and reinforcement to continue. Training take-up and investment to be monitored throughout the year.	
10	**6. Financial Failure and inability to maintain service delivery within a balanced budget**	▲
	The directorates' net general fund revenue budget was overspent by £9.1m at the end of 2014/15 and, after applying the corporately held sum of £3.9m for "risks and other pressures", this reduced the overspend to £5.2m and this was covered by once-off corporate resources.	
10	**9. Loss of income to the Council**	▲
	Issues continue with Oracle 12 and the system in hampering debt collection and fund allocation.	
7, 8	**18. Failure of safeguarding arrangement.**	▲
	Regular and ongoing management action and review continues in respect of safeguarding. However, the risk of avoidable death or serious injury to client or employee will continually be rated red due to the potential severity should an event occur.	
10	**19. Loss of constructive employee relations**	▲
	Risk around consultations for changes, in particular to pensions and terms and conditions proposals. Work is continuing on engagement with the Trade Unions and staff consultation programme. Arrangements are in place to manage issues within established industrial relations mechanisms.	
10	**21. Information governance failure.**	▲
	Asset information audits will continue. Information Governance guidance will be developed.	
10	**24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.**	▲
	This risk recognises the risk of strain on management capacity and capability with continuing headcount reductions and significant changes to ways of working. Declining budgets, changing demand and pressures, new technologies and a different community role under the Localism Act drive risk of a decline in flexibility and duality of service due to insufficient time or resource. Consideration of capacity and capability and succession planning are all indicated in the 'STAR' service planning model. Transformation officers support service changes Council-wide.	
10	**30. Strategic programme to develop and implement transformational change does not deliver**	▲
	Reviews across key services to implement transformational changes in current climate of austerity.	

Overall Performance: Risk

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Corporate Risk	Current Status	Current status against target	Source Date	Direction of Travel	Priority
1. Failure to maintain minimum service continuity during and quickly recover from a disaster	🟡	🟡	Sep 15	➡	10
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	🔺	🔺	Sep 15	➡	10
4. Non-compliance with Health & Safety Legislation	🔺	🔺	Sep 15	➡	10
5. Failure to anticipate and respond appropriately to legislative change. For example: Localism Act, Public Services Act, Welfare Reform Bill, Health & Social Care Act	🟡	🔺	Sep 15	➡	10
6. Financial Failure and inability to maintain service delivery within a balanced budget	🔺	🔺	Sep 15	➡	10
7. Adequacy of Internal Control.	🟡	🟡	Sep 15	➡	10
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	🟡	🟡	Sep 15	➡	10
9. Loss of income to the Council	🔺	🔺	Sep 15	➡	10
10. Failure to manage performance leads to service failure.	🟡	🔺	Sep 15	➡	10
12. Multi-agency governance failure leads to ineffective partnership working	🟡	🔺	Sep 15	➡	10
13. Failure to manage strategic suppliers and related procurement programmes.	🟡	🔺	Sep 15	➡	10
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	🟡	🔺	Sep 15	➡	10
18. Failure of safeguarding arrangement.	🔺	🟡	Sep 15	➡	7, 8
19. Loss of constructive employee relations	🔺	🔺	Sep 15	➡	10
21. Information governance failure.	🔺	🔺	Sep 15	➡	10
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	🔺	🔺	Sep 15	➡	10
26 Loss of service capacity and failure to protect the vulnerable due to extreme environmental circumstances	🟡	🟡	Sep 15	➡	10
27 Governance failings in the implementation of service changes	🟡	🔺	Sep 15	➡	10
28. Failure to agree with partners integrated delivery models for local health and care services.	⭐	🔺	Sep 15	➡	9
29 Failure to implement Individual Electoral Registration (IER)	🟡	🔺	Sep 15	➡	10
30. Strategic programme to develop and implement transformational change does not deliver	🔺	🟡	Sep 15	➡	10
32. GLA election/Europe Referendum not conducted efficiently	🟡	🔺	Sep 15	➡	10

Overall Performance: Finance

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Performance

	Oct 2015	%	Nov 2015	%
★	5	50	5	50
🟡	0	0	0	0
🔺	5	50	5	50
Total	10	100	10	100

The financial forecasts for 2015/16 as at 30th November 2015 are as follows:

There is a forecast overspend of £7.0m against the directorates' net general fund revenue budget which is £246.224m. This compares to a forecasted overspend of £9.1m for the end of October. The consolidated results for the year forecast a final outturn of £5.2m.

The Housing Revenue Account (HRA) is projecting a £2.2m surplus. For the Dedicated Schools Grant (DSG) there are three schools which are expected to report and apply for a licensed deficit by the year end.

Finance by Priorities (£000s)			
	2015/16 Budget	Latest projected year end variance as at Nov 15	% variance
01. NI Community Leadership and Empowerment	5,996	-120.00	-2.00
02. NI Young People's Achievement and Involvement	8,600	1,200.00	13.95
03. NI Clean, Green and Liveable	18,800	600.00	3.19
04. NI Safety, Security and Visible Presence	11,000	0.00	0.00
05. NI Strengthening the Local Economy	2,700	-400.00	-14.81
06. NI Decent Homes for All	3,900	2,600.00	66.67
07. NI Protection of Children	42,500	5,700.00	13.41
08. NI Caring for Adults and Older People	74,300	-2,300.00	-3.10
09. NI Active, Healthy Citizens	5,404	1,320.00	24.43
10. NI Inspiring Efficiency, Effectiveness, and Equity : Net Expenditure	73,024	-1,600.00	-2.19
Corporate priorities	246,224	7,000.00	2.84

The following 'Hot Topics' are being reported for December 2015:

Getting people back into work

People from Lewisham, Southwark and Lambeth who are struggling to find employment will benefit from an innovative new partnership between the three boroughs. The boroughs have already combined in a successful Pathways to Employment pilot, which has seen 119 people find work as well as receive support with other issues that might make it harder for them to hold down a job, such as debt and insecure housing. Now the three council leaders have joined forces to form the Better Placed Joint Committee to oversee the next steps to build on that pilot. Their first decision was to award the Pathways to Employment phase 2 contract, with a maximum value of £1,823,611.60, to St Giles Trust for a period of two years, from mid-December.

2. Young People's Achievement and Involvement

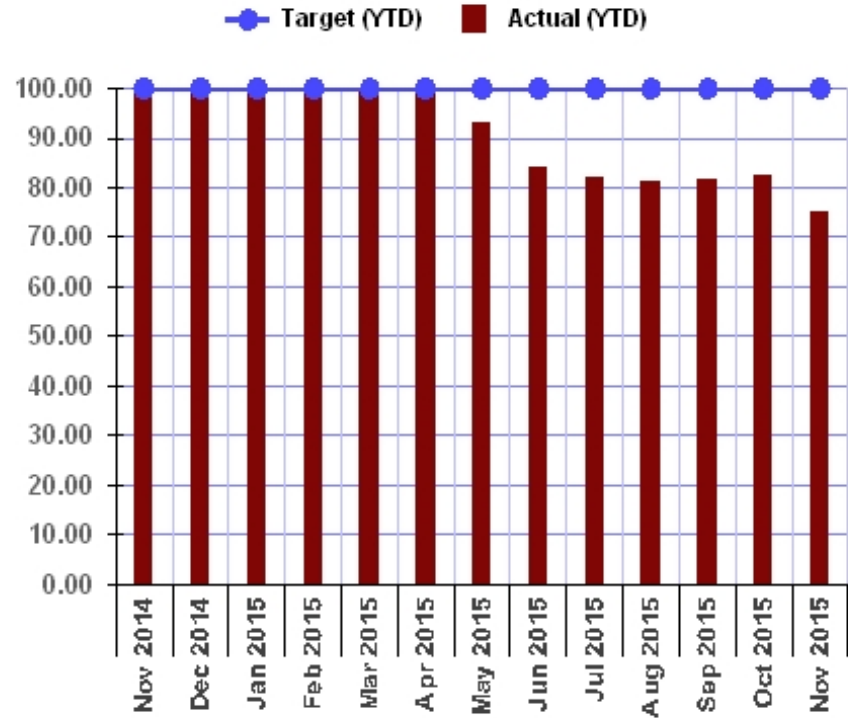Raising educational attainment and improving facilities for young people through partnership working

Priority 2 - Monthly Performance									
	Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	14/15
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	75.00	100.00	▲	🔻	▲	▲	⭐
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	74.10	95.00	▲	🔻	▲	▲	🟠

Priority 2 - Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Building Schools for the Future	CYP	£230m	Dec 2016	⭐
PMSCYP Primary Places Programme 2015/16	CYP	£1.6m	Mar 2016	⭐
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	TBC	🟠

Net Expenditure Priority 02 (£000s)					
	2015/16 Budget	Projected year-end variance as at Nov 15	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	8,600	1,200	▲	13.95	**Finance Overspend** The final outturn on schools' transport at end of 2014/15 was an overspend of £1.1m. This has been subsequently increased to £1.2m as there have been a greater number of children being transported. There has been progress on the increased use of independent travel and direct payments

LPZ940 - % EHCPs issued under 20 weeks excluding exceptions to the rule

	LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule		
	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Nov 2014	100.00	100.00	★
Dec 2014	100.00	100.00	★
Jan 2015	100.00	100.00	★
Feb 2015	100.00	100.00	★
Mar 2015	100.00	100.00	★
Apr 2015	100.00	100.00	★
May 2015	93.00	100.00	▲
Jun 2015	84.20	100.00	▲
Jul 2015	82.00	100.00	▲
Aug 2015	81.30	100.00	▲
Sep 2015	81.50	100.00	▲
Oct 2015	82.50	100.00	▲
Nov 2015	75.00	100.00	▲

LPZ940 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	**Performance** There has been a significant decrease in performance of LPZ 940 and LPZ941. This is due to a period of 6 weeks during October/November where severe IT issues at Kaleidoscope meant Lewisham staff were unable to access the network on a daily basis.	**Performance Action Plan** We are processing increasing numbers of requests for EHCPs since the introduction of the new legislation last year. Overall the number of requests for assessment has doubled over the past year from an average of 11.5 requests per month to an average of 22.5 requests per month. About 60% of requests for assessment go on to receive an EHCP. The increasing demand on available resources has affected the cumulative performance from 1 April 2015 as has the ICT systems at Kaleidoscope that regularly restricts Caseworkers' ability to access Tribal (our EHCP reporting system) which is impacting on the team's ability to process EHCPs within timescale.

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

LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule		
Percentage		
Actual (YTD)	Target (YTD)	Performance (YTD)
Nov 2014	100.00	95.00	★
Dec 2014	100.00	95.00	★
Jan 2015	100.00	95.00	★
Feb 2015	98.50	95.00	★
Mar 2015	93.80	95.00	●
Apr 2015	100.00	95.00	★
May 2015	93.00	95.00	●
Jun 2015	81.40	95.00	▲
Jul 2015	80.00	95.00	▲
Aug 2015	79.80	95.00	▲
Sep 2015	80.20	95.00	▲
Oct 2015	81.40	95.00	▲
Nov 2015	74.10	95.00	▲

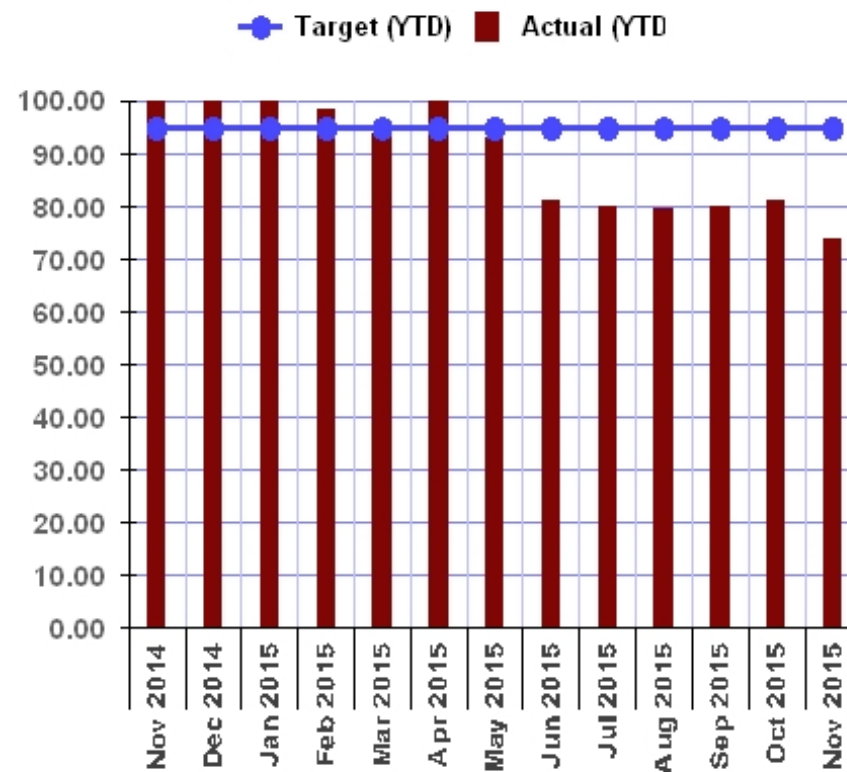| LPZ941 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	**Performance** There has been a significant decrease in performance of LPZ 940 and LPZ941. This is due to a period of 6 weeks during October/November where severe IT issues at Kaleidoscope meant Lewisham staff were unable to access the network on a daily basis.	**Performance Action Plan** We are processing increasing numbers of requests for EHCPs since the introduction of the new legislation last year. Overall the number of requests for assessment has doubled over the past year from an average of 11.5 requests per month to an average of 22.5 requests per month. About 60% of requests for assessment go on to receive an EHCP. The increasing demand on available resources has affected the cumulative performance from 1 April 2015 as has the ICT systems at Kaleidoscope that regularly restricts Caseworkers' ability to access Tribal (our EHCP reporting system) which is impacting on the team's ability to process EHCPs within timescale.

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3. Clean, Green & Liveable

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

Priority 3 - Monthly Performance								
	Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	14/15
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	?	92.00	?	?	?	?	🔺
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	?	92.00	?	?	?	?	⭐

Priority 3 - Monthly Performance (reported one month in arrears)								
	Unit	YTD Oct 15	Target Oct 15	Against Target Oct 15	DoT Last year	Against Target Sep 15	Against Target Aug 15	14/15
NI191 Residual household waste per household (KG)	Kg/Household	?	58.75	?	?	🟠	🟠	🟠
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	?	20.00	?	?	🔺	🔺	🔺
NI193 Percentage of municipal waste land filled	Percentage	?	2.00	?	?	⭐	⭐	⭐

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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	Mar 2016	★
PMSRGN Beckenham Place Park (Fundraising Project)	Resources & Regeneration	£400k (round 1 funding)	Round 2 funding announcement in Dec 2015	★
PMSRGN TFL Programme 2015/16	Resources & Regeneration	£6.565m	Mar 2016	★
PMSRGN Deptford Rise Public Realm (The Deptford Project Ltd)	Resources & Regneration	£152k	Feb 2016	⬤

Priority 3 - Finance Net Expenditure (£000s)					
	2014/15 Budget	Projected year-end variance as at Nov 15	Variance	% variance	Comments
03. NI Clean, Green and Liveable	18,800	600	▲	3.19	**Finance Overspend** The Environment Division is forecasting an overspend of £0.6m. £0.3m relates to extra costs in processing disposals and £0.2m relates to the delay in implementation in the savings proposal to increase community and voluntary sector engagement in the maintenance of small parks due to additional consultation. The additional £0.1m is as result of lost rental income in respect of the Foxgrove Club in Beckenham Place Park.

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

Violence with injury (ABH)						
	Unit	YTD Nov 15	YTD Oct 15	Change since last month	YTD Nov 14	Change since same period last year
Lewisham	Number	1,217.00	1,052.00	✘	1,187.00	✘
Outer London	Number	951.00	843.00	✘	920.00	✘
Inner London	Number	1,147.00	1,000.00	✘	1,044.00	✘
Robbery						
	Unit	YTD Nov 15	YTD Oct 15	Change since last month	YTD Nov 14	Change since same period last year
Lewisham	Number	566.00	483.00	✘	529.00	✘
Outer London	Number	364.00	319.00	✘	385.90	✔
Inner London	Number	599.00	526.00	✘	527.00	✘
Burglary						
	Unit	YTD Nov 15	YTD Oct 15	Change since last month	YTD Nov 14	Change since same period last year
Lewisham	Number	1,409.00	1,215.00	✘	1,505.00	✔
Outer London	Number	1,303.00	1,117.00	✘	1,390.70	✔
Inner London	Number	1,566.00	1,346.00	✘	1,523.00	✘
Criminal Damage						
	Unit	YTD Nov 15	YTD Oct 15	Change since last month	YTD Nov 14	Change since same period last year
Lewisham	Number	1,699.00	1,503.00	✘	1,496.00	✘
Outer London	Number	1,278.00	1,129.00	✘	1,203.00	✘
Inner London	Number	1,417.00	1,240.00	✘	1,284.00	✘

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

Theft of vehicle					
	Unit	YTD Nov 15	YTD Oct 15	Change since last month	YTD Nov 14	Change since same period last year
Lewisham	Number	642.00	579.00	✘	445.00	✘
Outer London	Number	404.00	355.00	✘	444.70	✔
Inner London	Number	555.00	488.00	✘	488.00	✘

Theft from vehicle					
	Unit	YTD Nov 15	YTD Oct 15	Change since last month	YTD Nov 14	Change since same period last year
Lewisham	Number	1,047.00	941.00	✘	901.00	✘
Outer London	Number	1,015.00	889.00	✘	1,010.95	✘
Inner London	Number	1,096.00	945.00	✘	1,097.00	✔

Theft from person					
	Unit	YTD Nov 15	YTD Oct 15	Change since last month	YTD Nov 14	Change since same period last year
Lewisham	Number	326.00	280.00	✘	396.00	✔
Outer London	Number	326.00	279.00	✘	374.05	✔
Inner London	Number	1,336.00	1,163.00	✘	905.00	✘

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 Nov 15	YTD Oct 15	YTD Sep 15	YTD Aug 15	YTD Jul 15	14/15
LPI472 Job Seekers Allowance claimant rate	Percentage	2.40	2.50	2.60	2.60	2.50	2.80
LPI474 The no.of JSA claimants aged 18-24yrs	Number	850.00	915.00	960.00	965.00	880.00	1,030.00
LPI475 Average house price(Lewisham)	£	423,617.00	419,862.00	410,639.00	406,364.00	404,118.00	388,246.00

Priority 5 - Quarterly Contextual Performance							
	Unit	YTD Sep 15	YTD Jun 15	YTD Mar 15	YTD Dec 14	YTD Sep 14	14/15
LPI423 Local employment rate	Percentage	?	74.40	74.90	74.80	74.10	74.90

Priority 5 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Catford Centre Redevelopment	Resources & Regeneration	£350k	TBC	🟠
PMSRGN New Bermondsey Regeneration Scheme	Resources & Regeneration	£245k	TBC	🟠

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								
	Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	14/15
NI156 Number of households living in Temporary Accommodation	Number	1,727.00	1,733.00	★	◆	●	●	▲

Priority 6 - Quarterly Indicators								
	Unit	YTD Sep 15	Target Sep 15	Against Target Sep 15	DoT Last year	Against Target Jun 15	Against Target Mar 15	14/15
LPZ705 Number of homes made decent	Number	567.00	567.00	★	➡	★	★	★

Priority 6 - Contextual Performance						
	Unit	Nov 15	Oct 15	Sep 15	Aug 15	14/15
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	Number	30.00	54.00	0.00	89.00	0.00

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 Besson Street Development	Customer Services	£285k to RIBA stage D	Aug 2016	⭐
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	TBC TBC	⭐
PMSCUS Lewisham Homes Capital Programme 2015/16	Customer Services	£49m	Apr 2016	⭐
PMSCUS New Homes, Better Places - Phase 1	Customer Services	£1.5m	Phase 3 completion - Spring 2016	⭐
PMSCUS Bampton and Shifford Estate Development	Customer Services	£300k	Spring 2016	⭐
PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers	Resources & Regeneration	£1m	Sep 2018	🟠
PMSCUS GLA Empty Homes programme Round 2	Customer Services	£500k	Mar 2016	🟠
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	TBC	🟠

Priority 6 - Finance Net Expenditure (£000s)					
	2015/16 Budget	Projected year-end variance as at Nov 15	Variance	% variance	Comments
06. NI Decent Homes for All	3,900	2,600	🔺	66.67	**Finance Overspend** The Strategic Housing service is projecting an overspend of £2.6m, a £0.1m reduction compared to the position reported in October. This relates solely to bed and breakfast accommodation costs.

7. Protection of Children

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

| Priority 7 - Monthly Performance	Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	14/15
NI062 Stability of placements of looked after children: number of moves	Percentage	9.40	9.00	🟠	🔻	🔺	🔺	⭐
NI063 Stability of placements of looked after children: length of placement	Percentage	72.30	74.00	🟠	🟢	🟠	🟠	🔺
NI064 Child protection plans lasting 2 years or more	Percentage	8.70	4.00	🔺	🔻	🔺	🔺	⭐

Priority 7 - Contextual Performance	Unit	England 13/14	Statistical Neighbours 13/14	Nov 15	Oct 15	Sep 15	Aug 15	Jul 15	14/15
LPI302 No. of LAC 'as at'	Number	453.00	437.00	481.00	468.00	480.00	491.00	504.00	486.00
LPI309a Number of Referrals per month	Number	360.00	250.00	314.00	256.00	225.00	156.00	202.00	273.00

Priority 7 - Finance Net Expenditure (£000s)	2015/16 Budget	Projected year-end variance as at Nov 15	Variance	% variance	Comments
07. NI Protection of Children	42,500	5,700	🔺	13.41	**Finance Overspend** There are cost pressures amounting to £5.7m in Children's Social Care which are in the following areas: Clients with no recourse to public funds create a pressure of £1.2m; the placement budget for looked after children is currently forecast to overspend by £2.1m; children leaving care is currently forecast to overspend by £1.6m; and additional pressure on the Section 17 unrelated to No Recourse of £0.2m and on salaries and wages which show a forecast overspend of £0.6m.

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)
Dec 2014	3.20	5.00	⭐
Jan 2015	3.50	5.00	⭐
Feb 2015	3.50	5.00	⭐
Mar 2015	4.70	5.00	⭐
Apr 2015	5.20	4.00	🔺
May 2015	5.90	4.00	🔺
Jun 2015	6.70	4.00	🔺
Jul 2015	5.90	4.00	🔺
Aug 2015	6.10	4.00	🔺
Sep 2015	7.50	4.00	🔺
Oct 2015	7.60	4.00	🔺
Nov 2015	8.70	4.00	🔺
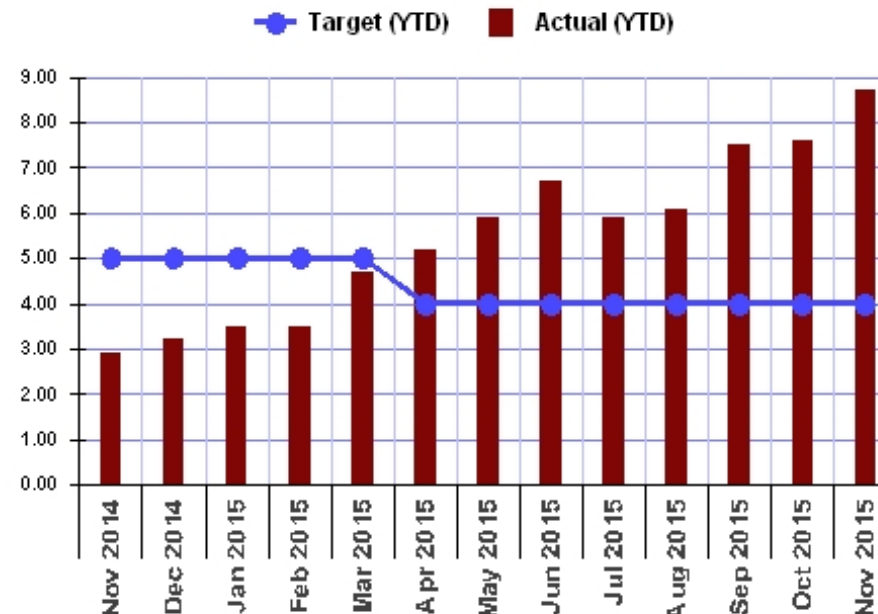
NI064 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	**Performance** The number of children subject to Child Protection Plans for more than two years has shown an increase, most notably from April 2015. This is significant in indicating the extent to which Child protection plans are effective in enabling change and ensuring children's on-going protection needs are met in timely way. This performance indicator is often misunderstood. This indicator does not give an indication of the number of children subject to a child protection plan for over two years Children are only included in this indicator when the child protection plan has ceased after the child has been subject to a plan for two years or more. We should not have many children subject to a plan for more than two years because it suggests that progress in addressing the issues of concern is slow or stalling and as such a plan that may not be making required change. Performance currently stands at 8.7% for this indicator against our most recent statutory neighbour local authorities' outturn of 5.6% for the same period. As noted the indicator reflects numbers of child protection plans two years or more that have ended. As such, during a period of service improvement where we become more successful at ending child protection plans where the child protection plan has lasted more than two years, our performance will present as worse. It is important therefore to give an indication of overall volume. Currently there are 18 children who have active child protection plans that have lasted more than two years (6%) and a further 20 children with plans between one and a half and two years. Unless there is a significant reduction of	**Performance Action Plan** We want to ensure that wherever possible children do not remain subject to a plan for more than two years. To address this we are: - reviewing all current plans 18 months and over to ensure that interventions are appropriate to need - ensuring additional reviews of child protection plan progress are made after one year to ensure assertive action to affect change and early review of effectiveness - co-ordinating a multi-agency audit of plans lasting more than one year; this will be presented to the Lewisham Safeguarding Children Board in 2016. - ensuring consideration of more statutory action should the prognosis for change be poor on plans 18 months and over and on-going as part of the

Responsible Officer	Performance Comments	Action Plan Comments
	children within 2015/16 in the aforementioned cohort this indicator is likely to increase for the year 2016/17. In the cases of 14 children where the plan ceased after two years:- Four were due to a sustained improvement in parenting; care proceedings were issued for two children; three children came into care; three grandparents became involved and ameliorated the child protection concerns; one child moved out of borough and is now the subject of a plan in a different local authority and one child became an adult after reaching the age of 18.	Children's Social Care Business Plan. - providing a safeguarding training programme for front line practitioners as well as development of the strengthening families accredited model used within case conference. - Reviewing direct social work interventions that may further assist in reducing duration of plans.

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
18. Failure of safeguarding arrangement.	Corporate	🔺	🟠	Sep 15	➡	**Risk - What are we planning to do?** **Adults** 1. In accordance with the Care Act requirements, performance data and trend analysis is scrutinsed by the Safeguarding Adult Review Panel. 2. Further testing of organisational alerts will take place and the system will go live in Summer 2015. 3. Further work is being undertaken to develop a single point of access for safeguarding. **Children & Young People** 1. Information relating to incidents or potential incidents to be shared across agencies within specific time frames in order to prevent further incidents from occurring. This includes schools and colleges.	**Risk - When is it going to be completed?** **Adults** 1. July 2015 2. July 2015 3. Sept 2015 **Children & Young People** 1. December 2015

8. Caring for Adults and Older People

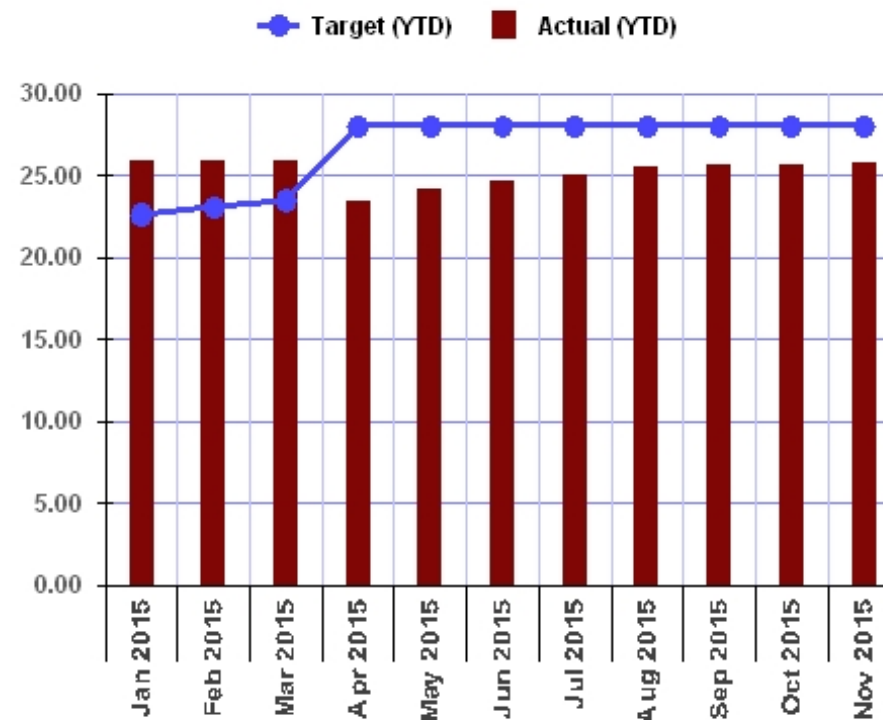Working with Health Services to support older people and adults in need of care

Priority 8 - Monthly Indicators								
	Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	14/15
LPI254 1C (2) % people using social care who receive direct payments	Percentage	25.72	27.99	▲	🚩	▲	▲	⭐

Priority 8 - Monthly indicators (reported 1 month in arrears)								
	Unit	YTD Oct 15	Target Oct 15	Against Target Oct 15	DoT Last year	Against Target Sep 15	Against Target Aug 15	14/15
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number	3.11	3.70	⭐	🟩	⭐	⭐	▲
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	3.55	0.70	▲	🚩	▲	▲	▲

Priority 8 - Monthly Contextual Performance							
	Unit	Nov 15	Oct 15	Sep 15	Aug 15	Jul 15	14/15
LPI250 ASC total service users	Number	2,193.00	2,360.00	2,435.00	2,508.00	2,583.00	3,176.00

LPI254 1C (2) - data review 2009

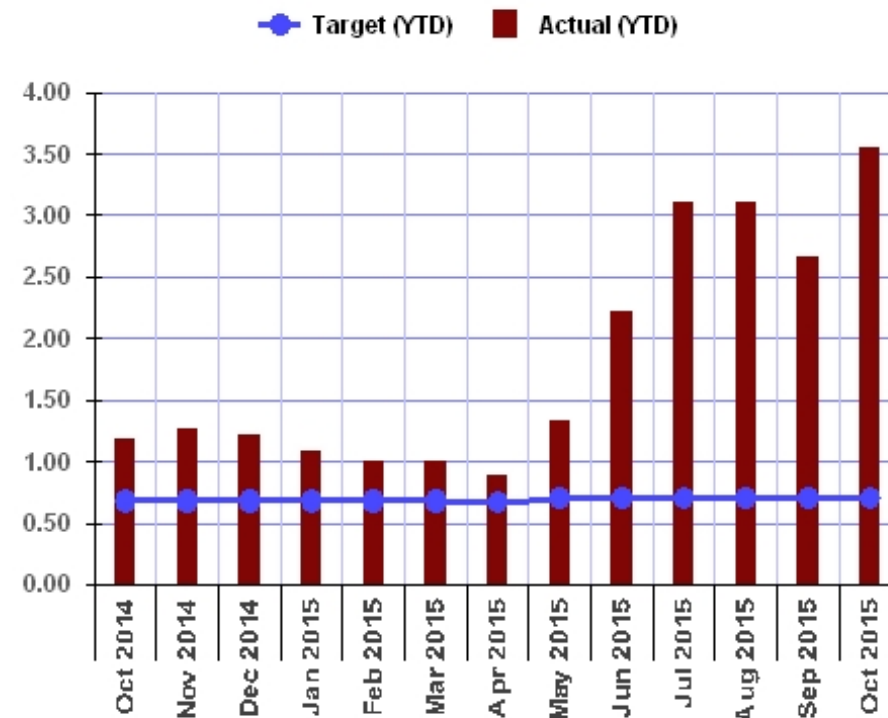| LPI254 1C (2) % people using social care who receive direct payments		
	Percentage	
Actual (YTD)	Target (YTD)	Performance (YTD)
Nov 2014	25.56 %	21.51 %	★
Dec 2014	25.67 %	22.07 %	★
Jan 2015	25.85 %	22.61 %	★
Feb 2015	25.89 %	23.09 %	★
Mar 2015	25.94 %	23.49 %	★
Apr 2015	23.40 %	27.98 %	△
May 2015	24.10 %	27.98 %	△
Jun 2015	24.60 %	27.98 %	△
Jul 2015	25.07 %	27.98 %	△
Aug 2015	25.46 %	27.98 %	△
Sep 2015	25.61 %	27.98 %	△
Oct 2015	25.59 %	27.98 %	△
Nov 2015	25.72 %	27.99 %	△

LPI254 1C (2) - comment		
Responsible Officer	Performance Comments	▲ Action Plan Comments
Director of Adult Social Care	**Performance** The year-end outturns for 2013/14 (15.9%) and 2014/15 (24.7%) illustrate an increase in the percentage of people using social care who receive direct payments. Between 2013/14 and 2014/15, Lewisham increased its ranking from 13th to 7th out of a total of 16 'Comparator Boroughs' within London, measuring the proportion of adults receiving direct payments. Year to date performance in November 2015 was 25.72%, a slight increase on the previous month. Despite this, there was a net decrease of 37 clients receiving direct payments between October and November.	**Performance Action Plan** The Direct Payments Team are working to increase the uptake of Direct Payments (DP) in the following ways: Meeting with P2P to improve the Personal Assistant market; increasing Support Planners understanding of the DP offer; rolling out employment training across the DP Team; working with the Financial Assessment Team to speed up the assessment process; and re-calculating the Resource Allocation System to reflect the increase in the hourly cost of care which will include the London Living Wage and travel time.

LPI265 2C (2) - Delayed transfers of care from hospital which are attributable to ASC per 100,000 population

LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop		
Number per 100,000		
Actual (YTD)	Target (YTD)	Performance (YTD)
Oct 2014	1.18	0.68	▲
Nov 2014	1.27	0.68	▲
Dec 2014	1.22	0.68	▲
Jan 2015	1.09	0.68	▲
Feb 2015	1.00	0.68	▲
Mar 2015	1.00	0.68	▲
Apr 2015	0.89	0.67	▲
May 2015	1.33	0.70	▲
Jun 2015	2.22	0.70	▲
Jul 2015	3.11	0.70	▲
Aug 2015	3.11	0.70	▲
Sep 2015	2.66	0.70	▲
Oct 2015	3.55	0.70	▲

Legend: Target (YTD), Actual (YTD)

LPI265 2C (2) - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Adult's Social Care	**Performance** A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed but is still occupying a hospital bed. This indicator is based on a monthly snapshot of performance reported by the Department of Health. It captures the average number of delayed transfers of care (for those aged 18 years and over) that are attributable to social care or jointly to social care and the NHS, per 100,000 population (based upon Office for National Statistics mid-year population estimates). Year to date performance for October 2015 has declined to 3.55 per 100,000 population (where smaller is better) compared to the previous month. This exceeds the target of 0.70. In October 2015 this equates to a total of eight patients who experienced a delayed transfer of care attributable to social care or jointly to social care and the NHS; this includes delays as a result of Home Office processes for three people who have no recourse to public funds.	**Performance Action Plan** Meetings are in place with providers to explore solutions on how we can support them to manage both demand and complexity of individuals who are referred. We are working in partnership with Health to monitor discharge flows on a case by case basis. There is an action plan for each patient who is ready for discharge.

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8. Caring for Adults and Older People

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

		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
				Risk			
18. Failure of safeguarding arrangement.	Corporate	🔺	🟠	Sep 15	➡	**Risk - What are we planning to do?** **Adults** 1. In accordance with the Care Act requirements, performance data and trend analysis is scrutinsed by the Safeguarding Adult Review Panel. 2. Further testing of organisational alerts will take place and the system will go live in Summer 2015. 3. Further work is being undertaken to develop a single point of access for safeguarding. **Children & Young People** 1. Information relating to incidents or potential incidents to be shared across agencies within specific time frames in order to prevent further incidents from occurring. This includes schools and colleges.	**Risk - When is it going to be completed?** **Adults** 1. July 2015 2. July 2015 3. Sept 2015 **Children & Young People** 1. December 2015

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance									
	Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	14/15
LPI202 Library visits per 1000 pop	Number per 1000	623.00	613.00	★	◢	🟠	🟠	🟠

Priority 9 - Finance Net Expenditure (£000s)					
	2015/16 Budget	Projected year-end variance as at Nov 15	Variance	% Variance	Comments
09. NI Active, Healthy Citizens	5,404	1,320.00	▲	24.43	**Finance Overspend** The overspend being forecast (as a result of in year cut the Public Health Grant) is expected to be absorbed by the Community Services underspend of £1.1m. This is a significant improvement on the £1.1m overspend position reported in October for Community Services.

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
28. Failure to agree with partners integrated delivery models for local health and care services.	Corporate	★	▲	Sep 15	➡	**Risk - What are we planning to do?** 1. Enhance the capacity to manage and deliver the Adult Integrated Care Programme. 2. Develop an overall benefit realisation plan for each of the five schemes. 3. Continue to review and assess the impact of proposals to reconfigure health and care services. 4. New delivery models will be piloted to allow for the further gathering of evidence to inform important decisions.	**Risk - When is it going to be completed?** 2018

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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 Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	14/15
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	?
BV012b Days/shifts lost to sickness (excluding Schools)	Number	?	7.50	?	?	🔺	🔺	🟠
LPI031 NNDR collected	Percentage	114.53	99.00	⭐	⬆	⭐	⭐	⭐
LPI032 Council Tax collected	Percentage	94.95	96.00	🟠	🟥	🟠	🟠	🟠
LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	Percentage	3.32	1.00	🔺	⬆	🔺	🔺	🔺
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	96.77	91.00	⭐	⬆	⭐	⭐	⭐
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	7.71	7.50	🟠	🟥	⭐	⭐	⭐

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
1. Failure to maintain minimum service continuity during and quickly recover from a disaster	Corporate	🟠	🟠	Sep 15	➡	**Risk - What are we planning to do?** 1. EMT to sign off BCPs and revise strategy. 2. Developing specific arrangements for the loss of Laurence House including a pilot project with a local school. 3. Development of a new BCM Sharepoint site. 4. BCM exercise planned for early 2016.	**Risk - When is it going to be completed?** 1. Dec 2015 2. Dec 2015 3. Mar 2016 4. Mar 2016
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate	🔺	🔺	Sep 15	➡	**Risk - What are we planning to do?** 1. Develop detailed proposals on the exact nature of the shared service with Brent for Mayoral consideration in Autumn 2015, with a view to implementation by April 2016. 2. Careful monitoring of current arrangements.	**Risk - When is it going to be completed?** Being monitored monthly by CSPRG. Procurement for new ICT infrastructure carried out and project for implementation started. Client infrastructure due for completion by April 2016. Application server infrastructure migration to run in parallel but with longer completion time - full completion before end of Q3 2016.

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
4. Non-compliance with Health & Safety Legislation	Corporate	🔺	🔺	Sep 15	➡	**Risk - What are we planning to do?** 1. Lessons learnt from CYP 2014/15 audits to be reported to CYP DMT. 2. Cross directorate monitoring meetings are taking place to ensure the implementation of the Broadway Theatre plan.	**Risk - When is it going to be completed?** 1. September 2015 2. Throughout 2015
5. Failure to anticipate and respond appropriately to legislative change. For example: Localism Act, Public Services Act, Welfare Reform Bill, Health & Social Care Act	Corporate	🟠	🔺	Sep 15	➡	**Risk - What are we planning to do?** 1. Further reports to Council on constitutional changes as necessary to reflect legislation and anticipated regulations. 2. Significant work ongoing to assess the impact of Dilnott, Care Act and Better Care Fund for further integration of social care work with health. 3. Pension Board working group with member involvement, doing the preparatory work for Pension Board from 1st April. 4. We will go live with single claimants in December 2015 5. Review of Care Act Implementation Action Plan is ongoing.	**Risk - When is it going to be completed?** Throughout 2015/16

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
6. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	🔺	🔺	Sep 15	➡	**Risk - What are we planning to do?** As at 30/9/15 there is a forecast overspend of £8.1M against the directorates' net general fund revenue budget with £3.2M of corporate provisions held for risk and pressures. New Savings proposals of £23M to 17/18 were progressed at M&C on 30/9/15. Officers are now working to complete the necessary consultations etc to implement these savings. Lewisham Future programme continues work to identify new proposals to close savings gap for 15/16 and future years to total at least £45M by 2017/18. Preparations underway to assess impact and response to government policies, comprehensive spending review and local government finance settlement.	**Risk - When is it going to be completed?** March 2016
7. Adequacy of Internal Control.	Corporate	🟡	🟡	Sep 15	➡	**Risk - What are we planning to do?** 1. Core financial internal audits to be completed to draft report stage by end of Q3 2. Internal Audit peer review approach agreed by Audit Panel and to happen by end of 15/16	**Risk - When is it going to be completed?** 1. December 2015 2. March 2016
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	🟡	🟡	Sep 15	➡	**Risk - What are we planning to do?** Estate revaluations have been received and are being checked.	**Risk - When is it going to be completed?** March 2016

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
9. Loss of income to the Council	Corporate	▲	▲	Sep 15	➡	**Risk - What are we planning to do?** 1. Seek approval of proposals for future charges to schools as part of Futures Board work at School Forum. 2. Issues with Oracle 12 are subject to scrutiny overseen by EDRR. Issues continue and the system is hampering debt collection and fund allocation. Oracle system issues impacting debt collection and stretch income targets via LFP	**Risk - When is it going to be completed?** 1. September 2015 2. Monthly Review
10. Failure to manage performance leads to service failure.	Corporate	🟠	▲	Sep 15	➡	**Risk - What are we planning to do?** Revise resourcing and work plans in light of Futures Board report	**Risk - When is it going to be completed?** Reviewed monthly
12. Multi-agency governance failure leads to ineffective partnership working	Corporate	🟠	▲	Sep 15	➡	**Risk - What are we planning to do?** 1. Adult Integrated Care Programme to improve services and provide better VFM. 2. Review of crime reduction partnership in relation to changes across Police, Fire & Probation.	**Risk - When is it going to be completed?** 1. Four year programme to 2017/18 2. Throughout 2015

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
13. Failure to manage strategic suppliers and related procurement programmes.	Corporate	🟠	🔺	Sep 15	➡	**Risk - What are we planning to do?** 1. Corporate procurement gateway approach agreed by EMT. 2. Communications forward plan, performance report and template for managers to be issued.	**Risk - When is it going to be completed?** Actions ongoing and being monitored by the Commissioning and Procurement Group.
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate	🟠	🔺	Sep 15	➡	**Risk - What are we planning to do?** A review of compliance on the commercial estate has completed. Report awaited - expecting 47% compliance across estate.	**Risk - When is it going to be completed?** July 2015
19. Loss of constructive employee relations	Corporate	🔺	🔺	Sep 15	➡	**Risk - What are we planning to do?** The following are built into the HR Divisions work plan:- - Trade Union engagement - Union meetings with the Mayor - Briefing to all managers - Staff survey and Staff Forum engagement - PES - L&D offering - Works Council - LGPS changes - Monitor staff and union feedback	**Risk - When is it going to be completed?** Quarterly Reviews

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
21. Information governance failure.	Corporate	▲	▲	Sep 15	➡	**Risk - What are we planning to do?** Refresh all of the Information Management policies, taking into account the new Data Protection legislation coming from the EU that will replace the current DPA. Review our information sharing guidance and processes again taking into account legislative changes.	**Risk - When is it going to be completed?** During 2015
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	▲	▲	Sep 15	➡	**Risk - What are we planning to do?** Organisational shape, direction and delivery strategy being continually reviewed.	**Risk - When is it going to be completed?** Throughout 2015/16
26 Loss of service capacity and failure to protect the vulnerable due to extreme environmental circumstances	Corporate	🟠	🟠	Sep 15	➡	**Risk - What are we planning to do?** 1. Participating in an international exercise in February/March 2016 which will test Rest Centre operations. 2. Multi-agency Counter Terrorism workshops being held November 2015. 3. Post Exercise Safer City evaluation underway. Report due end of November 2015.	**Risk - When is it going to be completed?** Being monitored by the EPRR Group quarterly.
27 Governance failings in the implementation of service changes	Corporate	🟠	▲	Sep 15	➡	**Risk - What are we planning to do?** 1. Six monthly post-implementation reviews to ensure service changes are delivering as expected.	**Risk - When is it going to be completed?** Ongoing advice from Legal and HR on all change proposals.

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
29 Failure to implement Individual Electoral Registration (IER)	Corporate	🟡	🔺	Sep 15	➡	**Risk - What are we planning to do?** 1. Continue outreach programme, including "Bite the Ballot" with Young Mayor's team and partners. 2. Canvassers to complete two door knocks where no response to date 3. Cooperate with the GLA plan for enhancing the register prior to the GLA election. 4. Targetted rolling canvass all year 5. Move to use of tablets by canvassers in wards with low returns.	**Risk - When is it going to be completed?** 1. May 2016 2. Nov 2015 3. May 2016 4. Ongoing 5. Nov 2015
30. Strategic programme to develop and implement transformational change does not deliver	Corporate	🔺	🟡	Sep 15	➡	**Risk - What are we planning to do?** Exploring potential for shared services as a means of delivering savings	**Risk - When is it going to be completed?** Throughout 2015/16
32. GLA election/Europe Referendum not conducted efficiently	Corporate	🟡	🔺	Sep 15	➡	**Risk - What are we planning to do?** 1. Project team to be established 2. Project plan to be written 3. Project plan to be implemented 4. PR campaign to dovetail with GLA campaign 5. Resolve outstanding issues with IT 6. Co-operate with Greenwich re arrangements in shared constituency	**Risk - When is it going to be completed?** 1. Nov 2015 2. Dec 2015 3. May 2016 4. May 2016 5. Nov 2015 6. Nov 2015 - May 2016

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 2015). 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

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 the Risk Management Working Party 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.