












# **Monthly Management Report**

**January 2017**

# 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

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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 December 2016. There are 12 performance indicators (60 per cent) reported as green or amber against target, and 10 (50 per cent) are showing an upward direction of travel. There are 8 performance indicators (40 per cent) reported as red against target and 10 performance indicators (50 per cent) which have a Red direction of travel. There are 3 indicators that have missing performance data.

## **Projects:**

Projects are being reported for December 2016. There are no red projects this month.

## **Risks:**

Risks are being reported for December 2016. There are nine red corporate risks - ICT infrastructure is not fit for purpose and/or does not meet business needs; 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; 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 13 amber risks and no risks are green.

## **Finance:**

The financial outturn for 2016/17 as at 31 December 2016 is as follows: There is a forecast overspend of £11.6m (which is the same as the position in November 2016) against the directorates' net general fund revenue budget which is £236.218m. This compares with a final outturn of £3.1m for 15/16 which resulted after applying £3.2m of funding for 'risks and other budget pressures' against directorates' year end overspend of £6.3m for the year. The Housing Revenue Account (HRA) is currently projecting a balanced budget position. The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be nine schools that require a licensed deficit. It is also expected that following the academy conversion order for Sedgehill School the school's deficit will be written off against the schools contingency.

**Barry Quirk, Chief Executive**  
**14 February 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					
Overall Performance				Direction of Travel					
			Total				Total		
2	0	0	2	2	0	0	2		
Priority 3 - Clean, Green and Liveable				Priority 3 - Clean, Green and Liveable					
Overall Performance				Direction of Travel					
				Total					Total
1	0	2	2	5	1	0	2	2	5
Priority 6 - Decent Homes for All				Priority 6 - Decent Homes for All					
Overall Performance				Direction of Travel					
			Total				Total		
1	1	0	2	2	0	0	2		
Priority 7 - Protection of Children				Priority 7 - Protection of Children					
Overall Performance				Direction of Travel					
			Total				Total		
1	0	2	3	0	0	3	3		
Priority 8 - Caring for Adults and Older People				Priority 8 - Caring for Adults and Older People					
Overall Performance				Direction of Travel					
			Total				Total		
2	0	1	3	1	0	2	3		
Priority 9 - Active, Healthy Citizens				Priority 9 - Active, Healthy Citizens					
Overall Performance				Direction of Travel					
			Total				Total		
0	0	1	1	0	0	1	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	1	7	4	0	2	1	7

Across all performance indicators in this report						Across all performance indicators in this report				
Overall Performance						Direction of Travel				
					Total					Total
8	3	9	2	1	23	10	0	10	3	23

## Performance

This report contains December 2016 performance data, and finds that 12 indicators are reported as Green or Amber against target which is a decrease of 1 from last month. In December 2016, 8 indicators are reported as Red against target, which is an increase of 2 from last month. There are 3 indicators with missing data in December 2016, which is one less than last month.

## Direction of Travel

A total of 10 indicators are showing an upward trend in December 2016, which is up by 1 from the previous report. There are 10 indicators with a red direction of travel, which is the same as last month. In December 2016, 3 indicators had missing data, which is one less than last month.

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 Dec 16	DoT Dec 16 v Mar 16	DoT Dec 16 v Nov 16	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	▲	🔴	🟢	6	2	p14
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	▲	🔴	🟢	6	2	p15
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	▲	🔴	🔴	2	10	p39
Performance Indicators - Monthly Indicators (reported 1 month behind)						
	Against Target Nov 16	DoT Nov 16 v Mar 16	DoT Nov 16 v Oct 16	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	▲	🔴	🟢	4	8	p28
Performance indicators - Quarterly indicators						
	Against Target Dec 16	DoT Dec 16 v Mar 16	DoT Dec 16 v Sep 16	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPZ705 Number of homes made decent	▲	🔴	🔴	-	6	p23

# Areas of Good Performance










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Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Dec 16	DoT Dec 16 v Mar 16	DoT Dec 16 v Nov 16	Priority No.
NI062 Stability of placements of looked after children: number of moves	★	✘	✘	7
NI063 Stability of placements of looked after children: length of placement	★	✘	✘	7
LPI254 1C (2) % people using social care who receive direct payments	★	✘	✘	8
LPI202 Library visits per 1000 pop	★	✘	✘	9
LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	★	✘	✘	10
Performance Indicators - Monthly Indicators (reported 1 month behind)				
	Against Target Nov 16	DoT Nov 16 v Mar 15	DoT Nov 16 v Oct 16	Priority No.
NI191 Residual household waste per household (KG)	★	✘	✘	3

# Programmes and Projects

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## Project Performance - December 2016

This month				One month ago				Two months ago			
Status			Total	Status			Total	Status			Total
			14				14				14
0	9	5		0	9	5		2	7	5	

Project	Estimated completion dates
Project	Date
PMSCYP Building Schools for the Future	December 2016
PMSRGN Beckenham Place Park (Fundraising Project)	Round 2 funding announcement in December 2016
PMSCUS Lewisham Homes Capital Programme 2016/17	March 2017
PMSCUS New Homes, Better Places	Phase 2 completion - July 2017
PMSCYP Primary Places Programme 2016/17	September 2017
PMSRGN Sydenham Park Footbridge	September 2017
PMSCUS Excalibur Regeneration	January 2018
PMSCUS Bampton and Shifford Estate Development	Spring 2018
PMSRGN Southern Site Housing - Deptf TC Prog	November 2018
PMSRGN Milford Towers Decant	2019
PMSCUS Besson Street Development	2021
PMSRGN New Bermondsey Regeneration Scheme	2026
PMSRGN Catford Centre Redevelopment	2026
PMSCYP Developing 2 Year Old Childcare Provision	TBC

### Movements in project status since October 2016

#### Upgrades:

None

#### Downgrades:

None

#### Removals:

Deptford Rise Public Realm (completed)

#### 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/Heads of Service (instead of the Risk Management Working Party that has now been disbanded) 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. There are 22 risks in total on the Corporate Risk register (9 Red, 13 Amber, and 0 Green). The status of risk 28 failure to agree with partners integrated delivery models for local health and care services has been upgraded from 4 green to 12 amber whilst work continues to review and assess the impact of proposals to reconfigure health and care services and defined savings schemes are fully developed.

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. A follow up review will take place within nine months. An implementation check of the recommendations arising from the Risk Management Internal Audit completed in 2015/16 is currently underway.



# Overall Performance: Risk

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Red (Corporate Register)		
Corporate priority	Risk name	Current status
10	<b>2. ICT infrastructure is not fit for purpose and/or does not meet business needs</b> An ICT strategy is in development with support from SOCITM and Public Accounts Committee approval for implementation. New desktop environment is being deployed in phases, with ongoing work to improve the infrastructure under the LBL/Brent shared service.	▲
10	<b>4. Non-compliance with Health &amp; Safety Legislation</b> Cross directorate monitoring meetings are taking place. Lessons learnt from CYP audits to be reported to CYP Directorate Management Team.	▲
10	<b>6. Financial Failure and inability to maintain service delivery within a balanced budget</b> The 2016/17 forecast overspend is £7.7M against the directorates' net general fund budget with £3.8M of corporate provisions held for risk and pressures. Savings proposals of £35M to 17/18 are being progressed. The 2015/16 forecast overspend is £6M against the directorates' net general fund revenue budget with £3.2M of corporate provisions held for risk and pressures. Savings proposals of £35M to 17/18 are being progressed.	▲
10	<b>9. Loss of income to the Council</b> Issues continue with Oracle 12 and the system is hampering debt collection and fund allocation. All issues with Oracle 12 are subject to Scrutiny overseen by the Executive Director, Resources and Regeneration.	▲
8	<b>17. Serious Adult Safeguarding Concerns</b> Continue engagement with staff and partners as direction of travel becomes clearer. Expand Financial Implications in decision reports to include consideration of implications.	▲
7	<b>18. Failure of child safeguarding arrangement</b> 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	<b>21. Information governance failure.</b> All Information Management policies to be refreshed in line with new Data Protection legislation coming from the EU that will replace the current Data Protection Act and to ensure alignment with Brent. Refresh of Information Governance policies to follow.	▲
10	<b>24. Failure to maintain sufficient management capacity &amp; capability to deliver business as usual and implement transformational changes.</b> 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. Organisational shape, direction and delivery strategy being continually reviewed.	▲
10	<b>30. Strategic programme to develop and implement transformational change does not deliver</b> Reviews across key services to implement transformational changes in current climate of austerity. Exploring further potential for shared services, digitisation commercialisation and income generation as a means of delivering savings.	▲

# Overall Performance: Risk

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Corporate Risk	Current Status	Current status against target	Source Date	Direction of Travel	Priority
1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	●	★	Dec 16	➔	10
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	▲	▲	Dec 16	➔	10
4. Non-compliance with Health & Safety Legislation	▲	▲	Dec 16	➔	10
5. Failure to anticipate and respond appropriately to legislative change.	●	▲	Dec 16	➔	10
6. Financial Failure and inability to maintain service delivery within a balanced budget	▲	▲	Dec 16	➔	10
7. Adequacy of Internal Control.	●	●	Dec 16	➔	10
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	●	●	Dec 16	➔	10
9. Loss of income to the Council	▲	▲	Dec 16	➔	10
10. Failure to manage performance leads to service failure.	●	▲	Dec 16	➔	10
12. Multi-agency governance failure leads to ineffective partnership working	●	▲	Dec 16	➔	10
13. Failure to manage strategic suppliers and related procurement programmes.	●	▲	Dec 16	➔	10
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	●	▲	Dec 16	➔	10
17. Serious Adult Safeguarding Concerns	▲	▲	Dec 16	➔	8
18. Failure of child safeguarding arrangement	▲	●	Dec 16	➔	7
19. Loss of constructive employee relations	●	●	Dec 16	➔	10
21. Information governance failure.	▲	▲	Dec 16	➔	10
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	▲	▲	Dec 16	➔	10
27 Governance failings in the implementation of service changes	●	▲	Dec 16	➔	10
28. Failure to agree with partners integrated delivery models for local health and care services.	●	▲	Dec 16	➔	9
29 Move to IER impacts work of boundary commission	●	▲	Dec 16	➔	10
30. Strategic programme to develop and implement transformational change does not deliver	▲	●	Dec 16	➔	10
32. Election/Referendum not conducted efficiently.	●	▲	Dec 16	➔	10

# Overall Performance: Finance

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## Performance

	November 2016	%	December 2016	%
★	3	30	3	30
●	0	0	0	0
▲	7	70	7	70
Totals	10	100	10	100

The financial outturn for 2016/17 as at 31 December 2016 is as follows: There is a forecast overspend of £11.6m (which is the same as the position in November 2016) against the directorates' net general fund revenue budget which is £236.218m, This compares with a final outturn of £3.1m for 15/16 which resulted after applying £3.2m of funding for 'risks and other budget pressures' against directorates' year end overspend of £6.3m for the year.

The Housing Revenue Account (HRA) is currently projecting a balanced budget position.

The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be nine schools that require a licensed deficit. It is also expected that following the academy conversion order for Sedgehill School the school's deficit will be written off against the schools contingency.

## Finance by Priorities (£000s)

	2016/17 Budget	Latest projected year end variance as at Dec 16	% variance
01. NI Community Leadership and Empowerment	6,260	-380.00	-6.07
02. NI Young People's Achievement and Involvement	5,700	1,500.00	26.32
03. NI Clean, Green and Liveable	18,900	1,900.00	10.05
04. NI Safety, Security and Visible Presence	9,900	-800.00	-8.08
05. NI Strengthening the Local Economy	2,700	-300.00	-11.11
06. NI Decent Homes for All	5,500	700.00	12.73
07. NI Protection of Children	41,900	3,800.00	9.07
08. NI Caring for Adults and Older People	72,100	3,400.00	4.72
09. NI Active, Healthy Citizens	4,840	1,180.00	24.38
10. NI Inspiring Efficiency, Effectiveness, and Equity	68,418	600.00	0.88
Corporate priorities	236,218	11,600.00	4.91

# Hot Topics

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**The following 'Hot Topics' is currently being reported:**

**A new scheme has launched to help people stay warm and save on their energy bills this winter.**

The Better Boilers scheme, which launched on 9 January 2017, is helping eligible home owners who are on benefits to repair or replace their broken or inefficient boiler free of charge.

## 2. Young People's Achievement and Involvement

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

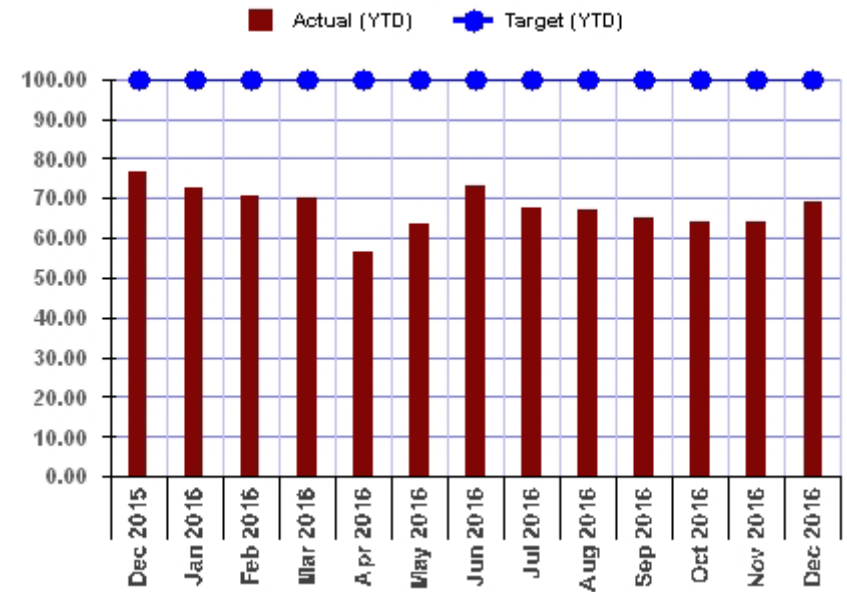
Priority 2 - Monthly Performance								
	Unit	YTD Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	15/16
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	69.20	100.00	▲	■	▲	▲	▲
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	67.80	95.00	▲	■	▲	▲	▲

Priority 2 - Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Building Schools for the Future	CYP	£230m	December 2016	★
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	TBC	●
PMSCYP Primary Places Programme 2016/17	CYP	TBC	September 2017	●

Net Expenditure Priority 02 (£000s)					
	2016/17 Budget	Projected year-end variance as at Dec 16	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	5,700	1,500	▲	26.32	<b>Finance Overspend</b> Schools' transport within partnership and targeted services area is predicting an overspend of £0.7m. The saving proposals from Attendance and Welfare, Occupational therapy, Education Psychologists and Multi agency planning are not being delivered in full this year this has led to shortfall of £0.4m. In addition, the short break budget is expected to overspend by £0.3m. The remaining overspend £0.1m is from Education Standards and Inclusion.

## 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)
Dec 2015	76.70	100.00	▲
Jan 2016	72.50	100.00	▲
Feb 2016	70.50	100.00	▲
Mar 2016	70.20	100.00	▲
Apr 2016	56.50	100.00	▲
May 2016	63.80	100.00	▲
Jun 2016	73.00	100.00	▲
Jul 2016	67.50	100.00	▲
Aug 2016	67.20	100.00	▲
Sep 2016	64.90	100.00	▲
Oct 2016	63.90	100.00	▲
Nov 2016	64.20	100.00	▲
Dec 2016	69.20	100.00	▲



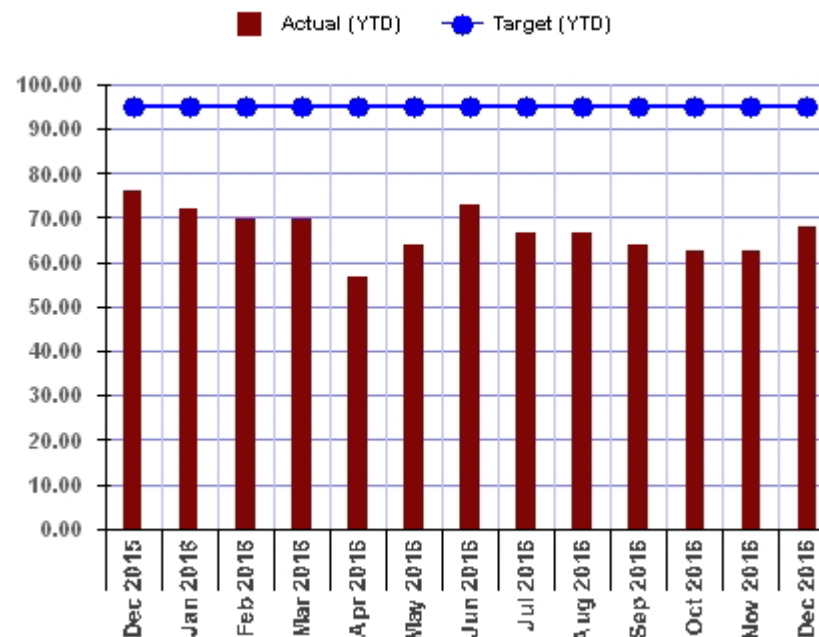
LPZ940 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Targeted Services and Joint Commissioning	<p><b>Performance</b></p> <p>The SEN/Conversion Team completed 92.6% of EHCPs within 20 weeks in December. 81 EHCPs were finalised, 68 of which were conversions and 13 were new requests. The 6 late EHCPs (4 new EHCPs and 2 conversions) were all delayed by a late Educational Psychologist (EP) report. One also had a late OT report, which is a valid exception. If we exclude those that were late because of an EP report, our performance in December was 100%. Cumulative performance is now showing improvement as a result of increase in monthly performance since October. The team is still having to manage the backlog which was created by the IT difficulties prior to the new system, the historic lack of staffing capacity and the backlog in related services. Since September the staff team has been at full capacity and this has started to make the difference to the performance targets that was expected. The backlog in related services (EP) due to staffing capacity has been addressed by the successful recruitment of additional staff, who are due to start in September 2017. In the meantime, additional locum EPs are being recruited to address the current backlog.</p>	<p><b>Performance Action Plan</b></p> <p>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 performance indicators throughout the assessment process. These additional alerts help monitor the 20 week process and will support officers to keep on target. The backlog in the related services is being monitored. Additional EP staff have now been recruited to prevent future capacity issues who are due to start in September 2017 and in the meantime additional locum staff are being recruited to address the current backlog. However, we are expecting the delay to impact on the performance against the 20 week target for the next two months at least.</p>

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

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

	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2015	76.00	95.00	▲
Jan 2016	71.90	95.00	▲
Feb 2016	69.90	95.00	▲
Mar 2016	69.80	95.00	▲
Apr 2016	56.50	95.00	▲
May 2016	63.80	95.00	▲
Jun 2016	73.00	95.00	▲
Jul 2016	66.80	95.00	▲
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	▲



LPZ941 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Targeted Services and Joint Commissioning

### Performance

The SEN/Conversion Team completed 92.6% of EHCPs within 20 weeks in December. 81 EHCPs were finalised, 68 of which were conversions and 13 were new requests. The 6 late EHCPs (4 new EHCPs and 2 conversions) were all delayed by a late Educational Psychologist (EP) report. One also had a late OT report, which is a valid exception. If we exclude those that were late because of an EP report, our performance in December was 100%. Cumulative performance is now showing improvement as a result of increase in monthly performance since October. The team is still having to manage the backlog which was created by the IT difficulties prior to the new system, the historic lack of staffing capacity and the backlog in related services. Since September the staff team has been at full capacity and this has started to make the difference to the performance targets that was expected. The backlog in related services (EP) due to staffing capacity has been addressed by the successful recruitment of additional staff, who are due to start in September 2017. In the meantime, additional locum EPs are being recruited to address the current backlog.

### 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 performance indicators throughout the assessment process. These additional alerts help monitor the 20 week process and will support officers to keep on target. The backlog in the related services is being monitored. Additional EP staff have now been recruited to prevent future capacity issues who are due to start in September 2017 and in the meantime additional locum staff are being recruited to address the current backlog. However, we are expecting the delay to impact on the performance against the 20 week target for the next two months at least.

### 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 Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	15/16
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	?	?	?!	?	?!	?!	?
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	?	?	?!	?	?!	?!	?
Priority 3 - Monthly Performance (reported one month in arrears)								
	Unit	YTD Nov 16	Target Nov 16	Against Target Nov 16	DoT Last year	Against Target Oct 16	Against Target Sep 16	15/16
NI191 Residual household waste per household (KG)	Kg/Household	56.39	58.75	★	👉	★	★	★
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	18.06	20.00	▲	👉	▲	▲	▲
NI193 Percentage of municipal waste land filled	Percentage	0.75	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	September 2017	
PMSRGN Beckenham Place Park (Fundraising Project)	Resources & Regeneration	£4.7m (stage 2 Heritage Lottery and Big Lottery fund)	Round 2 funding announcement in December 2016	

Priority 3 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Dec 16	Variance	% variance	Comments
03. NI Clean, Green and Liveable	18,900	1,900		10.05	<p><b>Finance Overspend</b></p> <p>The Environment Division is forecasting an overspend of £1.9m no change since the last report. £0.5m relates to planned savings in respect of transport provision across the council. Before the savings can be achieved an overspend on the provision of transport needs to be addressed. Another significant proportion of the overspend, £0.5m, relates to additional vehicle hire costs as a result of vehicles coming to the end of their operational life. Domestic refuse tonnage is expected to overspend by £0.3m. This is due to an increase in collection of 41.9k tonnes in the first 5 months of 2016/17, compared to 40.6k tonnes in the same period last year. Bereavement services is projecting an overspend of £0.3m largely arising from increased crematorium maintenance costs. Green scene budgets are projecting an overspend of £0.1m as a result of income from the former Foxgrove Club. A shortfall in commercial waste income of £0.1m is expected, partly as a result of the reduction in the number of properties in the corporate estate. The £0.1m overspend in the Street Management budget is the result of public conveniences which are no longer funded as part of the JC Decaux Highways contract.</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

Violence with injury (ABH)						
	Unit	YTD Dec 16	YTD Nov 16	Change since last month	YTD Dec 15	Change since same period last year
Lewisham	Number	1,477.00	1,321.00	✘	1,361.00	✘
Outer London	Number	1,002.00	895.00	✘	1,060.00	✔
Inner London	Number	1,302.00	1,165.00	✘	1,294.00	✘
Robbery						
	Unit	YTD Dec 16	YTD Nov 16	Change since last month	YTD Dec 15	Change since same period last year
Lewisham	Number	682.00	608.00	✘	639.00	✘
Outer London	Number	394.00	346.00	✘	405.00	✔
Inner London	Number	730.00	631.00	✘	672.00	✘
Burglary						
	Unit	YTD Dec 16	YTD Nov 16	Change since last month	YTD Dec 15	Change since same period last year
Lewisham	Number	1,534.00	1,368.00	✘	1,595.00	✔
Outer London	Number	1,318.00	1,136.00	✘	1,479.00	✔
Inner London	Number	1,788.00	1,570.00	✘	1,780.00	✘
Criminal Damage						
	Unit	YTD Dec 16	YTD Nov 16	Change since last month	YTD Dec 15	Change since same period last year
Lewisham	Number	1,836.00	1,620.00	✘	1,892.00	✔
Outer London	Number	1,361.00	1,217.00	✘	1,428.00	✔
Inner London	Number	1,605.00	1,431.00	✘	1,591.00	✘



















## 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 Dec 16	YTD Nov 16	Change since last month	YTD Dec 15	Change since same period last year	
Lewisham	Number	707.00	643.00		717.00	
Outer London	Number	541.00	482.00		448.00	
Inner London	Number	762.00	693.00		622.00	
Theft from vehicle						
Unit	YTD Dec 16	YTD Nov 16	Change since last month	YTD Dec 15	Change since same period last year	
Lewisham	Number	1,084.00	960.00		1,154.00	
Outer London	Number	1,062.00	936.00		1,128.00	
Inner London	Number	1,373.00	1,212.00		1,241.00	
Theft from person						
Unit	YTD Dec 16	YTD Nov 16	Change since last month	YTD Dec 15	Change since same period last year	
Lewisham	Number	458.00	399.00		393.00	
Outer London	Number	388.00	340.00		374.00	
Inner London	Number	1,587.00	1,350.00		1,520.00	

## 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 Dec 16	YTD Nov 16	YTD Oct 16	YTD Sep 16	YTD Aug 16	15/16
LPI472 Job Seekers Allowance claimant rate	Percentage	2.40	2.40	2.50	2.50	2.50	2.60
LPI474 The no.of JSA claimants aged 18-24yrs	Number	770	805	850	870	845	875
LPI475 Average house price(Lewisham)	£	?	404,616.00	412,876.00	416,915.00	417,295.00	399,893.00

Priority 5 - Quarterly Contextual Performance							
	Unit	YTD Dec 16	YTD Sep 16	YTD Jun 16	YTD Mar 16	YTD Dec 15	15/16
LPI423 Local employment rate	Percentage	?	73.70	73.50	74.90	75.90	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									
	Unit	YTD Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	Against Target Sep 16	15/16
NI156 Number of households living in Temporary Accommodation	Number	1,814.00	1,750.00	●	🔴	●	●	●	●
Priority 6 - Quarterly Indicator									
	Unit	YTD Dec 16	Target Dec 16	Against target Dec 16	DoT Last year	Against Target Sep 16	Against Target Jun 16	Against Target May 16	15/16
LPZ705 Number of homes made decent	Number	207.00	375.00	▲	🔴	?	★	★	1,364.00
Priority 6 - Contextual Performance									
	Unit	Dec 16	Nov 16	Oct 16	Sep 16	15/16			
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	Number	0.00	41.00	40.00	0.00	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 New Homes, Better Places	Customer Services	£1.5m	Phase 2 completion - July 2017	★
PMSCUS Lewisham Homes Capital Programme 2016/17	Customer Services	£49m	March 2017	★
PMSCUS Besson Street Development	Customer Services	£1.02M	2021	★
PMSCUS Bampton and Shifford Estate Development	Customer Services	£300k	Spring 2018	●
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	January 2018	●
PMSRGN Southern Site Housing - Deptf TC Prog	Resources & Regeneration	£1m	November 2018	●
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	2019	●

Priority 6 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Dec 16	Variance	% variance	Comments
06. NI Decent Homes for All	5,500	700	▲	12.73	<b>Finance Overspend</b> The Strategic Housing service is projecting an overspend of £0.7m. This relate to the number of people in nightly paid accommodation and action taken to manage that number.

**LPZ705 - Number of homes made decent**

LPZ705 Number of homes made decent			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jun 2016	125	125	★
Sep 2016	173	250	▲
Dec 2016	255	375	▲



LPZ705 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Strategic Housing	<p><b>Performance</b></p> <p>The Decent Homes programme is currently on track to meet expectations for the year. This will continue to be monitored by officers at LBL in partnership with officers at Lewisham Homes to ensure that these expectations are met.</p>	<p><b>Performance Action Plan</b></p> <p>The delivery against the quarterly targets are lower than programmed as a result of determining one of our main contracts. New arrangements are now in place and it is expected that performance will be back on track over the next reporting period.</p>

## 7. Protection of Children

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

Priority 7 - Monthly Performance								
	Unit	YTD Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	15/16
NI062 Stability of placements of looked after children: number of moves	Percentage	9.80	10.00	★	🟡	★	🟡	🔴
NI063 Stability of placements of looked after children: length of placement	Percentage	78.10	72.00	★	🟡	★	★	🟡
NI064 Child protection plans lasting 2 years or more	Percentage	7.50	7.00	🔴	🟡	🟡	🔴	🔴

Priority 7 - Contextual Performance									
	Unit	England 14/15	Statistical Neighbours 14/15	Dec 16	Nov 16	Oct 16	Sep 16	Aug 16	15/16
LPI302 No. of LAC 'as at'	Number	386.00	445.00	458.00	472.00	440.00	444.00	438.00	463.00
LPI309a Number of Referrals per month	Number	294.00	252.00	152.00	237.00	216.00	210.00	194.00	213.00

Priority 7 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Dec 16	Variance	% variance	Comments
07. NI Protection of Children	41,900	3,800	🔴	9.07	<b>Finance Overspend</b> There are cost pressures amounting to £3.8m in Children's Social Care (this includes an underspend of £0.2m on the no recourse to public funds) which are in the following areas: the placement budget for looked after children is currently forecast to overspend by £2.3m; children leaving care is currently forecast to overspend by £0.4m; and additional pressure on the Section 17 unrelated to No Recourse of £0.6m and on salaries and wages which show a forecast overspend of £0.7m.



# 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 child safeguarding arrangement	Corporate	▲	●	Dec 16	➡	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Implement improvement plans for Children's Social Care and Lewisham Safeguarding Children Board, in particular improvements to front door/MASH and QA strategy.</li> <li>2. Data information and performance management regularly reviewed at Children's Social Care Service Management Team in light of Ofsted Action Plan.</li> <li>3. Implement Early Help Strategy</li> <li>4. Care Study Approach at DMT</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Mar 2017</li> <li>2. Monthly Review</li> <li>3. Monthly</li> <li>4. At each DMT</li> </ol>

## 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 Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	15/16
LPI254 1C (2) % people using social care who receive direct payments	Percentage	32.13	29.64	★	🟡	★	★	▲
Priority 8 - Monthly indicators (reported 1 month in arrears)								
	Unit	YTD Nov 16	Target Nov 16	Against Target Nov 16	DoT Last year	Against Target Oct 16	Against Target Sep 16	15/16
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number per 100,000	4.79	4.40	▲	🔴	▲	▲	★
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	0.87	0.80	▲	🟡	▲	▲	▲

Priority 8 - Monthly Contextual Performance							
	Unit	Dec 16	Nov 16	Oct 16	Sep 16	Aug 16	15/16
LPI250 ASC total service users	Number	3,123.00	3,122.00	3,124.00	3,087.00	3,079.00	1,920

Priority 8 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Dec 16	Variance	% variance	Comments
08. NI Caring for Adults and Older People	72,100	3,400	▲	4.72	<b>Finance Overspend</b> The Adult Services Division is forecast to overspend by £3.4m. Placement budgets in particular remain volatile - costs are monitored closely and any changes will be reported in the course of the year. The greatest pressures remain on learning disability where the cost of transition clients has been identified as financial risk but has not been funded. The underspend arising from staff vacancies in Strategy and performance has reduced the overall overspend by (£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
17. Serious Adult Safeguarding Concerns	Corporate	▲	▲	Dec 16	➡	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. ISAB Chair to confirm the parameters of performance data for regular review.</li> <li>2. Organisational Alert Tool to be rolled out across ASC and joint commissioning following migration of data.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Mar 17</li> <li>2. TBC</li> </ol>

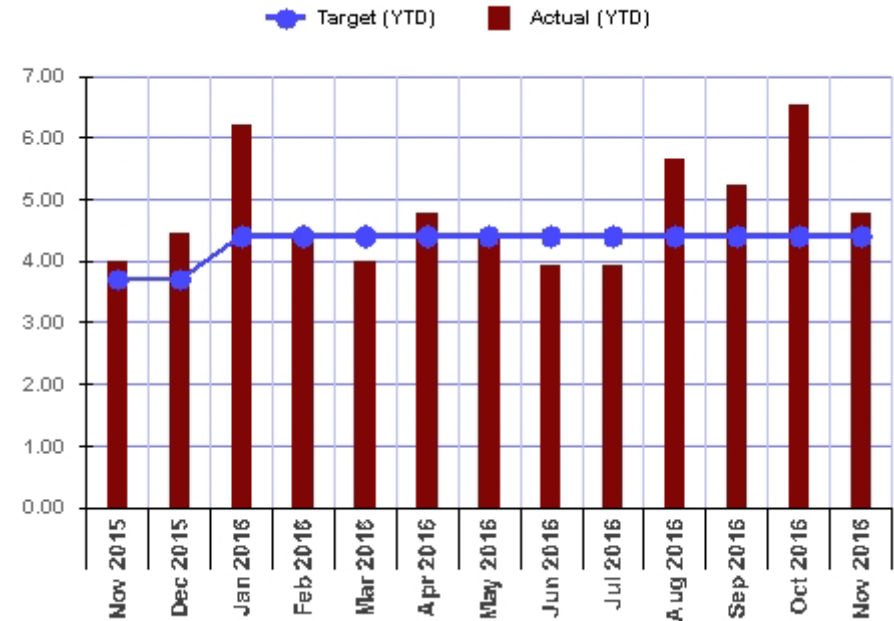
## LPI264 2C (1) - Delayed transfers of care from hospital per 100,000 population (NHS only)

LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)

Number per 100,000

Actual (YTD) Target (YTD) Performance (YTD)

	Actual (YTD)	Target (YTD)	Performance (YTD)
Nov 2015	4.00	3.70	▲
Dec 2015	4.44	3.70	▲
Jan 2016	6.22	4.40	▲
Feb 2016	4.44	4.40	▲
Mar 2016	4.00	4.40	★
Apr 2016	4.79	4.40	▲
May 2016	4.35	4.40	●
Jun 2016	3.92	4.40	★
Jul 2016	3.92	4.40	★
Aug 2016	5.66	4.40	▲
Sep 2016	5.22	4.40	▲
Oct 2016	6.53	4.40	▲
Nov 2016	4.79	4.40	▲



LPI264 2C (1) - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Adult Social Care	<p><b>Performance</b></p> <p>This indicator is a snapshot around the month end. It represents 11 people delayed at time of reporting. Local hospitals are seeing an increase in acute patients (a trend mirrored cross London) which is having a knock on effect on this figure. The majority of those patients delayed were those with complex health care needs. Additionally there are now more cases where patients and their relatives need to decide on their preferred choice of care which can lead to longer than normal transfer times. The Ready for Discharge list has been reduced by over 60% in the last year, therefore the system has seen a higher proportion of people whose stay in an acute bed has been successfully reduced, but there remains high demand on NHS consortium beds which are sparse across London and account for the majority of NHS delays.</p>	<p><b>Performance Action Plan</b></p> <p>As previously mentioned a 'flow nurse' has been introduced at Lewisham Hospital from 28th Nov. to improve flow through the system and improve discharge processes and speed. The new local NHS choice policy was launched on 1st December, which should help improve patients' movement through the system. These issue continue to be covered at monthly meetings with senior executives of the hospital trusts, the CCG, SLAM Mental Health Care Trust and there is an action plan in place to address the underlying problems. These figures are reported in arrears but it is anticipated that December figures may improve as a result of the changes made.</p>

## 9. Active, Healthy Citizens




Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance									
	Unit	YTD Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	Against Target	15/16
LPI202 Library visits per 1000 pop	Number per 1000	522.53	489.00	★	★	★	▲		▲

Priority 9 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Dec 16	Variance	% variance	Comments
09. NI Active, Healthy Citizens : Net Expenditure	4,840	1,180	▲	24.38	<b>Finance Overspend</b> Public Health have to identify savings in excess of £4m over 16/17 & 17/18, resulting from a combination of saving targets and grant funding reductions. However, it will not be possible to reduce the spend in the current financial year by the full amount of the funding reduction and an overspend of £1.4m is projected. This has been slightly offset by an underspend in Cultural and 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			Dec 16		<b>Risk - What are we planning to do?</b> Progress London devolution pilot that Lewisham is leading with update to M&C	<b>Risk - When is it going to be completed?</b> Dec 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

Priority 10 - Monthly Performance								
	Unit	YTD Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	15/16
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	?
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.50	7.50	○	🟢	○	○	○
LPI031 NNDR collected	Percentage	99.58	99.00	★	🔴	★	★	★
LPI032 Council Tax collected	Percentage	94.36	96.00	○	🔴	○	○	○
LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	Percentage	3.80	4.00	★	🟢	★	★	▲
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	93.72	91.00	★	🔴	★	★	★
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	8.08	7.50	▲	🔴	▲	○	★

Priority 10 - Finance Net Expenditure (£000s)					
	2014/15 Budget	Projected year-end variance as at Dec 16	Variance	% variance	Comments
10. NI Inspiring Efficiency, Effectiveness, and Equity	68,418	600	▲	0.88	<p><b>Finance Overspend</b></p> <p>The Regeneration &amp; Asset Management division is forecasting an overspend of £0.7m as a result of underachievement of income. The public services division is forecasting an overspend of £0.4m arising mainly as a shortfall in income across the service. The corporate resources division is forecasting a £0.1m overspend due to increased motor insurance premiums. The IMT division is forecasting an overspend of £0.3m. This is mainly as a result in delays to the reduction of server usage in the data centre. The underspends arising principally from staff vacancies in Corporate Policy &amp; Governance (£0.3m), the financial services division (£0.2m), and Strategy Division (£0.4m) has reduced the overall overspend.</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

		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 effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Large scale exercise planned for early 2017 covering both emergency and business continuity response.</li> <li>2. Lessons learnt database under development to capture and monitor the implementation of learning arising from incidents and exercises.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Mar 17</li> <li>2. Mar 17</li> </ol>
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Digital work programme agreed and monitoring by Digital &amp; Transformation Board</li> <li>2. Focus on supporting new ways of working for Adults and Children social worker teams to improve efficacy and efficiency</li> <li>3. Monitoring IT Support arrangements to ensure quality service via shared service.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Monthly monitoring</li> <li>2. Dec 16</li> <li>3. Mar 17</li> </ol>



# 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		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	▲	▲	Dec 16	➡	<b>Risk - What are we planning to do?</b> Review of H & S risks and audit plan for 2017/8	<b>Risk - When is it going to be completed?</b> Jan 2017
5. Failure to anticipate and respond appropriately to legislative change.	Corporate	●	▲	Dec 16	➡	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Reports to Council on changes necessary to reflect legislation.</li> <li>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.</li> <li>3. Responding to Govt consultations &amp; lobbying in various areas of political change (e.g. business rates, schools funding, improved better care fund, London devolution).</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Quarterly for CWP</li> <li>2. Quarterly for H&amp;WB</li> <li>3. As dictated by government agenda</li> </ol>

## 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		When is it going to be completed	
				Direction of Travel	What are we planning to do?		
6. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	▲	▲	Dec 16	➡	<p><b>Risk - What are we planning to do?</b></p> <ol style="list-style-type: none"> <li>1. Lewisham Future Programme to focus on transformation options - savings target to be refreshed once budget finalised.</li> <li>2. M&amp;C line by line review of budgets with heads of service.</li> <li>3. Lewisham Future Programme to bring forward further savings proposals with the budget (if possible).</li> </ol>	<p><b>Risk - When is it going to be completed?</b></p> <ol style="list-style-type: none"> <li>1 Mar 17</li> <li>2. Jan 17</li> <li>3. Feb 17</li> </ol>
7. Adequacy of Internal Control.	Corporate	●	●	Dec 16	➡	<p><b>Risk - What are we planning to do?</b></p> <ol style="list-style-type: none"> <li>1. Address results of core financial internal audits &amp; any recs from external audit and report to Audit Panel</li> <li>2. Implemented solution for procurement support with neighbouring borough but new ways of working/control to be examined</li> </ol>	<p><b>Risk - When is it going to be completed?</b></p> <p>Dec 16 Done</p> <p>Nov 16 Done</p> <p>Through 2017</p>
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	●	●	Dec 16	➡	<p><b>Risk - What are we planning to do?</b></p> <ol style="list-style-type: none"> <li>1. Receive and finalise pension fund, tri-annual valuation and set future contribution rates</li> <li>2. Receive business rates 2015 valuation and re-assess appeals risk.</li> <li>3. Annual review of Council tax Reduction Scheme</li> </ol>	<p><b>Risk - When is it going to be completed?</b></p> <ol style="list-style-type: none"> <li>1. Nov 16 done</li> <li>2. Mar 17</li> <li>3. Jan 17</li> </ol>









## 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	▲	▲	Dec 16	➔	<b>Risk - What are we planning to do?</b> 1. New AIMS Programme and FISCAL reporting tool implemented to support income collection scheme  2. Independent review of accounts payable & receivable and wider financial control environment to maximise efficiency and efficacy of processes and procedures for using the Council's systems	<b>Risk - When is it going to be completed?</b> 1. Oct 16  2. Jan 17
10. Failure to manage performance leads to service failure.	Corporate	●	▲	Dec 16	➔	<b>Risk - What are we planning to do?</b> Following creation of a single corporate policy and performance team, revisit service data & performance priorities and update performance reports & quality assurance practices.	<b>Risk - When is it going to be completed?</b> Mar 17
12. Multi-agency governance failure leads to ineffective partnership working	Corporate	●	▲	Dec 16	➔	<b>Risk - What are we planning to do?</b> Adult Integrated Care Programme to improve services and provide better value for money.	<b>Risk - When is it going to be completed?</b> 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
13. Failure to manage strategic suppliers and related procurement programmes.	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> 1. Revised corporate arrangements to include SLA with neighbouring authority for specialist support) 2. Meet requirements of transparency code	<b>Risk - When is it going to be completed?</b> 1. Nov 16 done 2. Mar 17
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> Monitor & report on the performance of recently introduced facilities management & statutory maintenance contracts.	<b>Risk - When is it going to be completed?</b> April 17
19. Loss of constructive employee relations	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> 1. Implement actions from talkback survey 2. Rollout manager training suite 3. Continue to explore forum to improve collaborative work in support of culture changes- starting with Heads of Service	<b>Risk - When is it going to be completed?</b> 1. Dec 16 2. Dec 16 3. Mar 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
21. Information governance failure.	Corporate	▲	▲	Dec 16	➡	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Refresh all of the Information Management policies.</li> <li>2. Review information sharing guidance and processes</li> <li>3. Align IT policies with Brent with Information Governance policies to follow.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Dec 16</li> <li>2. Dec 16</li> <li>3. Mar 17</li> </ol>
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	▲	▲	Dec 16	➡	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Review level of agency staff/recruitment and success as part of retendering contract.</li> <li>2. Roll out corporate managers training.</li> </ol> <p>See also risk re financial savings &amp; gap for management &amp; corporate overheads.</p>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Mar 17</li> <li>2. Dec 16</li> </ol>
27 Governance failings in the implementation of service changes	Corporate	●	▲	Dec 16	➡	<b>Risk - What are we planning to do?</b> <p>Savings proposal monitoring and legal implications for 2017/18 budget</p>	<b>Risk - When is it going to be completed?</b> <p>Feb 17</p>

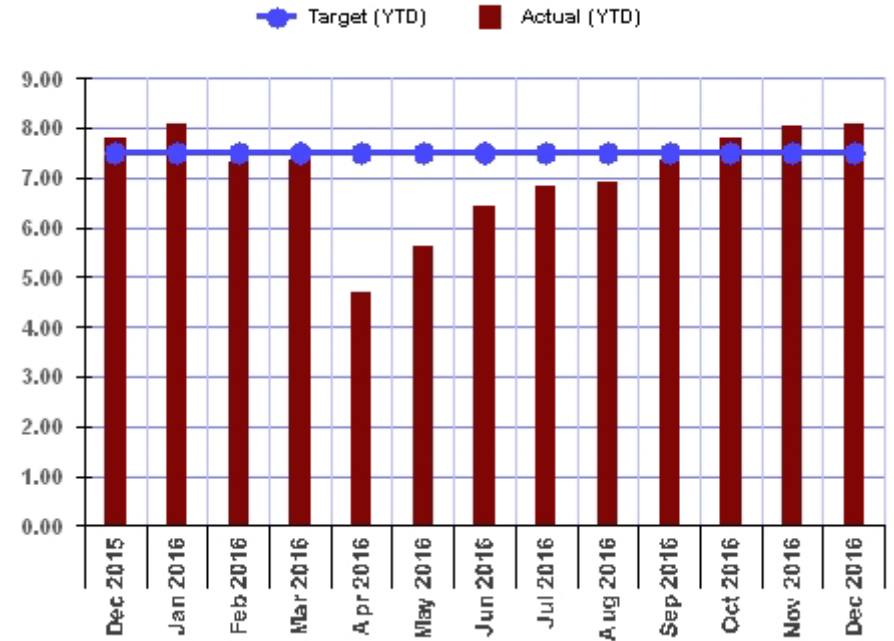
## 10. Inspiring Efficiency, Effectiveness and Equity

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		When is it going to be completed	
				Direction of Travel	What are we planning to do?		
29 Move to IER impacts work of boundary commission	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> Continue lobbying work at electoral commission and via LGA and respond to consultation.	<b>Risk - When is it going to be completed?</b> Dec 16
30. Strategic programme to develop and implement transformational change does not deliver	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> Lewisham Futures programme continues to work to identify new proposals to close savings gap for 19/20 estimated at £45m, on top of £17m for 17/18. <ol style="list-style-type: none"> <li>1. £23m of savings agreed for 17/18 with £9m gap. Looking to bring forward more proposals if possible.</li> <li>2. Working on £14m of outline proposals for 18/19 and 19/20, leaving a gap of £25m.</li> </ol>	<b>Risk - When is it going to be completed?</b>  Jan 17  Dec 17
32. Election/Referendum not conducted efficiently.	Corporate			Dec 16		<b>Risk - What are we planning to do?</b> Monitor resourcing for elections	<b>Risk - When is it going to be completed?</b> Dec 16 Done

NI181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

	NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		
	Days		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2015	7.80	7.50	●
Jan 2016	8.08	7.50	▲
Feb 2016	7.32	7.50	★
Mar 2016	7.34	7.50	★
Apr 2016	4.69	7.50	★
May 2016	5.62	7.50	★
Jun 2016	6.45	7.50	★
Jul 2016	6.83	7.50	★
Aug 2016	6.92	7.50	★
Sep 2016	7.37	7.50	★
Oct 2016	7.80	7.50	●
Nov 2016	8.05	7.50	▲
Dec 2016	8.08	7.50	▲



NI181 - comment

Responsible Officer Performance Comments

Action Plan Comments

Responsible Officer	Performance Comments	Action Plan Comments
Head of Public Services	<p><b>Performance</b> Year to date performance is currently over target, this is largely due to significant and sustained IT disruption at a time when we were recovering from high leave throughout the summer period.</p>	<p><b>Performance Action Plan</b> The service is continually monitoring performance and implementing changes to improve the service. From January 2017 we will be moving to a process-based working environment with dedicated teams working on specific area of work. We are looking at a self-serve portal for claimants to minimise incoming enquiries which will leave more resource to deal with our key work-types, new claims and change in circumstances. This should bring performance back on target by the end of March 2017.</p>

# 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

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 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.