












# **Monthly Management Report**

**May 2016**

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## Key

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

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# Foreword

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

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

**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 April 2016. There are 14 performance indicators (74 per cent) reported as green or amber against target, and 10 (53 per cent) are showing an upward direction of travel. There are 5 performance indicators (26 per cent) reported as red against target and 6 performance indicators (32 per cent) which have a Red direction of travel. There are 4 indicators that have missing performance data.

**Projects:** Projects are being reported for April 2016. There are no red projects this month.

**Risks:** Risks are being reported for March 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 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 11 amber risks and one risk is rated green.

**Finance:** The financial outturns for 2016/17 as at 31 March 2016 are as follows: There is a forecast overspend of £6.2m against the directorates' net general fund revenue budget which is £246.22m. This compares to a forecasted overspend of £6.0m for the end of February. The final outturn for the 14/15 financial year was £5.2m. The Housing Revenue Account (HRA) is projecting a £2.3m surplus. For the Dedicated Schools Grant (DSG) there are three schools which applied for a licensed deficit by the year end. There are a further nine schools that were overspent by the year end and will need to apply for a licensed deficit in the future.

**Barry Quirk, Chief Executive**  
**14 June 2016**

# 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
0	1	1		2	0	1	1		2
Priority 7 - Protection of Children					Priority 7 - Protection of Children				
Overall Performance					Direction of Travel				
				Total					Total
1	1	1		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
1	0	1	1	3	0	2	0	1	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
0	2	4	1	7	3	0	3	1	7

Across all performance indicators in this report							Across all performance indicators in this report					
Overall Performance							Direction of Travel					
							Total					Total
5	4	10	2	1	1		23	6	3	10	4	23

## Performance

This report contains April 2016 performance data, and finds that 14 indicators are reported as Green or Amber against target, which is up from 10 last month. In April 2016, 5 indicators are reported as Red against target, which is down five from last month. There are 4 indicators with missing data in April 2016, which is up one from last month.

## Direction of Travel

A total of 10 indicators are showing an upward trend in April 2016, which is up from 9 last month. There are 6 indicators with a red direction of travel in April 2016, which is down from 10 last month. In April 2016, 3 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 Apr 16	DoT Apr 16 v Mar 16	DoT Apr 16 v Mar 16	Consecutive periods Red (last 12 periods)	Priority No.	▲ Page No.
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	▲	■	■	12	2	p14
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	▲	■	■	11	2	p15
Performance Indicators - Monthly Indicators (reported 1 month behind)						
	Against Target Mar 16	DoT Mar 16 v Mar 15	DoT Mar 16 v Feb 16	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	▲	■	■	12	8	p26

# Areas of Good Performance

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Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Apr 16	DoT Apr 16 v Mar 16	DoT Apr 16 v Mar 16	Priority No.
NI062 Stability of placements of looked after children: number of moves	★	🟡	🟡	7
LPI202 Library visits per 1000 pop	★	🟡	🟡	9
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	★	🟡	🟡	10
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 Mar 16	DoT Mar 16 v Mar 15	DoT Mar 16 v Feb 16	Priority No.
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	★	🟡	🟡	8
NI191 Residual household waste per household (KG)	★	🟡	🟡	3

# Programmes and Projects

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## Project Performance - April 2016

This month				One month ago				Two months ago			
Status			Total	Status			Total	Status			Total
			15				15				15
0	9	6		0	9	6		0	8	7	

Estimated completion dates	
Project	Date
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
PMSCUS Besson Street Development	Aug 2016
PMSCYP Primary Places Programme 2015/16	Sep 2016
PMSRGN Sydenham Park Footbridge	Sep 2016
PMSRGN Beckenham Place Park (Fundraising Project)	Round 2 funding announcement in Dec 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
PMSRGN Deptford Rise Public Realm (The Deptford Project Ltd)	Apr 2016

## Movements in project status since March 2016

### Upgrades:

None

### Downgrades:

None

### Removals:

TfL Programme 15/16  
GLA Empty Homes Programme Round 2

### 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 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 21 risks in total on the Corporate Risk register (9 Red, 11 Amber, and 1 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 will be strengthened following completion of the 2016/17 business planning process. There is one change to the current status RAG rating in the Corporate Risk Register this quarter (March 2016). Risk RMSCOR26 'Loss of service capacity and failure to protect the vulnerable due to extreme environmental circumstances' has been amalgamated with RMSCOR01 'Failure to maintain minimum service continuity during and quickly recover from a disaster' and the score has been reduced from 12 to 10 (but remains amber) following work that is making the organisation more resilient and prepared for such events. RMSCOR01 has also been renamed to 'Failure to effectively contain the impacts of an emergency affecting the public, business, environment and/or organisation'.

The actions arising from the recent OFSTED inspection will be added to the Annual Governance Statement and are now included in the Children & Young People's risk register. Progress will be regularly reported to the Internal Control Board.

The Executive Management Team and Internal Control Board considered 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. The Risk Management Strategy will be refreshed during 2016 to reflect new streamlined reporting arrangements that will require directorates to align risks with objectives and produce annual risk registers. Quarterly exception reports will be presented to the Risk Management Working Party and Internal Control Board that will inform the Corporate Risk Register that will continue to be reported quarterly in the Management Report. The new arrangements will be implemented on completion of the business planning process for 2016/17.

An Internal Audit of Risk Management reported a 'Satisfactory' assurance level in December 2015. There are three medium and one low recommendation and progress with actions will be monitored by the Risk Management Working Party. One recommendation has been completed with the others due later in 2016. Internal Audit are undertaking a Risk Maturity Assessment in May that is due to report in June 2016.



# 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 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.	▲
7, 8	<b>18. Failure of 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>19. Loss of constructive employee relations</b> 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	<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 contain the impacts of an emergency affecting the public, business, environment and/or organisation.	●	★	Mar 16	?	10
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	▲	▲	Mar 16	➔	10
4. Non-compliance with Health & Safety Legislation	▲	▲	Mar 16	➔	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	●	▲	Mar 16	➔	10
6. Financial Failure and inability to maintain service delivery within a balanced budget	▲	▲	Mar 16	➔	10
7. Adequacy of Internal Control.	●	●	Mar 16	➔	10
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	●	●	Mar 16	➔	10
9. Loss of income to the Council	▲	▲	Mar 16	➔	10
10. Failure to manage performance leads to service failure.	●	▲	Mar 16	➔	10
12. Multi-agency governance failure leads to ineffective partnership working	●	▲	Mar 16	➔	10
13. Failure to manage strategic suppliers and related procurement programmes.	●	▲	Mar 16	➔	10
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	●	▲	Mar 16	➔	10
18. Failure of safeguarding arrangement.	▲	●	Mar 16	➔	7, 8
19. Loss of constructive employee relations	▲	▲	Mar 16	➔	10
21. Information governance failure.	▲	▲	Mar 16	➔	10
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	▲	▲	Mar 16	➔	10
27 Governance failings in the implementation of service changes	●	▲	Mar 16	➔	10
28. Failure to agree with partners integrated delivery models for local health and care services.	★	★	Mar 16	➔	9
29 Failure to implement Individual Electoral Registration (IER)	●	▲	Mar 16	➔	10
30. Strategic programme to develop and implement transformational change does not deliver	▲	●	Mar 16	➔	10
32. GLA election/Europe Referendum not conducted efficiently	●	▲	Mar 16	➔	10

## Overall Performance: Finance

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### Performance

	Feb 2016	%	Mar 2016	%
★	6	60	5	50
●	0	0	1	10
▲	4	40	4	40
Total	10	100	10	100

Budgets for 2016/17 have not been finalised and as such the figures from last month are re-reported this month.

The financial outturns for 2015/16 is as follows:

There is an overspend of £6.3m against the directorates' net general fund revenue budget which is £246.224m. This compares to a forecasted overspend of £6.0m at the end of February. The final outturn for the 14/15 financial year was £5.2m.

The Housing Revenue Account (HRA) has a £2.3m surplus.

For the Dedicated Schools Grant (DSG) there are three schools which applied for a licensed deficit by the year end. There are a further nine schools that were overspent by the year end and will need to apply for a licensed deficit in the future.

### Finance by Priorities (£000s)

	2015/16 Budget	Latest projected year end variance as at Mar 16	% variance
01. NI Community Leadership and Empowerment	5,996	-700.00	-11.67
02. NI Young People's Achievement and Involvement	8,900	1,100.00	12.36
03. NI Clean, Green and Liveable	18,800	1,100.00	5.85
04. NI Safety, Security and Visible Presence	11,000	-700.00	-6.36
05. NI Strengthening the Local Economy	2,700	-400.00	-14.81
06. NI Decent Homes for All	3,900	2,500.00	64.10
07. NI Protection of Children	42,500	6,300.00	14.82
08. NI Caring for Adults and Older People	72,600	200.00	0.28
09. NI Active, Healthy Citizens	5,404	0.00	0.00
10. NI Inspiring Efficiency, Effectiveness, and Equity	74,424	-3,100.00	-4.17
Corporate priorities	246,224	6,300.00	2.56

**The following 'Hot Topics' is being reported for April 2016:**

**On-the-spot fines for flytipping**

On-the-spot-fines have been introduced in Lewisham to reduce flytipping offences in the borough.

The council has been given new powers to tackle illegal dumping by making it easier to take action against offenders. From 1 June 2016, anyone caught flytipping in Lewisham may be issued with a fixed penalty notice of £400, or £250 if paid within 10 working days.

The new measures have been granted to local authorities under the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016. The measures will allow Lewisham to take swift action against offenders by removing the burden of taking a small matter to court.

Over the past year, Lewisham has issued over 400 fixed penalty notices for waste offences, including for business owners.

## 2. Young People's Achievement and Involvement

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

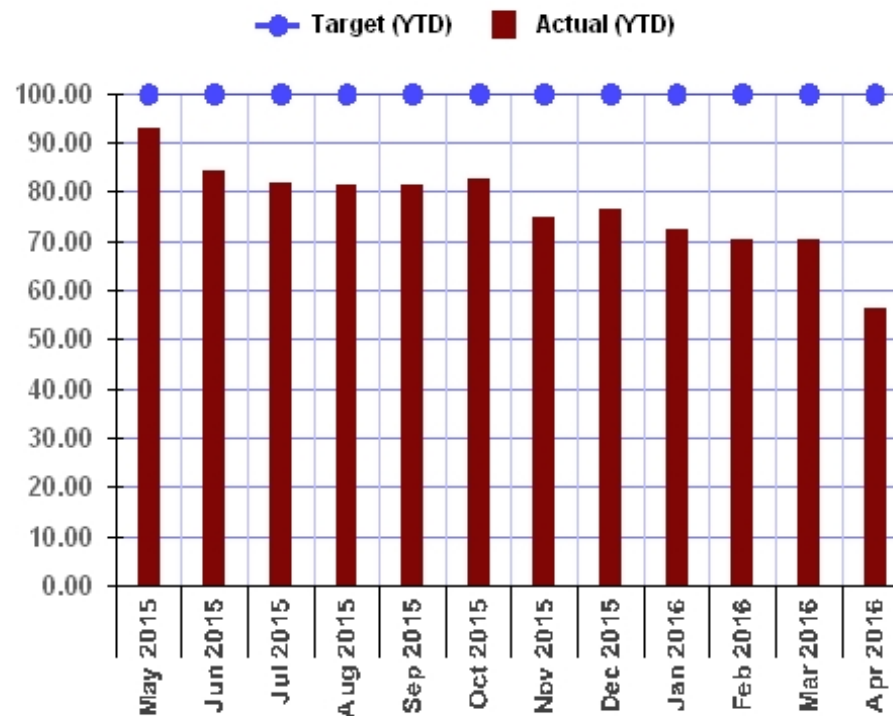
Priority 2 - Monthly Performance								
	Unit	YTD Apr 16	Target Apr 16	Against Target Apr 16	DoT Last year	Against Target Mar 16	Against Target Feb 16	15/16
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	56.50	100.00	▲	■	▲	▲	▲
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	56.50	95.00	▲	■	▲	▲	▲

Priority 2 - Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Primary Places Programme 2015/16	CYP	£35m	Sep 2016	●
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	TBC	●
PMSCYP Building Schools for the Future	CYP	£230m	Dec 2016	★

Net Expenditure Priority 02 (£000s)					
	2015/16 Budget	Projected year-end variance as at Mar 16	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	8,900	1,100	▲	12.36	<b>Finance Overspend</b> The final outturn on schools transport is £1.1m overspend.

**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)
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	▲
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	▲

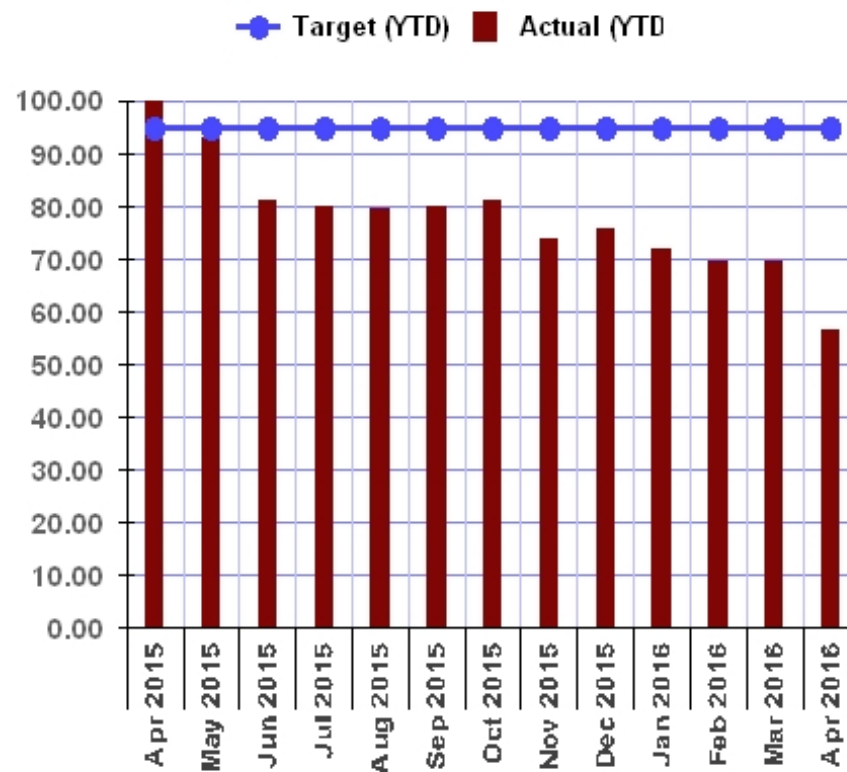


**LPZ940 - comment**

Responsible Officer	Performance Comments	Action Plan Comments
Head of Targeted Services and Joint Commissioning	<p><b>Performance</b></p> <p>There has been increased demand for EHCPs arising from legislative changes that extended the possible age range of children from birth to 25 years. Demand has increased from 120 requests between Aug. and Dec. 2015 to 184 between Jan. and May 2016. Recruitment of additional staff to deal with the increase has now advanced to the stage where clearance processes are underway for the successful candidates. In addition, unreliable IT systems and computer equipment has significantly impacted on the ability of staff to use the systems and process EHCPs within timescale. This is being addressed through the new IT infrastructure as part of the new Lewisham Brent shared services and testing of the new system has so far been encouraging.</p>	<p><b>Performance Action Plan</b></p> <p>Service managers will continue to work with IT managers to resolve issues identified during the testing of the new IT system. It is anticipated that such issues will be resolved by September 2016, which is a reasonable date by which to expect that additional staff will be in post. As such, significant and sustained improvement is anticipated to be apparent as from the third quarter of this year.</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)
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	▲
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	▲



LPZ941 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Targeted Services and Joint Commissioning	<p><b>Performance</b></p> <p>There has been increased demand for EHCPs arising from legislative changes that extended the possible age range of children from birth to 25 years. Demand has increased from 120 requests between Aug. and Dec. 2015 to 184 between Jan. and May 2016. Recruitment of additional staff to deal with the increase has now advanced to the stage where clearance processes are underway for the successful candidates. In addition, unreliable IT systems and computer equipment has significantly impacted on the ability of staff to use the systems and process EHCPs within timescale. This is being addressed through the new IT infrastructure as part of the new Lewisham Brent shared services and testing of the new system has so far been encouraging.</p>	<p><b>Performance Action Plan</b></p> <p>Service managers will continue to work with IT managers to resolve issues identified during the testing of the new IT system. It is anticipated that such issues will be resolved by September 2016, which is a reasonable date by which to expect that additional staff will be in post. As such, significant and sustained improvement is anticipated to be apparent as from the third quarter of this year.</p>

### 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 Apr 16	Target Apr 16	Against Target Apr 16	DoT Last year	Against Target Mar 16	Against Target Feb 16	15/16
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	?	?	?!	?	?	?	?
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	?	?	?!	?	?	?	?
Priority 3 - Monthly Performance (reported one month in arrears)								
	Unit	YTD Mar 16	Target Mar 16	Against Target Mar 16	DoT Last year	Against Target Feb 16	Against Target Jan 16	15/16
NI191 Residual household waste per household (KG)	Kg/Household	57.71	58.75	★	🟢	★	★	★
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	18.35	20.00	▲	🟢	▲	▲	▲
NI193 Percentage of municipal waste land filled	Percentage	0.66	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 Deptford Rise Public Realm (The Deptford Project Ltd)	Resources & Regeneration	£152k	Apr 2016	
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£775k	Sep 2016	
PMSRGN TFL Programme 2015/16	Resources & Regeneration	£6.565m	Mar 2016	
PMSRGN Beckenham Place Park (Fundraising Project)	Resources & Regeneration	£323k (round 1 funding)	Round 2 funding announcement in Dec 2016	

Priority 3 - Finance Net Expenditure (£000s)					
	2015/16 Budget	Projected year-end variance as at Mar 16	Variance	% variance	Comments
03. NI Clean, Green and Liveable	18,800	1,100		5.85	<p><b>Finance Overspend</b></p> <p>The Environment Division is forecasting an overspend of £1.1m. This is made up of 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 which has caused an overspend of £0.2m. £0.3m is as result of lost income in respect of the Bereavement Services. £0.5m of the overspend relates to extra costs in processing disposals of residual waste and £0.1m is due to changes in street management contracts.</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 Apr 16	YTD Mar 16	Change since last month	YTD Apr 15	Change since same period last year
Lewisham	Number	136.00	1,793.00	✔	151.00	✔
Outer London	Number	104.00	1,395.00	✔	114.00	✔
Inner London	Number	130.00	1,690.00	✔	130.00	→
Robbery						
	Unit	YTD Apr 16	YTD Mar 16	Change since last month	YTD Apr 15	Change since same period last year
Lewisham	Number	58.00	821.00	✔	80.00	✔
Outer London	Number	34.00	530.00	✔	45.00	✔
Inner London	Number	69.00	894.00	✔	75.00	✔
Burglary						
	Unit	YTD Apr 16	YTD Mar 16	Change since last month	YTD Apr 15	Change since same period last year
Lewisham	Number	150.00	2,146.00	✔	168.00	✔
Outer London	Number	137.00	1,995.00	✔	159.00	✔
Inner London	Number	192.00	2,389.00	✔	188.00	✘
Criminal Damage						
	Unit	YTD Apr 16	YTD Mar 16	Change since last month	YTD Apr 15	Change since same period last year
Lewisham	Number	207.00	2,421.00	✔	235.00	✔
Outer London	Number	149.00	1,884.00	✔	162.00	✔
Inner London	Number	164.00	2,068.00	✔	172.00	✔

## 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 Apr 16	YTD Mar 16	Change since last month	YTD Apr 15	Change since same period last year
Lewisham	Number	88.00	884.00	✓	82.00	✗
Outer London	Number	55.00	609.00	✓	52.00	✗
Inner London	Number	75.00	824.00	✓	73.00	✗
Theft from vehicle						
	Unit	YTD Apr 16	YTD Mar 16	Change since last month	YTD Apr 15	Change since same period last year
Lewisham	Number	117.00	1,509.00	✓	124.00	✓
Outer London	Number	107.00	1,468.00	✓	117.00	✓
Inner London	Number	131.00	1,636.00	✓	132.00	✓
Theft from person						
	Unit	YTD Apr 16	YTD Mar 16	Change since last month	YTD Apr 15	Change since same period last year
Lewisham	Number	42.00	555.00	✓	38.00	✗
Outer London	Number	42.00	496.00	✓	40.00	✗
Inner London	Number	133.00	2,004.00	✓	188.00	✓

## 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 Apr 16	YTD Mar 16	YTD Feb 16	YTD Jan 16	YTD Dec 15	15/16
LPI472 Job Seekers Allowance claimant rate	Percentage	2.50	2.60	2.60	2.50	2.40	2.60
LPI474 The no.of JSA claimants aged 18-24yrs	Number	825	865	875	830	810	865
LPI475 Average house price(Lewisham)	£	410,126.00	400,457.00	397,110.00	385,129.00	374,745.00	400,457.00

Priority 5 - Quarterly Contextual Performance							
	Unit	YTD Mar 16	YTD Dec 15	YTD Sep 15	YTD Jun 15	YTD Mar 15	15/16
LPI423 Local employment rate	Percentage	?	75.90	76.20	74.40	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 Apr 16	Target Apr 16	Against Target Apr 16	DoT Last year	Against Target Mar 16	Against Target Feb 16	15/16
NI156 Number of households living in Temporary Accommodation	Number	1,760.00	1,750.00	●	➡	●	●	●
Priority 6 - Quarterly Indicators								
	Unit	YTD Mar 16	Target Mar 16	Against Target Mar 16	DoT Last year	Against Target Dec 15	Against Target Sep 15	15/16
LPZ705 Number of homes made decent	Number	643.00	643.00	★	➡	★	★	★
Priority 6 - Contextual Performance								
	Unit	Apr 16	Mar 16	Feb 16	Jan 16	15/16		
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	Number	18.00	0.00	4.00	27.00	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	●
PMSCUS Bampton and Shifford Estate Development	Customer Services	£300k	Spring 2016	●
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	TBC	●
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	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	★
PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers	Resources & Regeneration	£1m	Sep 2018	★

Priority 6 - Finance Net Expenditure (£000s)					
	2015/16 Budget	Projected year-end variance as at Mar 16	Variance	% variance	Comments
06. NI Decent Homes for All	3,900	2,500	▲	64.10	<b>Finance Overspend</b> The Strategic Housing service is projecting an overspend of £2.5m. 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 Apr 16	Target Apr 16	Against Target Apr 16	DoT Last year	Against Target Mar 16	Against Target Feb 16	15/16
NI062 Stability of placements of looked after children: number of moves	Percentage	9.60	10.00	★	🟢	▲	▲	▲
NI063 Stability of placements of looked after children: length of placement	Percentage	71.20	72.00	●	🟢	▲	▲	▲
NI064 Child protection plans lasting 2 years or more	Percentage	7.60	7.00	▲	🟢	▲	▲	▲

### Priority 7 - Contextual Performance

	Unit	England 14/15	Statistical Neighbours 14/15	Apr 16	Mar 16	Feb 16	Jan 16	Dec 15	15/16
LPI302 No. of LAC 'as at'	Number	386.00	445.00	468.00	467.00	472.00	464.00	467.00	467.00
LPI309a Number of Referrals per month	Number	294.00	252.00	175.00	213.00	212.00	282.00	202.00	213.00

### Priority 7 - Finance Net Expenditure (£000s)

	2015/16 Budget	Projected year-end variance as at Mar 16	Variance	% variance	Comments
07. NI Protection of Children	42,500	6,300	▲	14.82	<p><b>Finance Overspend</b></p> <p>There are cost pressures amounting to £6.3m in Children's Social Care which are in the following areas: Clients with no recourse to public funds create a pressure of £2.2m; the placement budget for looked after children is currently forecast to overspend by £1.5m; children leaving care is currently forecast to overspend by £1.3m; and additional pressure on the Section 17 unrelated to No Recourse of £0.4m and on salaries and wages which show a forecast overspend of £0.9m.</p>

# 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	▲	●	Mar 16	➔	<p><b>Risk - What are we planning to do? Children &amp; Young People</b></p> <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.</li> <li>2. Date information and performance management regularly reviewed at Children's Social Care Service Management Team in light of Ofsted Action Plan.</li> </ol> <p><b>Adults</b></p> <ol style="list-style-type: none"> <li>1. Continued scrutiny of trend analysis by the Safeguarding Adult Review Panel in accordance with Care Act requirements.</li> <li>2. Organisational Alert Tool will be rolled out across Adult Social Care and Joint Commissioning following the delivery of suitable training.</li> </ol>	<p><b>Risk - When is it going to be completed? Children and Young People</b></p> <ol style="list-style-type: none"> <li>1. June 2016</li> <li>2. Monthly review</li> </ol> <p><b>Adults</b></p> <ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. TBC</li> </ol>



## 8. Caring for Adults and Older People

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

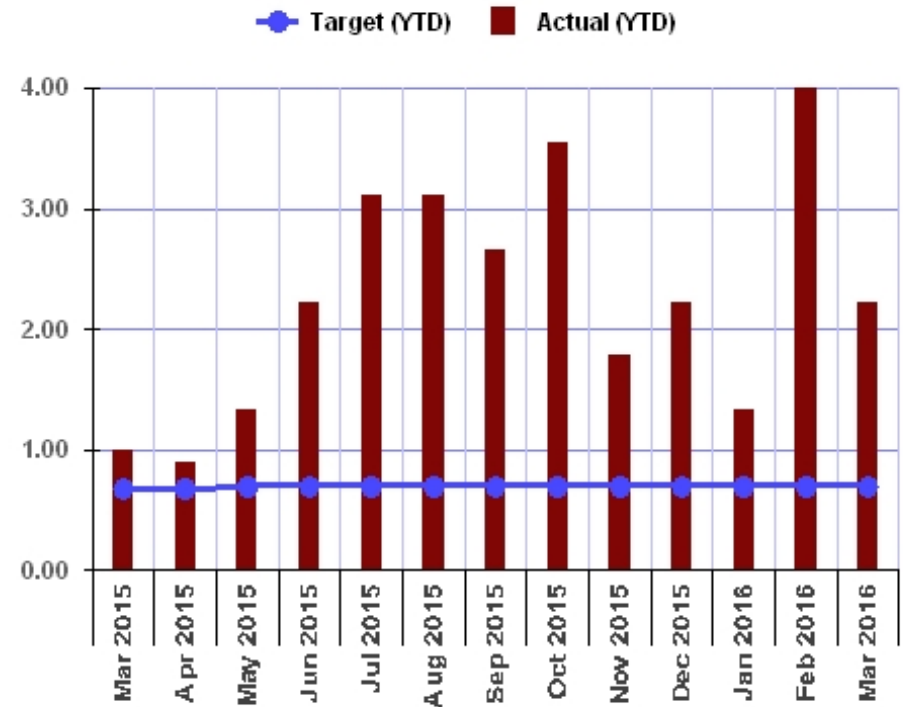
Priority 8 - Monthly Indicators								
	Unit	YTD Apr 16	Target Apr 16	Against Target Apr 16	DoT Last year	Against Target Mar 16	Against Target Feb 16	15/16
LPI254 1C (2) % people using social care who receive direct payments	Percentage	27.24	?	!	?	▲	▲	▲

Priority 8 - Monthly indicators (reported 1 month in arrears)								
	Unit	YTD Mar 16	Target Mar 16	Against Target Mar 16	DoT Last year	Against Target Feb 16	Against Target Jan 16	15/16
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number per 100,000	4.00	4.40	★	🟢	🟡	▲	★
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	2.22	0.70	▲	🔴	▲	▲	▲

Priority 8 - Monthly Contextual Performance							
	Unit	Apr 16	Mar 16	Feb 16	Jan 16	Dec 15	15/16
LPI250 ASC total service users	Number	1,844.00	1,920.00	1,979.00	2,054.00	2,153.00	1,920.00

## LPI265 2C (2) - Delayed Transfer of Care from hospital attributable to ASC

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)
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	▲
Nov 2015	1.78	0.70	▲
Dec 2015	2.22	0.70	▲
Jan 2016	1.33	0.70	▲
Feb 2016	4.44	0.70	▲
Mar 2016	2.22	0.70	▲






### LPI265 2C (2) - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Adult's Social Care	<p><b>Performance</b></p> <p>In order to achieve this target we are dependent upon the Trust to implement its 'Choice' policy, which is aimed at supporting Service Users and their families in selecting their preferred form of long term care. The choice selected may lead to complexities, such as needing to identify appropriate placements outside the borough and obtaining the agreement of providers to take people who may currently be occupying hospital beds at a considerable distance from their own area, which inevitably lengthens the discharge process and leads to targets being breached. March's performance of 2.22 equates to 2 individual discharges being delayed in the month. Both of these were due to the reasons described above. To provide some context, 210 people were successfully discharged in March without delays arising.</p>	<p><b>Performance Action Plan</b></p> <p>Whilst we continue to work in partnership with Health to monitor discharge flows on a case by case basis, there always remains the possibility that the wishes of Service Users and their families will be such that the target, as it now stands, will not be met. It is not anticipated that there will be any less than 2 cases of delayed transfer of care within the next 6 months. In addition, once the outturns for Quarter 4 for hospital discharges nationally are released by NHS England, we will review the target for this indicator in collaboration with the CCG.</p>

## 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
18. Failure of safeguarding arrangement.	Corporate			Mar 16		<p><b>Risk - What are we planning to do?</b> <b>Children &amp; Young People</b></p> <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.</li> <li>2. Date information and performance management regularly reviewed at Children's Social Care Service Management Team in light of Ofsted Action Plan.</li> </ol> <p><b>Adults</b></p> <ol style="list-style-type: none"> <li>1. Continued scrutiny of trend analysis by the Safeguarding Adult Review Panel in accordance with Care Act requirements.</li> <li>2. Organisational Alert Tool will be rolled out across Adult Social Care and Joint Commissioning following the delivery of suitable training.</li> </ol>	<p><b>Risk - When is it going to be completed?</b></p> <p><b>Children and Young People</b></p> <ol style="list-style-type: none"> <li>1. June 2016</li> <li>2. Monthly review</li> </ol> <p><b>Adults</b></p> <ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. TBC</li> </ol>

# 9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance									
	Unit	YTD Apr 16	Target Apr 16	Against Target Apr 16	DoT Last year	Against Target Mar 16	Against Target Feb 16		15/16
LPI202 Library visits per 1000 pop	Number per 1000	611.00	580.00	★	★	▲	★		▲

## 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	★	★	Mar 16	➔	<p><b>Risk - What are we planning to do?</b></p> <ol style="list-style-type: none"> <li>1. Enhance the capacity to manage and deliver the Adult Integrated Care Programme.</li> <li>2. Develop an overall benefit realisation plan for each of the five schemes.</li> <li>3. Continue to review and assess the impact of proposals to reconfigure health and care services.</li> <li>4. New delivery models will be piloted to allow for the further gathering of evidence to inform important decisions.</li> </ol>	<p><b>Risk - When is it going to be completed?</b> 2018</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

Priority 10 - Monthly Performance								
	Unit	YTD Apr 16	Target Apr 16	Against Target Apr 16	DoT Last year	Against Target Mar 16	Against Target Feb 16	15/16
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	?
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.98	7.50	🟡	🟢	🟡	🟡	🟡
LPI031 NNDR collected	Percentage	106.84	99.00	🟢	🔴	🟢	🟢	🟢
LPI032 Council Tax collected	Percentage	94.01	96.00	🟡	🔴	🟡	🟡	🟡
LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	Percentage	3.57	4.00	🟢	🟢	🔴	🔴	🔴
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	95.57	91.00	🟢	🔴	🟢	🟢	🟢
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	4.69	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 effectively contain the impacts of an emergency affecting the public, business, environment and/or organisation.	Corporate			Mar 16		<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Business Continuity Management and Emergency Planning cycles to commence in April 2016 including a comprehensive testing, training and exercising programme.</li> <li>2. Rest Centre Plan under review following a major international exercise which Lewisham participated in.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Detailed plans exist for each cycle including deadlines which are monitored through our existing governance arrangements.</li> <li>2. TBC.</li> </ol>
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate			Mar 16		<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Consistent and regular monitoring of storage capacity.</li> <li>2. Monitoring and maintenance programme for network resources.</li> <li>3. New desktop environment is being deployed in phases and adds to the Council's resilience.</li> <li>4. There will be on-going work to improve the infrastructure from switch over from Capita to LBL and Brent shared services.</li> <li>5. Once this has been successfully completed, Thin Client will be installed.</li> </ol>	<b>Risk - When is it going to be completed?</b> Progress against all activities is being monitored monthly by the Customer Services Project Review Group.

## 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	▲	▲	Mar 16	➔	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Lessons learnt from CYP audits to be reported to CYP Directorate Management Team.</li> <li>2. Review alignment of schools' H&amp;S reporting.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. June 2016</li> <li>2. June 2016</li> </ol>
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	●	▲	Mar 16	➔	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Further reports to Council on constitutional changes as necessary to reflect legislation and anticipated regulations.</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. Review of Care Act Implementation Action Plan is ongoing.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Throughout 2015/16</li> <li>2. Ongoing</li> <li>3. Ongoing</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
6. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	▲	▲	Mar 16	➔	<p><b>Risk - What are we planning to do?</b> 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.</p> <p>Lewisham Future programme continues work to identify new proposals to close savings gap for 17/18 and future years to total at least £45M by 2019/20.</p> <p>Preparations underway to assess impact and response to government policies, comprehensive spending review and local government finance settlement.</p>	<p><b>Risk - When is it going to be completed?</b> June 2016</p>
7. Adequacy of Internal Control.	Corporate	●	●	Mar 16	➔	<p><b>Risk - What are we planning to do?</b></p> <ol style="list-style-type: none"> <li>1. Assess results of core financial internal audits for assurance opinion.</li> <li>2. Progress solution for procurement support.</li> </ol>	<p><b>Risk - When is it going to be completed?</b> 1. June 2016 2. September 2016</p>
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	●	●	Mar 16	➔	<p><b>Risk - What are we planning to do?</b></p> <ol style="list-style-type: none"> <li>1. Actuarial review of insurable liabilities completed early 2016. Report to be presented to the Executive Director, Resources and Regeneration.</li> </ol>	<p><b>Risk - When is it going to be completed?</b> 1. April 2016</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
9. Loss of income to the Council	Corporate	▲	▲	Mar 16	➡	<b>Risk - What are we planning to do?</b>  1. Oracle 12 issues continue and the system is hampering debt collection and fund allocation. System issues also stretching income targets via Lewisham Futures Programme. All issues with Oracle 12 are subject to scrutiny overseen by the Executive Director, Resources and Regeneration.	<b>Risk - When is it going to be completed?</b>  1. Monthly Review
10. Failure to manage performance leads to service failure.	Corporate	●	▲	Mar 16	➡	<b>Risk - What are we planning to do?</b>  1. Revise resourcing and work plans in light of Lewisham Futures Board report.	<b>Risk - When is it going to be completed?</b>  1. Monthly review
12. Multi-agency governance failure leads to ineffective partnership working	Corporate	●	▲	Mar 16	➡	<b>Risk - What are we planning to do?</b>  1. Adult Integrated Care Programme to improve services and provide better value for money.	<b>Risk - When is it going to be completed?</b>  1. Four 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	●	▲	Mar 16	➡	<b>Risk - What are we planning to do?</b>  1. Actions ongoing and being monitored by the commissioning and procurement group.	<b>Risk - When is it going to be completed?</b> Sept 2016
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate	●	▲	Mar 16	➡	<b>Risk - What are we planning to do?</b>  1. A review of compliance on the commercial estate has been completed. Report awaited - expecting 47% compliance across estate.	<b>Risk - When is it going to be completed?</b> Dec 2015
19. Loss of constructive employee relations	Corporate	▲	▲	Mar 16	➡	<b>Risk - What are we planning to do?</b>  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	<b>Risk - When is it going to be completed?</b> 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	▲	▲	Mar 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, taking into account the new Data Protection legislation coming from the EU that will replace the current Data Protection Act.</li> <li>2. Review our information sharing guidance and processes again taking into account legislative changes.</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> Throughout 2015/16
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	▲	▲	Mar 16	➔	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Organisational shape, direction and delivery strategy being continually reviewed.</li> </ol>	<b>Risk - When is it going to be completed?</b> Throughout 2015/16
27 Governance failings in the implementation of service changes	Corporate	●	▲	Mar 16	➔	<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Six monthly post-implementation reviews to ensure service changes are delivering as expected.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Ongoing advice from Legal and HR on all change proposals.</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
29 Failure to implement Individual Electoral Registration (IER)	Corporate			Mar 16		<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Continue outreach programme, including "Bite the Ballot" with Young Mayor's team and partners.</li> <li>2. Cooperate with the GLA plan for enhancing the register prior to the GLA election.</li> <li>3. Targetted rolling canvass year-round.</li> </ol>	<b>Risk - When is it going to be completed?</b> Ongoing to May 2016
30. Strategic programme to develop and implement transformational change does not deliver	Corporate			Mar 16		<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Exploring potential for shared services as a means of delivering savings.</li> </ol>	<b>Risk - When is it going to be completed?</b> Throughout 2015/16.
32. GLA election/Europe Referendum not conducted efficiently	Corporate			Mar 16		<b>Risk - What are we planning to do?</b> <ol style="list-style-type: none"> <li>1. Project plan to be implemented.</li> <li>2. Public relations campaign to dovetail with Greater London Authority (GLA) campaign.</li> <li>3. Resolve outstanding issues with IT by transfer to shared IT services with Brent.</li> <li>4. Ongoing liaison with GLA project managers re practicalities.</li> </ol>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. Ongoing to May 2016.</li> <li>2. Ongoing to May 2016.</li> <li>3. Early February/March 2016.</li> <li>4. Ongoing to May 2016.</li> </ol>

# 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

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## 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.